



Operations manager

Key information

Reference: ST0385

Version: 1.4

Level: 5

Typical duration to gateway: 24 months

Typical EPA period: 5 months

Maximum funding: £9000

Route: Business and administration

Integration: None

Date updated: 25/09/2024

Approved for delivery: 1 June 2016

Lars code: 104

EQA provider: Ofqual

Example progression routes:

Chartered manager (degree),

Senior leader

Review: this apprenticeship will be reviewed in accordance with our change request policy.

Details of the occupational standard

Occupation summary

This occupation is found in small, medium, large, and multinational organisations in private, public, and third sectors across all areas of the economy.

Operations managers perform leadership and management duties with teams and senior managers to ensure that teams fulfil their roles and meet organisational goals. They are essential to all business models that have an operational area or department with a workforce to lead, manage, and support.

The broad purpose of this occupation is to provide leadership, with both operational and project responsibilities. An operations manager is responsible for managing individuals or a team, offering direction, instructions, and guidance to achieve set goals. They are crucial for the smooth functioning of all departments within an organisation and ensure that their functions are administered and maintained in accordance with legislation and the organisation's policies and procedures. Operations managers provide clear and inclusive leadership and direction within their area of responsibility. This typically involves setting, managing, and monitoring the achievement of core objectives aligned with the organisation's overall strategic goals. In smaller organisations, they are also likely to contribute to the execution and achievement of these strategic objectives.

In their daily work, an employee in this occupation interacts with colleagues from various internal departments, including operations, human resources, finance, legal, IT, sales and marketing, and project groups. Operations managers also engage with external stakeholders such as customers, clients, and suppliers. They may work in diverse environments, including

offices, onsite locations, or remotely, demonstrating a high level of flexibility and adaptability to meet organisational needs.

An employee in this occupation is responsible for leading and managing their operational function. This includes being accountable for developing team members, managing projects, planning and reviewing workloads and resources, delivering operational plans, resolving problems, and building relationships both internally and externally.

An operations manager may work as part of a network or in a team setting. They operate within agreed budgets and available resources, reporting to senior leaders. They are responsible for decision-making and guiding or influencing the decisions of others. This includes applying business continuity principles, collecting and interpreting data to identify trends, analysing resources, and finding ways to improve efficiencies.

Operations managers understand how their role supports the broader organisational structure. They apply codes of practice, legislation, and regulations relevant to their organisation's operations. This encompasses legal and ethical responsibilities, as well as equity, diversity and inclusion, health and safety, and the sustainability impacts of the organisation.

Typical job titles include:

Area manager

Department manager

General manager

Operations manager

Regional manager

Specialist manager

Occupation duties

DUTY	KSBS
Duty 1 Provide leadership and people management.	<p>K2 K3 K4 K6 K10 K12 K13 K14 K15 K16 K18 K19 K20 K22 K24 K25</p> <p>S2 S3 S4 S6 S7 S14 S16 S17 S19 S20 S21</p> <p>B1 B2 B3 B4 B5 B6</p>
Duty 2 Keep up to date with IT and digital interventions such as Artificial Intelligence (AI) and software that can be used in their sector.	<p>K5 K6 K8 K11 K15 K21</p> <p>S8 S12 S15</p>
Duty 3 Analyse, interpret and cascade data to enable tracking, trend analysis and metric reporting to enable decision making for managing objectives and targets.	<p>K1 K4 K5 K6 K7 K8 K9 K13 K15 K16 K21</p> <p>S1 S3 S4 S5 S8 S9 S10 S13 S16</p>
Duty 4 Manage and influence activities and projects within budget and resources to deliver change and continuous improvement.	<p>K6 K7 K9 K12 K13 K15 K17</p> <p>S1 S2 S3 S4 S5 S8 S9 S10 S12 S16 S17</p> <p>B1 B2 B3 B5 B6</p>
Duty 5 Collaborate with and manage stakeholder relationships.	<p>K3 K4 K6 K9 K10 K13 K14 K15 K16 K18</p> <p>S1 S2 S6 S17</p> <p>B1 B2 B6</p>
Duty 6 Lead the creation and implementation of their resource plans considering future organisation needs and impact on change requirements.	<p>K2 K3 K4 K6 K7 K8 K11 K15 K17 K18 K20 K22 K25</p> <p>S1 S2 S5 S10 S13 S15 S21</p> <p>B3</p>
Duty 7 Interpret and comply with relevant legislation and regulation and the impact on their organisation.	<p>K2 K3 K6 K18 K19 K22 K23</p> <p>S1 S11 S13 S15</p>
Duty 8 Lead and manage the team to ensure the application of equity, diversity, and inclusion principles.	<p>K2 K3 K4 K8 K16 K18 K23</p> <p>S2 S6 S7 S10 S11 S15 S17</p> <p>B1 B2 B6</p>

Duty 9 Lead the team and individual training needs and support continuous professional development.	K3 K4 K8 K20 K24 S2 S3 S4 S7 S10 S19 S20 B4 B6
Duty 10 Communicate complex information to build understanding and drive team and organisational performance.	K1 K13 K14 K25 S1 S16 S21
Duty 11 Manage activities which drive the organisation's sustainability goals.	K2 K6 K8 K11 K12 K15 K17 K19 K22 K23 S2 S3 S8 S9 S10 S11 S13 S15 S18 B5 B6
Duty 12 Build and manage internal relationships and collaborate with colleagues to enable cross-team working.	K3 K13 K14 K15 K16 K18 S1 S6 S16 S17 B1 B2 B6
Duty 13 Lead and respond to risk management, assessing the opportunities which could affect individual and team performance, and finding solutions that meet their needs.	K6 K8 K9 K10 K12 K15 K17 K18 K19 K21 S1 S2 S3 S8 S13 S14 B1 B5 B6
Duty 14 Develop and implement their operational plan that aligns with the strategic direction of the organisation.	K1 K4 K6 K7 K11 K15 K19 K23 K25 S1 S2 S3 S5 S10 S18 S21 B5

KSBs

Knowledge

K1: Presentation skills and methods.

K2: Relevant regulation and legislation requirements, and their impact on their team, the individual, their role and the organisation.

K3: Legislation and organisational policies relating to equity, diversity and inclusion in the workplace and their impact on the organisation and stakeholders.

K4: Approaches to people management, for example recruitment, performance management, reward, and talent management and resource planning.

- K5:** IT and software tools used to support the current and future needs of the organisation, including advances in technology.
- K6:** Methods for researching, analysing, interpreting and evaluating data to inform judgements and enable decision making.
- K7:** Financial management techniques and implications of decisions for budgets.
- K8:** How to identify and manage organisational improvement opportunities.
- K9:** Project management tools and techniques.
- K10:** Methods used to identify, manage and prioritise stakeholder relationships.
- K11:** The current and future needs of the sector and the impact on their organisation.
- K12:** Problem solving and decision-making techniques.
- K13:** Influencing and negotiation models and techniques.
- K14:** Conflict resolution and mediation processes.
- K15:** Communication techniques and approaches.
- K16:** Ethics and values-based leadership theories and principles, for example employee wellbeing.
- K17:** Change management concepts and methods for implementing change within the organisation.
- K18:** Leadership and management tools and techniques.
- K19:** The sector in which the organisation operates and its impact on their role.
- K20:** The continuous development requirements and learning needs of their team.
- K21:** Business continuity principles, including risk assessment, contingency planning and disaster recovery.
- K22:** Organisational policies and procedures, for example health and safety.
- K23:** Responsible organisation policies and practices covering social, environmental, and economic factors, including sustainability.
- K24:** Coaching and mentoring techniques.
- K25:** The strategic direction of the organisation and the impact on operational plans.

Skills

- S1:** Communicate and present information to stakeholders using different types of media.
- S2:** Identify problems and provide solutions.
- S3:** Manage and set goals and accountabilities for individuals and teams.

- S4:** Analyse performance data for individuals and teams to identify areas for improvement.
- S5:** Manage and influence project activity to deliver within budget and resource requirements.
- S6:** Lead and influence the team and individuals to support an inclusive culture of equity, diversity, and the promotion of well-being.
- S7:** Motivate team members and individuals through collaborative activities, for example one-to-one coaching and team meetings, to achieve organisational goals.
- S8:** Use digital tools to analyse information and monitor performance and budgets to drive the implementation and delivery of plans and projects.
- S9:** Research, interpret and analyse information to inform the implementation of business plans or projects.
- S10:** Evaluate the impact of outcomes from organisational plans or projects to drive the decision-making process.
- S11:** Interpret and implement the practical application of regulation, legislation and organisational policies for stakeholders.
- S12:** Manage continuous improvement and change for their team and organisation.
- S13:** Analyse and prioritise organisation activities in response to the operating environment.
- S14:** Implement business continuity plans, including risk assessment, contingency planning and disaster recovery, to ensure the uninterrupted operation of critical functions.
- S15:** Identify and respond to external factors that may influence the future landscape and evaluate their impact on the organisation.
- S16:** Influence and negotiate with stakeholders to shape and agree goals and outcomes.
- S17:** Manage relationships across multiple and diverse stakeholders.
- S18:** Deliver sustainable services and solutions which allow the organisation to respond to changes in social, economic and environmental factors.
- S19:** Manage and facilitate learning and continuous professional development for their team.
- S20:** Coach and mentor individuals within their team.
- S21:** Develop and implement operational plans that align with the strategic direction of the organisation.

Behaviours

- B1:** Acts professionally, ethically and with integrity.
- B2:** Supports an inclusive culture, treating colleagues and stakeholders fairly and with respect.
- B3:** Takes accountability and ownership of their own and the team's tasks and workload.

B4: Seeks learning opportunities and continuous professional development for self and the wider team.

B5: Works flexibly and adapts to circumstances.

B6: Works collaboratively with others across the organisation and stakeholders.

Qualifications

English and Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Professional recognition

This standard aligns with the following professional recognition:

- The Chartered Management Institute for Member, as well as Chartered Manager status, where they can evidence 3+ years management experience
- Institute of Leadership for Member

Version log

Version	Change detail	Earliest start date	Latest start date	Latest end date
1.4	End point assessment plan revised	25/09/2024	Not set	Not set
1.3	Occupational standard, end-point assessment plan and funding band revised	19/09/2024	24/09/2024	Not set
1.2	End-point assessment plan revised	21/10/2020	18/09/2024	Not set
1.1	The funding band for this standard has been reviewed as part of the apprenticeship funding band review. The new funding band is £7000	04/03/2019	20/10/2020	Not set
1.0	Retired	01/06/2016	03/03/2019	Not set

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