

LEVEL 5 OPERATIONAL MANAGEMENT

Syllabus | March 2024 | Version 1

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QUALIFICATION OBJECTIVE

This qualification is designed to support individuals in the development of management and leadership skills required by operational or departmental managers.

This qualification is aimed at practising or aspiring managers and leaders who are typically accountable to a senior manager or business owner. The primary role of a practising or aspiring manager and leader is to lead and manage individuals and teams to deliver aims and objectives in line with organisational strategy.

The qualifications have been designed for practising or aspiring managers in roles such as:

- Operations Manager
- Divisional Manager
- Departmental Manager
- Regional Manager
- Specialist Manager

Extensive research has been undertaken to ensure that these qualifications reflect tasks and activities of managers in the workplace. Sources of information include, but are not limited to:

- Comparability to national management qualifications
- CMI Professional Standards
- Management Transformed paper
- Everyone Economy paper
- Work Ready Graduate paper
- A review of the roles and responsibilities of managers sourced from a range of UK companies
- Analysis of Apprenticeship Standard for Operations/Departmental Manager ST0385/01
- Stakeholder consultation

QUALIFICATION TITLE

The title given below is the title as it will appear on the qualification when awarded to the Learner. The qualification reference number is the number allocated to the qualification by the Regulator at the time of submission, which confirms that this is a regulated qualification on the RQF and on the Register. The CMI code is the code which should be used when registering Learners with CMI.

CMI Code	Qualification Title	Qualification Reference Number
5D43	Level 5 Diploma in Operational Management	610/1289/0

KEY DATES

These qualifications are regulated from 1st September 2022 and the operational start date in CMI Centres is 1st September 2024. The qualification review date is 31st May 2027.

PROGRESSION OPPORTUNITIES

Upon successful completion of their qualification, learners are able to progress into employment and/or onto Higher Education (HE).

Learners may also wish to further their ongoing personal and professional development by accessing other CMI qualifications, such as the CMI Level 6 or 7 Qualifications in Management and Leadership with the goal of becoming a Chartered Manager.

Possible job roles for learners to progress into upon successful completion of their qualification:

- Senior Leader
- Senior Team Leader
- Project Manager
- Shift Manager

ENTRY REQUIREMENTS

These qualifications can be offered to Learners from age 18. CMI does not specify entry requirements for these qualifications, but Centres are required to ensure that Learners admitted to the programme have sufficient capability at the right level to undertake the learning and assessment.

CMI Centre must ensure Learners are recruited with integrity onto appropriate qualifications that will:

- meet their needs,
- enable and facilitate learning and achievement,
- enable progression.

In order to achieve this, the CMI Centre will need to:

- Provide relevant programme information, guidance and advice, to enable informed Learner choice,
- Publish entry and selection criteria,
- Demonstrate that Learners are recruited with integrity,
- Carry out comprehensive Learner induction that:
 - addresses programme and organisational requirements
 - explains Learner facilities
 - identifies Learners' development needs
 - develops an Individual Learning Plan.

The qualification is offered in the medium of the English Language.

HIGHER TECHNICAL QUALIFICATIONS

Higher Technical Qualifications (HTQs) are level 4 or 5 qualifications that have been quality marked by IfATE to indicate their alignment to employer-led occupational standards. New or existing level 4 or 5 qualifications submitted to IfATE's approvals process will receive a quality-mark if the qualification satisfies IfATE's approvals criteria. HTQs align to approved occupational standards and allow learners to enter their chosen profession or progress onto higher education.

For further information please visit the IfATE website:

<https://www.instituteforapprenticeships.org/qualifications/higher-technical-qualifications/introduction-to-higher-technical-qualifications-and-scope-of-approval/>.

DEFINITIONS

Total Qualification Time (TQT) is defined as the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required, in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification. Total Qualification Time is comprised of the following two elements –

- a) the number of hours which an awarding organisation has assigned to a qualification for Guided Learning, and
- b) an estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by – but not under the immediate supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.

Total Unit Time (TUT) is defined as the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required, in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a unit.

Guided Learning Hours (GLH) is defined as the activity of a Learner in being taught or instructed by – or otherwise participating in education or training under the Immediate Guidance or Supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.

Immediate Guidance or Supervision is defined as the guidance or supervision provided to a Learner by a lecturer, supervisor, tutor or other appropriate provider of education or training –

- a) with the simultaneous physical present of the Learner and that person, or
- b) remotely by means of simultaneous electronic communication

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit. One credit is equal to 10 hours of TQT.

Rule of Combination is defined as being a rule specifying the combination of units which may be taken to form a particular qualification, any units which must be taken and any related requirements.

QUALIFICATION STRUCTURES - OPERATIONAL MANAGEMENT

RULES OF COMBINATION

There are minimum requirements to achieve this qualification. The minimum requirements are based on the boundaries outlined in Ofqual's Guidance to the General Conditions of Recognition, namely Condition E2.

CMI LEVEL 5 DIPLOMA IN OPERATIONAL MANAGEMENT

Learners must complete and pass all six (6) mandatory units and achieve a total of 41 credits. The minimum GLH is 126 hours. The Total Qualification Time (TQT) is 410 hours.

Unit Code	Unit Title	GLH	Credits	TUT
549	Developing, Managing and Leading Teams	27	7	70
550	Stakeholder Relationships	18	5	50
551	Managing a Project	24	8	80
552	Managing Change	19	7	70
553	Operational Planning	22	8	80
554	Personal & Professional Development	16	6	60

QUALIFICATION DELIVERY

CMI does not specify the mode of delivery for its qualifications at Level 5; therefore CMI Centres are free to deliver the Level 5 qualifications using any mode of delivery that meets the needs of their Learners. However, CMI Centres should consider the Learners' complete learning experience when designing the learning programmes.

CMI Centres must ensure that the chosen mode of delivery does not unlawfully or unfairly discriminate, whether directly or indirectly, and that equality of opportunity is promoted. Where it is reasonable and practical to do so, it will take steps to address identified inequalities or barriers that may arise.

Please ensure that the content of the Centre Delivery plan is approved by the CMI Quality Manager.

For CMI requirements regarding Tutor/Deliverers of CMI qualifications please refer to the [CMI Quality Assurance Manual](#) for more information.

ACCESSIBILITY OF CMI QUALIFICATIONS

There may be incidents where Learners may require special consideration and reasonable adjustments to the delivery and assessment of qualifications. In the event of this, Centres should apply using the online form [Qualification Adjustment Request](#) in MyCMI.

Further information, please see the [CMI Reasonable Adjustments Procedure](#) and the [CMI Special Consideration Procedure](#)

RECOGNITION OF PRIOR LEARNING

There may be occasions where Learners request Recognition of Prior Learning (RPL). This can be applied by Centres. Further guidance on RPL and exemptions can be found in [CMI RPL policy](#).

ASSESSMENT & QUALITY ASSURANCE

The criteria of the assessment of a CMI qualification will be to meet the assessment criteria detailed within each individual unit.

The primary interface with the Learner is the Assessor, whose job it is to make an assessment judgement against the Assessment Criteria (AC). The Assessor should provide an audit trail showing how the judgement of the Learner's overall achievement has been arrived at.

HTQ Route - If undertaking this qualification as part of a Higher Technical Qualification (HTQ), CMI mandates the use of its own Assessment Briefs and associated assessment methods. This ensures that all criteria are addressed, and there is standardisation and comparability across learners and assessment. For more information please refer to page 9 of this document - Assessment Methodologies.

In addition to the specific assessment criteria in each unit, the Learner's work must be:

- accurate, current and authentic,
- relevant in depth and breadth.

and must also show the Learner's:

- clear grasp of concepts,
- ability to link theory to practice, and,
- ability to communicate clearly in the relevant discipline at the expected level for the qualification.

LEARNER AUTHENTICITY

Learners are required to sign and date a Statement of Authenticity. The Learner statement confirms the evidence submitted is all their own work and has not been completed by a third party. Additionally, the Learner statement confirms the evidence provided has been completed in accordance with CMI approved instructions. An electronic signature that is scanned is acceptable and also where there is a fully automated system for uploading evidence then a 'tick-box' to the statement is also acceptable. Where CMI evidence booklets are used, the statement of authenticity may be integral to the booklet and in this case, a separate statement is not required.

Centres are required to complete a Centre Statement of Authenticity to confirm the Learner is registered on a CMI programme of study.

ASSESSMENT GRADING

The grading system for CMI qualifications is “Pass/Refer”. The external moderation of Learners’ work confirms that the required criteria for achievement have been met.

CMI Centres are, however, free to apply their own grade scales, but it must be understood that these are completely separate from the CMI qualification.

It is important to ensure consistency of assessment, and that demands made on Learners are comparable within and between CMI Centres. A number of assessment methods can be used.

For CMI requirements regarding Assessors and Internal Verifiers of CMI qualifications please refer to the [CMI Quality Assurance Manual](#) for more information.

ASSESSMENT METHODOLOGIES

In order to ensure valid and reliable assessment, the following assessment methods have been selected to be used within this qualification. See the Qualification Syllabus for more information on specific assessment tasks.

Unit	Assessment Methods
<p>Unit 1 - Developing, Managing and Leading teams</p>	<p>LO1: Write a report titled: <i>Approaches to developing, managing and leading different teams</i> The report should be in 4 parts:</p> <ol style="list-style-type: none"> 1) The use of leadership styles 2) Models used to develop, manage and lead teams 3) Strategies for managing team leaders 4) Challenges of managing and leading multiple and remote teams <p>LO2: Write a briefing paper titled: <i>Methods that can be used to monitor, manage and improve individual and team performance</i> The briefing paper should be in 4 parts:</p> <ol style="list-style-type: none"> 1) The factors which impact on the selection of learning and development activities for individuals 2) The factors which impact on the selection of learning and development activities for teams 3) Using coaching and mentoring to support team development 4) Motivational techniques that can be used to create high performing teams <p>LO3: Write a good practice guide titled: <i>Approaches to achieving a balance of skills and experience in a team</i> This best practice guide should be in 2 parts:</p> <ol style="list-style-type: none"> 1) Processes used to recruit team members 2) Methods used to monitor and manage individual and team performance <p>LO4: Write a report titled: <i>skills and approaches in managing talent and performance</i> Your report should be based on the approaches used within your own organisation or an organisation that you have researched.</p> <ol style="list-style-type: none"> 1) The approaches used for effective team management and leadership 2) The skills and techniques required to meet current and future needs 3) Good practice used to enable and support high performing teams
<p>Unit 2 - Stakeholder Relationships</p>	<p>LO1: Write a report titled: <i>How to manage the complexities of stakeholder relationships</i> The report will need to be in 3 parts:</p> <ol style="list-style-type: none"> 1) The types of stakeholder relationships within organisations 2) The contractual frameworks for stakeholder engagement and management 3) The role of the manager in managing stakeholder relationships <p>LO2: Write a briefing paper titled: <i>How to work collaboratively with different stakeholders</i> The briefing paper will need to be 2 parts:</p> <ol style="list-style-type: none"> 1) Using collaborative working techniques to manage stakeholder relationships 2) Methods used for managing conflict in stakeholder engagement <p>LO3: Write a report titled: <i>Approaches used to effectively manage stakeholder relationships</i> The report should be in 3 parts:</p> <ol style="list-style-type: none"> 1) Benefits and challenges of working with different stakeholders 2) Processes used to plan stakeholder engagement 3) Methods used to measure the impact of stakeholder engagement on organisational performance

	<p>LO4: Write a report titled: <i>Approaches used to effectively manage stakeholder relationships</i> The report should be in 3 parts:</p> <ol style="list-style-type: none"> 1) Benefits and challenges of working with different stakeholders 2) Processes used to plan stakeholder engagement 3) Methods used to measure the impact of stakeholder engagement on organisational performance
<p>Unit 3 - Managing a Project</p>	<p>LO1: Write a good practice guide titled: <i>Principles and processes for initiating, planning and managing a project</i> The good practice guide will need to be in 4 parts:</p> <ol style="list-style-type: none"> 1) Principles of project management 2) The purpose of projects in delivering organisational strategy 3) Process for initiating projects 4) Tools and techniques used to plan and manage projects <p>LO2: Write a briefing paper titled: <i>The impact of legal, organisational and ethical factors on projects</i></p> <p>LO3: This task is split into 7 parts. Parts 1, 2, 3, and 4 require you to demonstrate your ability to design and develop a project to achieve results:</p> <ol style="list-style-type: none"> 1) Create a project initiation document 2) Present project initiation document to gain agreement for this project 3) Develop a project plan 4) Create a risk register for this project <p>LO4: This task is split into 7 parts. Parts 5, 6, and 7 require you to demonstrate your ability to monitor and manage a project through to closure:</p> <ol style="list-style-type: none"> 5) Create a presentation to demonstrate how you intend to monitor and manage the implementation and risks for this project 6) Conduct reflective activity on the impact and success of this project 7) Create a project closure checklist
<p>Unit 4 - Managing Change</p>	<p>LO1: Write a report titled: <i>The reasons for change in organisations.</i> The report needs to be in four parts:</p> <ol style="list-style-type: none"> 1) The external factors which influence change in organisations 2) The internal factors that drive the need for change in organisations 3) Theoretical models used for initiating and managing change 4) The potential impact of change in organisations <p>LO2: Write a briefing paper titled: <i>An evaluation of change approaches and models.</i> The briefing paper needs to be in 5 parts.</p> <ol style="list-style-type: none"> 1) The rationale for initiating change within an organisation 2) How to embed and sustain planned change 3) Approaches used to embed and sustain planned change within an organisation 4) Analysis of the role of leadership in identifying and overcoming barriers to change 5) Reasons for engaging with stakeholders throughout the change management process <p>LO3: Create a change management plan The plan needs to be based on a change within your own organisation or an organisation that you have researched, and will need to be in 7 parts.</p> <ol style="list-style-type: none"> 1) An introduction and rationale (scope, alignment to organisational goals, alternatives considered) 2) Proposed implementation plan, including expected outcomes, objectives, resources, budget and timescales

	<p>3) The strategies for communicating the change to stakeholders 4) The methods used to support individuals throughout the change management process 5) The tools and techniques that will be used to implement and monitor change 6) Approaches used to overcome risks and barriers to change 7) Analysis of methods used to measure and monitor the impact of planned change</p>
<p>Unit 5 - Operational Planning</p>	<p>LO1: Write a briefing paper titled: <i>The principles of operational planning to deliver objectives</i> The briefing paper will need to be in 2 parts: 1) Assessment of the relationship between an organisation's strategic objectives and operational planning 2) Evaluation of the approaches used in operational planning</p> <p>LO2: Write a good practice guide titled: <i>How to create an effective operational plan</i> The good practice guide will need to be in 3 parts: 1) Assessment of methods used to manage and lead on the delivery of an operational plan 2) Review of techniques used in problem solving and decision making 3) Assessment of ethical requirements that influence an operational plan</p> <p>LO3: This task is split into 4 parts. Parts 1 and 2 require you to understand an organisation's needs and translate this into an operational plan to meet those needs. Part 1: Write a report that assesses the current and future needs of the organisation. Part 2: Create an operational plan for one work area covering a minimum period of three months.</p> <p>LO4: This task is split into 4 parts. Parts 1 and 2 are completed under learning outcome 3. Parts 3 and 4 require you to demonstrate your ability to monitor the outcomes of this operational plan. Part 3: Create a presentation that shows how you have evaluated methods used to monitor progress, how you selected a method and how you have used it to monitor progress and measure the outcomes of your operational plan. Part 4: Using your operational plan for reference, write a report examining the legal and organisational factors that impacted the outcomes of your operational plan.</p>
<p>Unit 6 - Personal and Professional Development</p>	<p>LO1: Write a briefing paper titled: <i>The use of reflective practice in personal and professional development</i> The briefing paper will need to be in 3 parts: 1) The importance of continuous personal and professional development in achieving organisational objectives 2) Using reflective practice in personal and professional development 3) Approaches used in reflective practice</p> <p>LO2: This task is split into 4 parts. Parts 1 & 2 of 4 requires you to: 1) Conduct an evaluation of your own knowledge, skills and/or experience for a role that you are currently doing within your organisation, or a role that you want to apply for in the future. 2) Write a reflective account titled: <i>The impact my working style has on others</i></p> <p>LO3: This task is split into 4 parts. Parts 3 & 4 of 4 requires you to: 3) Write an account titled: <i>My development needs and opportunities</i> 4) Create a personal and professional development plan</p>

WORD COUNT AND APPENDICES

The written word, however generated and recorded, is still expected to form the majority of accessible work produced by Learners at Level 5. The guideline word count for units within this qualification are summarised below, and vary depending on the size and content of the unit. There is a 10% allowance above/below these guidelines. For more information, please refer to the CMI Assessment Guidance Policy

The table below sets out the word count, by unit, within these qualifications. Word count has been set based on the content being covered within each unit.

Unit	Title	Word Count
549	Developing, Managing and Leading teams	tbc
550	Stakeholder Relationships	tbc
551	Managing a Project	tbc
552	Managing Change	tbc
553	Operational Planning	tbc
554	Personal and Professional Development	tbc

Learner work should aim to minimise the amount of unnecessary attachments or appendices. Information that is essential to the Learner's work in order to meet the learning outcomes and assessment criteria should be included within the main body of the report. However, CMI understands that from time to time a Learner may need to include additional supporting information which enhances the overall work and it is recommended that it is kept to a minimum and does not exceed the word count.

EXTERNAL MARKING

As part of our dedicated service, CMI Awarding Body offers the opportunity for all Centres to have their Learners' assignments externally marked.

Some CMI Centres choose to send one assignment of the qualification to be externally marked, as it gives the Learner a CMI quality stamp, as it is marked and assessed by the Awarding Body.

This service provides CMI Centres with a simplistic, professional and cost effective way to get their CMI Learner's work marked and certificated within a six week period. Please refer to the fees guide for current pricing.

APPEALS AGAINST ASSESSMENT DECISIONS

In the event that a Learner wishes to appeal against an assessment decision, they can do so by following outlined procedures.

Where an assessment decision has been made by the CMI Centre, Learners must follow the Centre's own Appeals Procedure in the first instance. If this procedure has been exhausted and remains unresolved, Learners may log a Stage 2 appeal with CMI.

For further information, please see [CMI's Appeals Policy and Procedure](#).

CMI SERVICES - SUPPORTING CMI QUALIFICATIONS

CMI MEMBERSHIP

If an individual is not already in membership at the time of registering on a CMI qualification then your Learner will be provided with free Affiliate membership of the CMI for the duration of their studies. For details of the benefits of membership please [click here](#). There may be the opportunity to upgrade during the Learner's studies dependent on successfully completing a qualification with CMI.

CHARTERED MANAGEMENT CONSULTANT

Chartered Managers are consistent high performers, committed to current best practice and ethical standards.

A unique designation, exclusively awarded by the Chartered Management Institute, Chartered Manager embodies a professional approach to management through knowledge, competence, professional standards and commitment to continuing professional development (CPD).

To find out more about how to become a Chartered Manager please click [here](#).

STUDY RESOURCES

ManagementDirect

<https://members.md.cmi.org.uk>

It's fast, comprehensive and free to members

ManagementDirect is a complete online library of comprehensive and up-to-date material that addresses current management practice, supports studying and those looking to enhance their knowledge and develop their skills.

- 231 Management Checklists and 60 Management Thinker profiles
- One page overviews of key Management Models
- Multimedia resources – 100s of leader insights videos, including Pearls of Wisdom from Eliesha
- CMI research and Professional Manager articles
- Authoritative definitions of management terms
- Over 11,000 articles and 9000 e-books to read online when you need them
- Learning Journey playlists for many units giving you easy access to resources specifically selected to support your studies
- Resources to develop your Study Skills, including factsheets on assignment writing, references and citations, learning styles, note taking and avoiding plagiarism.

All these resources are freely available to members from one source. Definitions give you a headline understanding of the topic; checklists and models provide the essentials; and books and articles enable you to research further. Depending on your need you choose how far you want to go.

E-journals

For in depth research try our e-journals service

CMI has joined forces with EBSCO Information Services to offer members access to Business Source: Corporate, a database providing direct access to articles on management and business from a range of academic journals and business magazines. Members also have access to country, company and industry reports from leading providers.

Access to Business Source Corporate is through [ManagementDirect](#).

Online CPD

CPD can take many forms, but the most important feature of any activity you undertake is that there are clear learning outcomes. In many cases these may enable you to have a direct impact at work.

Our online CPD scheme enables you to record your learning objectives and the activities you have undertaken and encourages you to assess its impact in your role as a manager. Print reports for your reviews, appraisals or interviews.

Access to CPD is through [ManagementDirect](#).

UNIT SUMMARIES

The units within these qualifications are different to other qualifications, and so the following summarises some key features:

- TUT refers to Total Unit Time. TUT is set based on the estimated time expected for the average Learner to be taught the content via formal Guided Learning, additional informal learning and preparation and completion of an assessment.
- GLH refers to Guided Learning Hours. GLH is the estimated contact time the average Learner has with tutors, trainers or facilitators as part of the learning process, it includes formal learning including classes, training sessions, coaching, seminars, live webinar and telephone tutorials, e-learning which is supervised. It is important to note that this also includes assessing Learner's achievements for competency based assessments.
- Key words which highlight knowledge, skills and behaviours which will be developed
- Indicative content has been developed to support the Learner to understand the aims of learning outcomes and assessment criteria. It can also be used by tutors to develop lesson plans and schemes of work.
- Recommendations for Assessment which provides a range of suggested assessment activities for actual or aspiring consultants
- Mapped to the Chartered Management Consultant Competency Framework at applied level.
- Suggested reading/web resource materials developed to complement the unit content. The primary resource/research tool referred to is ManagementDirect.
- Please note that the resources lists provided to guide the Learner to potential sources of information are by no means exhaustive. The websites, books and journals cited were correct at the date of publication. All references to legislation stated within the unit may be subject to subsequent changes, deletions and replacements. Learners may also make reference to other local or national legislation as relevant.

It is recommended that Learners have sight of each unit of study in preparation for assessment.

The table below summarises the units within these qualifications:

<p>Unit 549 - Developing, Managing and Leading teams</p>	<p>The ability to lead individuals and teams to success is arguably the most important skill a manager can possess. This unit focuses on the essential management and leadership knowledge, skills and behaviours required to fulfil this challenging but rewarding role. The unit opens by focusing on the theoretical and practical approaches to developing, leading, and managing teams (remote or multi-disciplinary). The manager will look at techniques to assess current and future team capabilities, including the role of recruitment, selection and staff development which supports this. On successful completion of the unit, the manager will not only know the principles of managing individuals and teams, but they will understand approaches for supporting, motivating and inspiring teams and individuals to exceed expectations.</p>
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Unit 550 - Stakeholder Relationships	<p>Good relationships, whether they are with customers, suppliers, partners or staff, are a key contributor to an organisation's success. To build stakeholder relationships that are long lasting and sustainable, they need to be planned and developed. This unit explores the types and purposes of stakeholder relationships and the knowledge, skills and behaviours required to overcome challenges and manage these effectively.</p>
Unit 551 - Managing a Project	<p>The ability to manage projects is a vital skill for all managers. This unit focuses on the knowledge and skills required to manage projects successfully and overcome problems and challenges. It requires the learner to evaluate the methods and tools for planning tasks and activities, as well as knowing how to implement and manage project activities, build stakeholder relationships, manage resources and risk, monitor progress and report on outcomes.</p>
Unit 552 - Managing Change	<p>Change is inevitable if an organisation is to maintain competitiveness and currency of practice. This unit has been designed to enable the learner to evaluate types of change and reasons for change within organisations and enable the learner to select and apply theoretical models for the management of change. The purpose is not only to enable learners to develop the skills to manage change and achieve set objectives, but to do so in a professional manner with open and honest communication throughout the entire process</p>
Unit 553 - Operational Planning	<p>The ability to translate organisational objectives into operational plans is an essential management skill. The unit opens with the importance of understanding the strategic direction of the organisation and how to contribute to the strategic planning process. It then focuses on the knowledge and skills required to create and deliver operational plans. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.</p>
Unit 554 - Personal and Professional Development	<p>Reflective practice is an essential management tool which supports the development of knowledge, skills and behaviours in the workplace. By consciously analysing own performance, decision making, leadership and management skills (in different situational contexts); opportunities for on-going development can be identified. The aim of the unit is to equip learners with understanding of the value of reflective practice, and enable them to evidence how reflection can be used as the basis of a meaningful and ongoing personal and professional development plan.</p>

UNIT 549 - DEVELOPING, MANAGING AND LEADING TEAMS

Ofqual unit number K/650/3610

RQF level 5

Guided learning hours 27

Total unit time 70

Credits 7

Aims of unit The ability to lead individuals and teams to success is arguably the most important skill a manager can possess. This unit focuses on the essential management and leadership knowledge, skills and behaviours required to fulfil this challenging but rewarding role. The unit opens by focusing on the theoretical and practical approaches to developing, leading, and managing teams (remote or multi-disciplinary). The manager will look at techniques to assess current and future team capabilities, including the role of recruitment, selection and staff development which supports this. On successful completion of the unit, the manager will not only know the principles of managing individuals and teams, but they will understand approaches for supporting, motivating and inspiring teams and individuals to exceed expectations.

Keywords Theoretical models, practical approaches, team leaders, multi-disciplinary and remote teams, team capabilities, recruitment, learning and development, coaching and mentoring, motivation, good practice, high performing teams.

UNIT 549 - LEARNING OUTCOMES & ASSESSMENT CRITERIA

Learning Outcome 1			
Understand approaches to developing, managing and leading teams			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
1.1 Evaluate the use of leadership styles and theoretical models for developing, managing and leading teams	<p>Leadership styles may include but are not limited to <i>Managerial Grid (Blake and Mouton, c.1950s)</i>, <i>Leadership Continuum (Tannenbaum and Schmidt, 1958)</i>, <i>Situational Leadership (Hersey and Blanchard, 1969)</i>, <i>Authentic Leadership (Goffee and Jones, 2011)</i>, <i>Five Practices of Exemplary Leadership (Kouzes and Posner, 1987)</i>, <i>Leadership Qualities (Bennis, 1989)</i>, <i>Leadership Styles (Goleman, 1995)</i>, <i>Action-Centred Leadership (Adair,1963)</i>.</p> <p>Theoretical models may include but are not limited to <i>differences between a group and a team</i>, <i>team types</i>, <i>Team Roles (Belbin, 1981)</i>, <i>Team Management Wheel (Margerison and McCann, 1990)</i>, <i>Model of Team Development (Tuckman, c.1965)</i>, <i>psychometric assessment tools (e.g. Myers-Briggs Type Indicator, 1943)</i>, <i>Drivers of Employee Engagement (Robinson, Perryman and Hayday, 2004)</i>, <i>Speed of Trust (Covey, 2008)</i>, <i>Conflict Mode Instrument (Thomas and Kilman, 1974)</i>, <i>Emotional Intelligence (Goleman, 1995)</i>.</p>	<p>Write a report titled: <i>Approaches to developing, managing and leading different teams</i></p> <p>The report should be in 4 parts:</p> <ol style="list-style-type: none"> 1) The use of leadership styles 2) Models used to develop, manage and lead teams 3) Strategies for managing team leaders 4) Challenges of managing and leading multiple and remote teams 	K1 K9 B3
1.2 Analyse strategies for managing team leaders	<p>Strategies may include but are not limited to <i>delegation</i>, <i>monitoring performance</i>, <i>setting targets</i>, <i>support and guidance</i>, <i>supervision and meetings</i>, <i>learning and development</i>.</p>		
1.3 Develop approaches to respond to the challenges of managing and leading multiple and remote teams	<p>Challenges may include but are not limited to <i>use of communication (methods, types, times, frequency, availability, interpretation of communication used, use of technology)</i>, <i>access to business support</i>, <i>building and developing relationships</i>, <i>performance review</i>, <i>workload</i>, <i>conflict handling</i>, <i>quality and productivity</i>, <i>currency of working practice</i>, <i>time management</i>, <i>trust</i>, <i>morale</i>, <i>accountability</i>, <i>authority and autonomy</i>, <i>Five Dysfunctions of a Team (Lencioni, 2005)</i>.</p>		

Learning Outcome 2			
Understand approaches to achieving a balance of skills and experience in teams			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
2.1 Assess the factors which impact on the selection of learning and development activities for individuals and teams	Factors may include but are not limited to <i>budget/funding, physical location of team members, time, availability of suitable provider, shift patterns, compliance (including legal and industry specific regulation relating to the sector in which the organisation operates), return on investment, strategic objectives and priorities, learning styles, range of training needs.</i>	Write a briefing paper titled: <i>Methods that can be used to monitor, manage and improve individual and team performance</i> The briefing paper should be in 4 parts: 1) The factors which impact on the selection of learning and development activities for individuals 2) The factors which impact on the selection of learning and development activities for teams 3) Using coaching and mentoring to support team development 4) Motivational techniques that can be used to create high performing teams	K10 B3
2.2 Examine the use of coaching and mentoring models to support team development	Use may include but is not limited to <i>skills and talent development, embedding organisational culture and attitudes to diversity, personal support, enhancing/improving performance, career development, retention, engagement, empowerment, job satisfaction, develop and share good practice, management of change, communication, relationship development, reflective management, self-management.</i>		
2.3 Analyse motivational techniques used to create high performing teams	Motivational techniques refers to <i>how to work collaboratively with others, motivate and improve performance, give constructive feedback and challenge where necessary, enabling development within the workplace and may include but are not limited to set stretch goals and objectives, create energy and enthusiasm, inspire others, conflict resolution, increased cooperation, communicating shared purpose, vision and direction, building trust, incentives and rewards, Vroom's Expectancy Theory (1964), Motivation and Management Systems (Likert, 1967).</i>		

Learning Outcome 3			
Know techniques for leading individuals and teams to achieve success			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
3.1 Analyse a process for recruiting team members	Process refers to <i>individual and team and may include but is not limited to review staff requirements, consultation, formulate job descriptions and person specifications, labour market research, compliance with legal and organisational requirements, create plan, approaches to attracting talent (e.g. advertising, recommendation, head hunting, internal recruitment, secondment, social</i>	Write a good practice guide titled: <i>Approaches to achieving a balance of skills and experience in a team</i> This best practice guide should be in 2 parts: 1) Processes used to recruit team members 2) Methods used to monitor and manage individual and team	K12 B3

	<i>networks), short list, interview, security checks, offer.</i>	performance	
3.2 Explore methods used to monitor and manage individual and team performance	Methods refer to performance management techniques and may include but are not limited to HR systems and processes, internal and external quality standards, audit, qualitative measures (e.g. customer feedback, opinions, views, reviews) and quantitative measures (e.g. SMART objectives, key performance indicators (KPIs), scorecards (e.g. Balanced Scorecard, Kaplan and Norton, 1992), error rates, output, benchmarks and targets), service level agreements (SLAs), speed of response, structured performance reviews, 180 o /360 o feedback, disciplinary procedures.		

Learning Outcome 4			
Be able to apply your skills in managing talent and performance			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
4.1 Outline practical approaches for effective team management and leadership	Practical approaches refer to communicate organisational vision and goals and how these apply to the department and teams, and may include but are not limited to motivation through empowerment, delegation, collective ownership, conflict handling, creating a trusting environment, building resilience, taking responsibility versus blame culture, collaboration, fairness and parity, work allocation, cultural awareness, individual and team development.	Write a report titled: <i>Skills and approaches in managing talent and performance</i> Your report should be based on the approaches used within your own organisation or an organisation that you have researched. (Work based examples can be used to demonstrate competence in your skills). 1) The approaches used for effective team management and leadership	S9 S12 S18 B3 B5
4.2 Evaluate techniques for assessing current and future team capabilities and requirements	Techniques refer to identifying strengths and enabling development within the workplace and may include but are not limited to analysis of skills and experience (individuals and teams) against current organisational requirements (e.g. aims and objectives), identification of future organisational need (e.g. organisational strategy, projects, plans, production plans), skills matrix, capability assessment, structured performance reviews, identification of skills and experience gaps.	2) The skills and techniques required to meet current and future needs 3) Good practice used to enable and support high performing teams	
4.3 Formulate good practice for enabling and supporting high performing teams	Good practice refers to manage talent and performance and may include but are not limited to active listening, feedback, constructive criticism, action planning including PIPS (performance improvement plans), training, coaching or mentoring, formal performance management processes, rewards, incentives, recognition and praise, Psychological Contract (Rousseau, 1989)		

UNIT 550 - STAKEHOLDER RELATIONSHIPS

Ofqual unit number L/650/3611

RQF level 5

Guided learning hours 18

Total unit time 50

Credits 5

Aims of unit Good relationships, whether they are with customers, suppliers, partners or staff, are a key contributor to an organisation's success. To build stakeholder relationships that are long lasting and sustainable, they need to be planned and developed. This unit explores the types and purposes of stakeholder relationships and the knowledge, skills and behaviours required to overcome challenges and manage these effectively.

Keywords Stakeholder relationships, benefits and challenges, contractual framework, process, planning engagement, role of the manager, communication skills, collaborative working techniques, strategies for managing conflict, impact of stakeholder engagement

UNIT 550 - LEARNING OUTCOMES & ASSESSMENT CRITERIA

Learning Outcome 1			
Understand the different types and value of stakeholder relationships			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
1.1 Analyse the types of stakeholder relationships within organisations	<p>Stakeholder relationships may include but are not limited to:</p> <p>Internal: team members, line managers, senior managers, board members</p> <p>External: customers, pressure groups, government agencies; connected: suppliers, partners, contractor; balance of power, value, impact, power/interest (Freeman, 1984; Eden and Ackerman, 1998).</p>	<p>Write a report titled: <i>How to manage the complexities of stakeholder relationships</i></p> <p>The report will need to be in 3 parts:</p> <ol style="list-style-type: none"> 1) The types of stakeholder relationships within organisations 2) The contractual frameworks for stakeholder engagement and management 3) The role of the manager in managing stakeholder relationships 	K13
1.2 Examine the contractual frameworks for stakeholder engagement and management	<p>Contractual frameworks may include agreements (e.g. service level and trade union agreements), contracts, compliance (legislation and regulation), governance.</p>		K16
1.3 Analyse the role of the manager in managing stakeholder relationships	<p>Role may also include but is not limited to <i>clarifying needs and expectations, developing and implementing plans, allocating resources, ensuring agreements are met, reviewing effectiveness.</i></p>		

Learning Outcome 2			
Understand the methods and challenges of working collaboratively with stakeholders			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
2.1 Evaluate the use of collaborative working techniques to manage stakeholder relationships	<p>Collaborative working techniques refers to <i>enable delivery through others, building trust</i> (e.g. Svendsen, 1998), <i>negotiating, influencing and effective networking, identifying and sharing best practice; and may also include but is not limited to assertiveness, problem solving, consulting, active listening, respect, consensus, equal concern for task and people</i> (Blake and Mouton, c1950s), <i>agreeing shared goals, diversity, empowering others, involvement</i> (Friedman and Miles, 2006 and Egan, 2011, Bourne, 2009).</p>	<p>Write a briefing paper titled: <i>How to work collaboratively with different stakeholders</i></p> <p>The briefing paper will need to be 2 parts:</p> <ol style="list-style-type: none"> 1) Using collaborative working techniques to manage stakeholder relationships 2) Methods used for managing conflict in stakeholder engagement 	K14
2.2 Outline methods for managing conflict in stakeholder engagement	<p>Methods may include but are not limited to <i>investigation, negotiation, mediation, compromise, arbitration. Conflict refers to</i></p>		K15 B2

	<i>managing conflict at all levels (e.g. seniority, cross-functional).</i>		
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Learning Outcome 3			
Be able to manage stakeholder relationships effectively			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
3.1 Examine the benefits and challenges for organisations working with different stakeholder groups	Benefits refer to identifying and sharing best practice, use specialist advice and support to deliver against plans and may also include but are not limited to access to expertise, financial, achievement of objectives, corporate social responsibility, quality. Challenges may include but are not limited to authority, change management, intellectual property, conflict of interest, differences in culture, values and beliefs, leadership conflict, confidentiality, information sharing.	Write a report titled: <i>Approaches used to effectively manage stakeholder relationships</i> The report should be in 3 parts: 1) Benefits and challenges of working with different stakeholders 2) Processes used to plan stakeholder engagement 3) Methods used to measure the impact of stakeholder engagement on organisational performance	S13 S14 S15 B4 B5
3.2 Recommend a process for planning stakeholder engagement	Process refers to approaches to partner, stakeholder and supplier relationship management including negotiation, influencing and effective networking and may include but is not limited to stakeholder types and needs, objectives, risk/value, engagement methods, reporting, timescales, authority.		

Learning Outcome 4			
Know methods for measuring the impact of stakeholder engagement on organisational performance			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
4.1 Examine methods for measuring the impact of stakeholder engagement on organisational performance	Methods may include but are not limited to inspection, audit, impact assessment, cost benefit analysis. Impact may include but is not limited to reputation, advocacy, support, trust, perception, attrition, opportunity cost, achievement of objectives.	Write a report titled: <i>Approaches used to effectively manage stakeholder relationships</i> The report should be in 3 parts: 1) Benefits and challenges of working with different stakeholders 2) Processes used to plan stakeholder engagement 3) Methods used to measure the impact of stakeholder engagement on organisational performance	S13 S14 S15 B4 B5

UNIT 551 - MANAGING A PROJECT

Ofqual unit number M/650/3612

RQF level 5

Guided learning hours 24

Total unit time 80

Credits 8

Aims of unit

The ability to manage projects is a vital skill for all managers. This unit focuses on the knowledge and skills required to manage projects successfully and overcome problems and challenges. It requires the learner to evaluate the methods and tools for planning tasks and activities, as well as knowing how to implement and manage project activities, build stakeholder relationships, manage resources and risk, monitor progress and report on outcomes.

Keywords

Projects, risk, planning, finance, resources, stakeholders, project risk, project activities, Gantt, planning, methodologies,

UNIT 551 - LEARNING OUTCOMES & ASSESSMENT CRITERIA

Learning Outcome 1			
Understand principles and processes for initiating, planning and managing projects			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
1.1 Define the principles of project management	Principles may include but are not limited to definitions of the term 'project', projects vs BAU (Business as Usual). Stages of the Project Lifecycle	Write a good practice guide titled: <i>Principles and processes for initiating, planning and managing a project</i>	K6 K7 K8 B1 B4
1.2 Explain the purpose of projects in delivering organisational goal	Purpose may include but is not limited to delivering organisation's strategy, achieve competitive advantage, innovation, support decision making, enable change.	The good practice guide will need to be in 4 parts: 1) Principles of project management 2) The purpose of projects in delivering organisational strategy 3) Process for initiating projects 4) Tools and techniques used to plan and manage projects	
1.3 Outline the process for initiating projects	Process refers to project management and may include but is not limited to the creation of project initiation documents, defining purpose, aims, objectives, key performance indicators (KPIs), scope, deliverables, constraints, quality, assumptions, development of formal business case, success criteria, resource requirements (people, finance, equipment, time), Cost Benefit Analysis (CBA), risk analysis and assessment, defining project organisation, project team roles, stakeholder analysis, communications strategy, select technology		
1.4 Examine the tools and techniques to plan and manage projects in different contexts	Tools and techniques refers to how to set up, plan, organise and manage a project and resources using relevant tools and techniques and may include but are not limited to Gantt charts, milestone charts, network diagrams, project plans, Critical Path Analysis (CPA), Work Breakdown Structure (WBS), Responsibility assignment matrix (RACI), Risk Register, project methodologies (e.g. PRINCE2, Agile or other organisational specific methodologies). Different contexts may include but are not limited to projects of different size, level of risk and complexity, internal or external, timescales, series of projects or one of a kind, project types (e.g. administrative, construction, IT, equipment or system installation, event or relocation, new product or service development, research, Human Resource management/restructure).		

Learning Outcome 2			
Know the impact of legal, organisational and ethical factors on projects			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
2.1 Examine the impact of legal, organisational and ethical factors on projects	<p>Legal may include but is not limited to Health and Safety at Work Act 1974, Data Protection Act 2018/General Data Protection Regulation 2018, Freedom of Information Act 2000, Sale of Goods Act 1979, Equality Act 2010, Digital Economy Bill 2016, Working Time Directive 1998, Safeguarding Vulnerable Groups Act (SVGA), 2006, Communication Act 2003.</p> <p>Organisational refers to data security and management and may include but is not limited to performance standards, customer service charters, HR and health and safety policies, safety and security, information security, confidentiality, conflict of interest, equality and diversity, communication, knowledge sharing protocols, procurement policies and procedures, risk assessment, Lean production, quality standards and policies, whistle blowing.</p> <p>Ethical may include but is not limited to professional codes of conduct, sustainability, corporate social responsibility, organisational values and culture, equality, diversity and inclusion.</p>	Write a briefing paper titled: <i>The impact of legal, organisational and ethical factors on projects</i>	K20 K5

Learning Outcome 3			
Be able to design, develop and manage a project to achieve results			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
3.1 Create a project proposal to deliver an organisational goal	<p>Project proposal refers to the component elements including: business case, feasibility study, scope of project, key performance indicators, justification, expected deliverables/outcomes, implementation plan, budget and resourcing (cost, time and quality), top level Work Breakdown Structure, tools and techniques to control the project, stakeholder matrix.</p>	<p>This task is split into 7 parts. Parts 1, 2, 3, and 4 require you to demonstrate your ability to design and develop a project to achieve results:</p> <p>1) Create a project initiation document 2) Present project initiation document to gain agreement for this project</p>	S5 S6 S7 S8 S14 S17 S22 B1 B2 B3 B4
3.2 Consider methods for reporting on project outcomes	<p>Methods refer to the effective use of technology in an organisation, the production of reports providing management information and may include but are not limited to other forms of communication such as newsletters, notice boards, letters, memos, emails,</p>	<p>3) Develop a project plan 4) Create a risk register for this project</p>	

	<i>briefings and meetings, presentations and briefings, video conferencing, intranet, emails, blogs, discussion forums, podcasts and webinars.</i>		
3.3 Specify methods of managing data and information in a project environment	Data and information refers to the effective use of technology in an organisation, data security and management and the collation, analysis and interpretation of data and may include but are not limited to assessing characteristics of data and information (accuracy, validity, reliability, timeliness, relevance, completeness).		
3.4 Examine approaches to identify, manage and mitigate project risks	<p>Identify and manage may include but are not limited to internal and external risks, monitoring and managing costs in respects of expected and unexpected loss, net social cost benefit, employing risk mitigation techniques, improving ICT systems and procedures, up-skilling staff, avoid high risks, monitoring risk using effective risk reporting, senior management involvement, stress testing, event analysis.</p> <p>Mitigate may include but is not limited to transferring risk, use of insurance policies, contingency planning, disaster planning, alternative risk transfer, risk avoidance, minimisation, prevention and prediction of risk</p>		

Learning Outcome 4			
Be able to monitor and manage the factors which contribute to effective project management			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
4.1 Evaluate methods used for monitoring project progress	<p>Methods used for monitoring project progress may include but are not limited to project meetings and huddles to time, quality and cost status, financial budgeting, maintaining logs of quality issues and exceptions, planned vs actual monitoring forms, risk review.</p> <p>Evaluating may include but is not limited to performance (qualitative and quantitative) against outcomes.</p>	<p>This task is split into 7 parts. Parts 5, 6, and 7 require you to demonstrate your ability to monitor and manage a project through to closure:</p> <p>5) Create a presentation to demonstrate how you intend to monitor and manage the implementation and risks for this project</p> <p>6) Conduct reflective activity on the impact and success of this project</p> <p>7) Create a project closure checklist</p>	S5 S6 S7 S8 S14 S17 S22 B1 B2 B3 B4
4.2 Use effective problem solving and decision making techniques when managing projects	Problem solving and decision making techniques may include but are not limited to root cause analysis, Fishbone Analysis (Ishikawa, c.1960s), Plan Do Check Act Cycle (PDCA) (Deming, c.1950s), Pareto Principle (Juran, c.1937), Cost Benefit		

	<p><i>Analysis (CBA), Return On Investment (ROI), Options Appraisal, OODA Loop (Boyd, 1998), PMI (Plus Minus Interesting) (De Bono, 2002), Ladder of Inference (Senge, 2006), options appraisal</i></p>		
<p>4.3 Outline approaches for project closure</p>	<p>Approaches may include but are not limited to administrative closure (e.g. handover, team celebration, feedback from stakeholders, lessons learned/good practice workshops, re-allocate resources, finalise accounts, archive data and information, knowledge management, Post-Implementation Review (PIR), contract closure (e.g. terms and conditions, exit criteria).</p>		

UNIT 552 - MANAGING CHANGE

Ofqual unit number T/650/3614

RQF level 5

Guided learning hours 19

Total unit time 70

Credits 7

Aims of unit

Change is inevitable if an organisation is to maintain competitiveness and currency of practice. This unit has been designed to enable the learner to evaluate types of change and reasons for change within organisations and enable the learner to select and apply theoretical models for the management of change. The purpose is not only to enable learners to develop the skills to manage change and achieve set objectives, but to do so in a professional manner with open and honest communication throughout the entire process.

Keywords

Change management models, stakeholder engagement and support, plans, tools and techniques, barriers and risks, drivers of change, monitor, evaluation, reporting, embedding and sustaining change.

UNIT 552 - LEARNING OUTCOMES & ASSESSMENT CRITERIA

Learning Outcome 1			
Understand the reasons for change in organisations			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
1.1 Analyse the external factors which influence change in organisations	External factors may include but are not limited to political, legal, regulatory, social, economic, technological and innovation, environmental, competition, ethics and regulation.	Write a report titled: <i>The reasons for change in organisations</i> . The report needs to be in four parts: 1) The external factors which influence change in organisations 2) The internal factors that drive the need for change in organisations 3) Theoretical models used for initiating and managing change 4) The potential impact of change in organisations	K11 B4 B5
1.2 Analyse the internal factors that drive the need for change in organisations	Internal factors refers to organisational cultures, diversity and their impact on leading and managing change and may include but is not limited to organisational performance, emerging strategy, governance, feedback, ideas and innovation, attrition, chaos and conversation.		
1.3 Evaluate the use of theoretical models for managing change	Theoretical models may be selected in relation to appropriateness for type of change and situation, complexity of change and organisation (Oswick, 2015, <i>Radical Change within Traditional Structures</i> ; Mayon White, 1993, <i>Change Management Intervention Strategy</i> ; Nadler and Tushman, 1985, <i>Organisational Congruence Model</i> ; Lewin, 1947, <i>Three Step Change Management Model (Freeze-Change-Refreeze)</i> ; Kotter, 1996, <i>8 Steps model</i> ; Burke and Litwin, 1992, <i>Model of Organisational Change and Performance</i> ; Beckhard-Harris, 1987, <i>Change Equation</i> ; Moss Kanter, 1983, <i>The Change Masters</i> ; Hailey and Balogun, 2002, <i>The Change Kaleidoscope</i>).		
1.4 Examine the potential impact of change in organisations	Potential impact may include but is not limited to achieve objectives, change market positioning, improve efficiency, improve quality, develop best practice, shift culture, develop innovation and creativity, improve performance, systems and processes, change technology. Effective use of delegation to develop and manage individuals and teams.		

Learning Outcome 2			
Understand approaches to change management			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
2.1 Outline the rationale for initiating change within an organisation	Rationale may include but is not limited to <i>benefits, business case, impact, consequences/risks.</i>	Write a briefing paper titled: <i>An evaluation of change approaches and models.</i> The briefing paper needs to be in 5 parts. 1) The rationale for initiating change within an organisation 2) How to embed and sustain planned change 3) Approaches used to embed and sustain planned change within an organisation 4) Analysis of the role of leadership in identifying and overcoming barriers to change 5) Reasons for engaging with stakeholders throughout the change management process	K4 B1 B2 B4 B5
2.2 Explore approaches to embed and sustain planned change in an organisation	Approaches may include but are not limited to <i>overcoming barriers, meeting objectives, achieving planned benefits, periodic monitoring, key performance indicators (KPIs), continuous professional development (CPD) requirements.</i>		
2.3 Analyse the role of leadership in identifying and overcoming barriers to change	Role of leadership may include but is not limited to <i>leadership styles, Situational Leadership (Hersey and Blanchard, 1977), timescales, negotiating and influencing skills, Having Difficult Conversations (Scott, 2002), Emotional Intelligence (Goleman, 1998), collaborative working techniques, resilience and accountability, openness, positive and adaptable, open to feedback.</i>		
2.4 Identify reasons for engaging with stakeholders throughout the change management process	Stakeholders may include but are not limited to <i>internal: team members, line managers, senior managers, board members; external: customers, pressure groups, government agencies; connected: suppliers, partners, contractors.</i>		

Learning Outcome 3			
Be able to initiate, plan and manage change in an organisation			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
3.1 Develop a plan for change within an organisation	Plan for change may include but is not limited to <i>objectives, actions, stages, milestones, resources, timescales, deadlines, responsibilities, measures (Lewin, c1940s, Force Field Analysis; Hiatt, 2003, ADKAR).</i>	Create a change management plan. The plan needs to be based on a change within your own organisation or an organisation that you have researched, and will need to be in 7 parts. 1) An introduction and rationale (scope, alignment to organisational goals, alternatives considered) 2) Proposed implementation plan, including expected outcomes, objectives, resources, budget and	S2 S3 S9 S10 S11 S16 S17 S21 B1 B2 B4
3.2 Develop strategies for communicating planned change to stakeholders	Communicating refers to <i>chairing meetings and presenting using a range of media and may include but is not limited to internal and external communication, consultation, huddles, meetings and briefings, webinars, podcasts, conference calls, blog posts, presentations, letters and newsletters, articles, case studies.</i>		

3.3 Recommend practical methods to support individuals throughout the change management process	Practical methods refers to supporting people and enabling high performance through coaching and mentoring, learning and development, supervision, one-to-one meetings, team meetings, workshops, setting an example, use of specialist advice and support.	timescales 3) The strategies for communicating the change to stakeholders 4) The methods used to support individuals throughout the change management process 5) The tools and techniques that will be used to implement and monitor change 6) Approaches used to overcome risks and barriers to change 7) Analysis of methods used to measure and monitor the impact of planned change	
3.4 Identify tools for implementing and monitoring change	Tools may include but are not limited to time management and prioritisation techniques, roadmaps, flowcharts, cultural mapping, process maps, readiness assessments, Gantt charts, communication and project plans, IT applications		
3.5 Recommend approaches to overcome risks and barriers to change	Risks and barriers may include but are not limited to organisational (splinter groups, logistical barrier e.g. remote working, shift work, rising costs, changing priorities, delay tactics); personal (Kubler Ross, 1960) (hostility, sense of loss, resistance to change, depression, refusal to engage).		
3.6 Analyse methods for measuring and monitoring the impact of planned change	Methods may include but are not limited to periodic reporting, surveys and questionnaires, interviews, benchmarking activities, mystery shopper, scorecards, data and metrics, audits, targets, workshops, observation, conversations.		

UNIT 553 - OPERATIONAL PLANNING

Ofqual unit number R/650/3613

RQF level 5

Guided learning hours 22

Total unit time 80

Credits 8

Aims of unit The ability to translate organisational objectives into operational plans is an essential management skill. The unit opens with the importance of understanding the strategic direction of the organisation and how to contribute to the strategic planning process. It then focuses on the knowledge and skills required to create and deliver operational plans. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.

Keywords Strategic objectives, operational planning, key performance indicators, continuous improvement, setting targets, contingency planning, delivering operational plan, time management, managing resources, problem solving, decision making, monitoring and measuring outcomes.

UNIT 553 - LEARNING OUTCOMES & ASSESSMENT CRITERIA

Learning Outcome 1			
Understand the principles of operational planning in an organisation			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
1.1 Assess the relationship between an organisation's strategic objectives and operational planning	Relationship refers to the input into strategic planning and may include but is not limited to the vision, mission, aims and objectives (also known as the Golden Thread), values and ethics, the translation of strategic goals into deliverables, links between/roles of different operational areas.	Write a briefing paper titled: <i>The principles of operational planning to deliver objectives</i> The briefing paper will need to be in 2 parts: 1) Assessment of the relationship between an organisation's strategic objectives and operational planning	K1
1.2 Evaluate the use of approaches to operational planning	Approaches refer to operational business planning techniques and approaches including managing multiple tasks, resource management, setting targets and key performance indicators (KPIs), business development tools e.g. SWOT and approaches to continuous improvement and may include but are not limited to stakeholder consultation, cost benefit analysis, risk analysis, contingency planning, quality (e.g. LEAN methods), supply chain and capacity planning, setting SMART targets, work breakdown structure, Plan, Do Check Act (Deming, c.1950s), Stakeholder Management (Freeman, 1984; Eden and Ackerman, 1998).	2) Evaluation of the approaches used in operational planning	K2

Learning Outcome 2			
Know how to create an effective operational plan			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
2.1 Assess methods of managing and leading the delivery of an operational plan	Methods refer to effective delegation and enabling delivery through others, using specialist advice and support to deliver against plans, managing resources (e.g. budget allocation, availability and quality of supplies, supply chain management, reliability of equipment, contingency arrangements), monitoring performance against plans, use of time management and prioritisation techniques and tools and may include but are not limited to managing multiple tasks, communication of plans, briefings, learning and development (including development for licence to practise), coaching mentoring and	-34n	K3 K18

	<i>motivation of staff, performance management, management of virtual, multiple and remote teams.</i>		
2.2 Review techniques for problem solving and decision making	Techniques refer to use of critical analysis and evaluation to support decision making and use of effective problem solving techniques and may include but are not limited to Root Cause Analysis (RCA), Fishbone Diagram (Ishikawa, c.1968), brainstorming, mind mapping, action planning, Six Thinking Hats (DeBono, 1986), Ladder of Inference (Senge, 2006), Rational Decision-Making (Kepner-Tregoe, 1965).		K19
2.3 Assess the ethical requirements that influence an operational plan	Ethics may include but is not limited to code of conduct, sustainability, corporate social responsibility, organisational values and culture, equality and diversity.		K20

Learning Outcome 3			
Be able to manage and lead the delivery of an operational plan			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
3.1 Create an operational plan in line with organisational objectives	Operational plan refers to operational business planning techniques, create plans in line with organisational objectives, setting key performance indicators (KPIs) and SMART targets, (Ten-step Target Setting Process, Bourne and Franco-Santos, 2010), ability to demonstrate commercial awareness and identify and shape new opportunities, plan, organise and manage resources, management systems, processes and contingency planning, management of multiple tasks, monitoring performance against plans and development of sales and marketing plans. The plan may be in the form of a short, medium, long term or interval plan and may include but is not limited to aims, relationship to organisational objectives, analysis of data, assessment of current capability, gap analysis, assessing supply and resources (including partner/supplier arrangements), risk management, budget allocation, production methods, service delivery, use of specialist advice, communications plan, implementation and review, data and performance measures, conclusions and recommendations.	This task is split into 4 parts. Parts 1 and 2 require you to understand an organisation's needs and translate this into an operational plan to meet those needs. Part 1: Write a report that assesses the current and future needs of the organisation. Part 2: Create an operational plan for one work area covering a minimum period of three months.	S1 S3 S4 S6 S15 S16 B2 B3 B5

Learning Outcome 4			
Be able to monitor and measure the outcome of operational planning			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
4.1 Evaluate methods used to monitor progress and measure the outcomes of operational plans	Methods refer to key performance indicators (KPIs), setting targets and monitoring performance against plans, continuous improvement cycle (including quality audits and quality control), input into strategic planning, produce reports and provide management information based on the collation, analysis and interpretation of data (including metrics and analytics) and may include but are not limited to quantitative (e.g. profitability, contribution to overheads, securing future business/contracts, repeat business) and qualitative (e.g. reputation, retention and loyalty, customer and employee feedback, satisfaction levels, ability to attract new/retain customers/staff, staff performance, achievement of awards and accolades, growth and innovation).	This task is split into 4 parts. Parts 1 and 2 are completed under learning outcome 3. Parts 3 and 4 require you to demonstrate your ability to monitor the outcomes of this operational plan. Part 3: Create a presentation that shows how you have evaluated methods used to monitor progress, how you selected a method and how you have used it to monitor progress and measure the outcomes of your operational plan. Part 4: Using your operational plan for reference, write a report examining the legal and organisational factors that impacted the outcomes of your operational plan.	S1 S5 B1 B4
4.2 Examine the impact of legal and organisational factors on an operational plan	Legal may include but is not limited to Health and Safety at Work Act 1974, Consumer Protection Act 1987, Data Protection Act (2018), General Data Protection Regulation (GDPR) 2018, Freedom of Information Act 2000, Sale of Goods Act 1979, Equality Act 2010, Digital Economy Bill, 2016, Working Time Directive, 1998, Safeguarding Vulnerable Groups Act (SVGA), 2006, Communication Act 2003 and industry specific regulations. Organisational may include but is not limited to performance standards, customer service charters, policies and procedures for human resources, health and safety, safety and security, equality and diversity, communication and data protection, procurement, risk assessment, LEAN production, quality standards		

UNIT 554 - PERSONAL AND PROFESSIONAL DEVELOPMENT

Ofqual unit number Y/650/3615

RQF level 5

Guided learning hours 16

Total unit time 60

Credits 6

Aims of unit Reflective practice is an essential management tool which supports the development of knowledge, skills and behaviours in the workplace. By consciously analysing own performance, decision making, leadership and management skills (in different situational contexts); opportunities for on-going development can be identified. The aim of the unit is to equip learners with understanding of the value of reflective practice, and enable them to evidence how reflection can be used as the basis of a meaningful and ongoing personal and professional development plan.

Keywords Professional development, reflection, continuous, performance, working style, opportunities, planning, professional practice, currency of practice, licence to practise, development needs, learning and development.

UNIT 554 - LEARNING OUTCOMES & ASSESSMENT CRITERIA

Learning Outcome 1			
Understand the value of reflective practice to inform personal and professional development			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
1.1 Analyse the importance of continuous personal and professional development in achieving organisational objectives	<p>Continuous may include but is not limited to life-long learning, maintaining current skills and knowledge, effectiveness, impact, achievement.</p> <p>Personal knowledge and skills that may not relate to a current or future work role e.g. learning a language, mindfulness, fitness and sport.</p> <p>Professional may include but are not limited to knowledge and skills that directly relate to a current or future work role e.g. a job-related qualification, professional membership or status, on job training (Pedler, Burgoyne, Boydell (2007), Mullins (2013), Torrington et al (2008)).</p>	<p>Write a briefing paper titled: <i>The use of reflective practice in personal and professional development</i></p> <p>The briefing paper will need to be in 3 parts:</p> <ol style="list-style-type: none"> 1) The importance of continuous personal and professional development in achieving organisational objectives 2) Using reflective practice in personal and professional development 3) Approaches used in reflective practice 	K17 B1 B4
1.2 Evaluate the use of reflective practice in personal and professional development	<p>Reflective practice may include but is not limited to self-management, develop insights, reflexivity, decision making in different situational contexts, critical reflection to assess skills, competencies, behaviours of professionalism, self-awareness, resilience, Emotional Intelligence (Goleman, 1995).</p>		
1.3 Evaluate approaches to reflective practice	<p>Approaches may include but are not limited to learning cycle, deep and surface learning, appraisal including self and peer review, 360 degree feedback, methods of setting goals and reviewing progress, group and individual learning, (Model of Structured Reflection, Johns, 1994), Reflective Cycle (Gibbs, 1995), Learning Cycle (Kolb, 1984).</p>		

Learning Outcome 2			
Be able to apply reflective practice to inform personal and professional development			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
2.1 Evaluate own performance in the workplace using principles of reflection	Own performance refers to <i>current knowledge, skills and behaviours against role requirement (current or future role) and/or against short, medium and long term requirements of the role, organisational objectives and professional standards (CMI Management Diagnostics)</i>	This task is split into 4 parts. Parts 1 & 2 of 4 requires you to: 1) Conduct an evaluation of your own knowledge, skills and/or experience for a role that you are currently doing within your organisation, or a role that you want to apply for in the future. 2) Write a reflective account titled: <i>The impact my working style has on others</i>	S19 B3 B4 B5
2.2 Reflect on own working style and its impact on others in the workplace	Working style may also include but is not limited to <i>Team Roles (Belbin, 1981), Type Indicator (Myers Brigg, 1943), Transactional Analysis (Berne, c.1950), Drivers (Kasozi and Dehaan, 2014), Co-worker relationships (McIntyre, 2011), behavioural profiling and assessments e.g. DISC (Tate, 2014), Team Wheel (Margerison and McCann, 1989).</i>		

Learning Outcome 3			
Be able to create an informed personal and professional development plan			
Assessment Criteria	Indicative Content	Assessment Requirement	KSB
3.1 Analyse development needs for current and future roles	Development needs refer to <i>knowledge, skills and behaviours.</i> <i>Analysis</i> refers to <i>conducting a skills gap analysis against short, medium and long term skills needed and professional standards</i>	This task is split into 4 parts. Parts 3 & 4 of 4 requires you to: 3) Write an account titled: <i>My development needs and opportunities</i> 4) Create a personal and professional development plan	S20 B1 B2 B4 B5
3.2 Examine development opportunities to meet short, medium and long term objectives	Development opportunities refer to <i>learning styles and may include but are not limited to formal and informal, social and collaborative learning, on the job and off the job, face to face, blended or online learning, coaching and mentoring.</i>		
3.3 Create a personal development plan with measurable objectives	Personal development plan refers to <i>short, medium and long term time bound objectives, SMART objectives, development needs, resources, support, development opportunities, review and evaluation methods.</i>		

ANNEX 1 - COMMAND VERB DEFINITIONS

<u>Command Verb</u>	Definition
Analyse	Break the subject or complex situation(s) into separate parts and examine each part in detail; identify the main issues and show how the main ideas are related to practice and why they are important. Reference to current research or theory may support the analysis.
Apply	To bring or put into operation a theory, concept or process to achieve an outcome
Appraise	Assess, estimate the worth, value, quality, performance. Consider carefully to form an opinion.
Articulate	Express or clearly state your understanding of the topic.
Assess	Provide a reasoned judgement or rationale of the standard, quality, value or importance of something, informed by relevant facts/rationale.
Comment	Identify and write about the main issues, express an opinion, giving reaction to what has been read/observed.
Compare	Review the subject(s) in detail – looking at similarities and differences.
Complete	Ensure something is finished with all of its parts.
Conceptualise	Create a diagram, model, chart or graphic with annotations, providing a holistic overview of the process.
Conduct	Organise and perform a particular activity.
Construct	To create or build something original.
Consider	Take (something) into account (for example, different ideas, perspectives, theories, evidence) when making a judgement.
Construct	To create or build something original.
Create	Originate or produce a solution to a problem.
Critically Appraise	As with appraise, a systematic process used to identify the strengths and weaknesses of information in order to assess the usefulness and validity.
Critically Assess	As with assess, but emphasising on judgments made about arguments by others, and about what is being assessed from a different perspective. Making a reasoned argument, based on judgments. Criticality requires the consideration of the validity of sources used. Critical assessment not only considers the evidence above but also the strength of the evidence based on the validity of the method of evidence compilation.
Critically Analyse	As with analyse, but questioning and testing the strength of a person and/or others' analyses from different perspectives. Using the process of analysis to make an objective and reasoned argument. Criticality requires the consideration of the validity of sources used. Critical analysis not only considers the evidence above but also the strength of the evidence based on the validity of the method of evidence compilation.

Critically Discuss	As with discuss, but evaluating the pros and cons of the subject in hand critically. Discussing all the aspects and dimensions of the topic in hand. Discussing the effects and impacts of the topic. Critical discussion not only considers the evidence above but also the strength of the evidence based on the validity of the method of evidence compilation
Critically Evaluate	Consider the strengths and weaknesses, arguments for and against and/or similarities and differences. The writer should then judge the evidence from the different perspectives and make a valid conclusion or reasoned judgement. Apply current research or theories to support the evaluation when applicable. Critical evaluation not only considers the evidence above but also the strength of the evidence based on the validity of the method of evidence compilation.
Critically Reflect	As with reflect, but identifying, questioning, and assessing deeply-held beliefs and assumptions about a topic, the way in which we perceive events and issues, beliefs, feelings, and actions.
Critically	Typically used to qualify verbs such as evaluate, assess, appraise, analyse and reflect. Give in-depth insight, opinion, debate, verdict based on a wide variety of sources, theory, research which may agree and contradict an argument.
Critique	A detailed analysis and assessment of something, especially a literary, philosophical, or political theory.
Define	Show or state clearly and accurately.
Describe	Provide an extended range of detailed factual information about the topic or item in a logical way.
Deliver	Ensure something is conveyed or done with stakeholders/clients.
Demonstrate	Complete a task or activity, showing an understanding of facts, procedures and ideas of a topic and competence through action or activity.
Determine	Settle/conclude an argument/question as a result of investigation or by referring to an authority.
Develop	Elaborate, expand or progress an idea from a starting point building upon given information.
Differentiate	Recognise or ascertain a difference to identify what makes something different.
Discuss	Give a detailed account including a range of views or opinions, which include contrasting perspectives.
Distinguish	Draw or make distinction between.
Draw	Present a conclusion or decision about what is likely to happen based on facts.
Establish	Discover, prove or show something to be true or valid by determining the facts.
Evaluate	Consider the strengths and weaknesses, arguments for and against and/or similarities and differences. The writer should then judge the evidence from the different perspectives and make a valid conclusion or reasoned judgement. Apply current research or theories to support the evaluation when applicable.
Examine	Inspect (something) thoroughly in order to determine its nature or condition.

Explain	Make something clear to someone by describing or revealing relevant information in more detail.
Explore	Go through the topic/issue thoroughly looking at all areas that affect the topic/issue.
Formulate	To devise or develop an idea or concept in a concise and systematic way.
Identify	Ascertain the origin, nature or definitive characteristics of something.
Interpet	To clarify/explain the meaning of something.
Investigate	Carry out a systematic or formal inquiry to discover and examine the facts of (problem, options, incident, allegation etc) so as to establish the truth.
Justify	Provide a rationale for actions and/or decisions. Your rationale should be underpinned by research, academic theory, data analysis or experience.
Outline	A general description/broad account/summary of something showing essential features/outline the case briefly but not the detail.
Plan	Make a plan for example, a change plan or a project plan, before starting activities to achieve an aim.
Prepare	To make or develop something ready which will happen in the future.
Present/ Presentation	Learners may present to an audience of stakeholders the outcomes of their studies. A recording of the presentation, speaker notes and/or slides may be used to provide evidence that a Learner has the requirements of the unit assessment criteria.
Produce	To make, create or form something. Put together, assemble. leads to an outcome/result.
Profile	An outline giving a description of a role or organisation
Propose	To put forward a plan or suggestion for consideration by others
Recommend	Put forward proposals, an alternative or suggestion(s) supported by a clear rationale appropriate to the situation/context.
Reflect	Consciously contemplate, appraise or give balanced consideration to an action or issue.
Report	A structured document communicated or presented in an oral or written form and organised in a narrative, graphic or tabular form referring to a specific period, event or topic area.
Research	A detailed study or investigation of a subject in order to establish facts and reach new conclusions.
Review	To examine, survey, reconsider a subject, theory or item.
Specify	Identify or state a fact or requirement clearly and precisely in detail.
Summarise	Sum up or give a brief account of relevant information in your own words.
Use	The action of using something for a particular purpose.

ANNEX 2 - ASSESSMENT ACTIVITY DEFINITIONS

Activity Definition	Activity Definition
Briefing paper	A summary of facts pertaining to a particular issue or problem. Often includes a suggested course of action.
Business case	A formal document, presented in an oral or written format, which provides justification for an idea or project to address an identified business need or challenge.
Case Study	A description of an event, activity or problem outlining a real or hypothetical situation.
Good practice guide	A structured document produced with the purpose of supporting individuals to develop their practice in a particular area.
Plan	A detailed outline providing an insight into a range of activities required to complete a task.
Profile	An outline giving a description of a role or organisation
Proposal	A formal document, presented in an oral or written format, which puts forward ideas or suggestions for consideration by others.
Reflective Statement	Learners describe their actions in particular situations and reflect on the reasons for practicing in that way. This is particularly useful to provide evidence that they can evaluate their knowledge and practice.
Report	A structured document communicated or presented in an oral or written form and organised in a narrative, graphic or tabular form referring to a specific period, event or topic area.
Research project report	A formal, written document, organised in a narrative, graphic or tabular form presenting findings and recommendations.
Scenario	A written outline or a situation or setting, providing insight into a sequence of events or actions.
Written account	A written document presenting knowledge of facts or event
Work Based Evidence	An activity from within the workplace that is used by the Learner to evidence and/or demonstrate competence and understanding

ANNEX 3 - ALIGNMENT TO OCCUPATIONAL STANDARD

This qualification is aligned to the occupational standard for Operational or Departmental Manager (ST0385). The below table indicates where Knowledge, Skills and Behaviours are aligned within units in this qualification. Please see the unit specifications for further information.

KSB	KSB Statement	Unit 1	Unit 2	Unit 3	Unit 4	Unit 5	Unit 6
Knowledge							
K1	Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs.	✓				✓	
K2	Understand business development tools (eg SWOT), and approaches to continuous improvement.					✓	
K3	Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and contingency planning.					✓	
K4	Understand how to initiate and manage change by identifying barriers and know how to overcome them.				✓		
K5	Understand data security and management, and the effective use of technology in an organisation.			✓			
K6	Know how to set up and manage a project using relevant tools and techniques, and understand process management.			✓			
K7	Understand approaches to risk management.			✓			
K8	Understand business finance: how to manage budgets, and financial forecasting.			✓			
K9	Understand different leadership styles, how to lead multiple and remote teams and manage team leaders.	✓					
K10	Know how to motivate and improve performance, supporting people using coaching and mentoring approaches.	✓					
K11	Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.				✓		

K12	Know how to manage multiple teams, and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.	✓					
K13	Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.		✓				
K14	Knowledge of collaborative working techniques to enable delivery through others and how to share best practice.		✓				
K15	Know how to manage conflict at all levels.		✓				
K16	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.		✓				
K17	Understand your own impact and emotional intelligence. Understand different learning and behaviour styles.						✓
K18	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.					✓	
K19	Understand problem solving and decision making techniques, including data analysis.					✓	
K20	Understand organisational values and ethics and their impact on decision making.			✓		✓	
Skills							
S1	Able to input into strategic planning and create plans in line with organisational objectives.					✓	
S2	Support, manage and communicate change by identifying barriers and overcoming them.				✓		
S3	Demonstrate commercial awareness, and be able to identify and shape new opportunities.				✓	✓	
S4	Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans.					✓	
S5	Producing reports, providing management information based on the collation, analysis and interpretation of data.			✓		✓	
S6	Plan, organise and manage resources to deliver required outcomes.			✓		✓	
S7	Monitor progress, and identify risk and their mitigation. Able to use relevant project management tools.			✓			

S8	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach and recommendations accordingly.			✓			
S9	Able to communicate organisational vision and goals and how these apply to teams.	✓			✓		
S10	Support development through coaching and mentoring, and enable and support high performance working.				✓		
S11	Able to support the management of change within the organisation.				✓		
S12	Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.	✓					
S13	Able to build trust, and use effective negotiation and influencing skills and manage conflict.		✓				
S14	Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation.		✓	✓			
S15	Use of specialist advice and support to deliver against plans.		✓			✓	
S16	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style.				✓	✓	
S17/	Able to chair meetings and present using a range of media.			✓	✓		
S18/	Use of active listening, and able to challenge and give constructive feedback.	✓					
S19	Able to reflect on own performance, working style and its impact on others.						✓
S20	Able to create a personal development plan.						✓
S21	Use of time management and prioritisation techniques.			✓	✓		
S22	Able to undertake critical analysis and evaluation to support decision making. Use of effective problem solving techniques.			✓			
Behaviours							
B1	Drive to achieve in all aspects of work. Demonstrates resilience and accountability.			✓	✓	✓	✓
B2	Determination when managing difficult situations. Seeks new opportunities.		✓	✓	✓	✓	✓
B3	Open, approachable, authentic, and able to build trust with others. Seeks the views of others	✓	✓	✓		✓	✓

	and values diversity.						
B4	Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.		✓	✓	✓	✓	✓
B5	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values	✓	✓		✓	✓	✓

ANNEX 4 - REVISIONS TO DOCUMENT

The below table summarises any revisions made to this document since publication.

Revisions to Document	Rational for Revision	Document Version	Date Revisions Made
First Publication		Version 1	Mar 2024