



**SPECIFICATION - LEVEL 5  
OPERATIONS MANAGER v1.4  
(ST0385)**



## Introduction

The Operations Manager Level 5 apprenticeship develops the competence required to lead and manage teams, functions, or operational areas to deliver organisational objectives. Apprentices will gain the skills to provide clear, inclusive, and effective leadership, ensuring that activities within their area of responsibility are delivered in line with operational plans, wider organisational strategy, relevant legislation, and agreed budgets. The role involves setting and monitoring objectives, managing projects, allocating and reviewing workloads, and developing team members. Operations Managers work across a wide range of sectors, interacting with colleagues from multiple internal departments as well as external stakeholders including customers, clients, and suppliers. Work may be office-based, on-site, or remote, requiring flexibility to meet operational priorities.

Key Information	
Name	Operations Manager ST0385
Level	5
Duration	24 months on-programme, 5 months EPA window
Funding Band	£9,000
Prerequisites and Entry Requirements	Before final assessment of the qualification, the Learner must be employed in a relevant role, meet Gateway requirements before taking the End-Point Assessment. have completed a portfolio of evidence and, if applicable, have passed the required Functional Skills. There are no mandatory qualifications required for this this End-Point Assessment however, the apprentice does need to have completed an on-programme project, which will form the basis of their written project report in the EPA
Methods of Assessment	There are two assessment methods, project with report and a professional discussion (Underpinned by a portfolio of evidence).
Grading	Learners will be assessed across all assessment components and awarded a grade of Fail, Pass, or, where applicable, Distinction. The results from each assessment method will be combined to determine the overall grade of a Fail, Pass. or Distinction. Grading combinations and criteria are set out in the End-Point Assessment Plan and associated guidance documents.
Link to assessment plan	<a href="#">Operations manager / Skills England</a>

## End-Point Assessment Objective

The End-Point Assessment (EPA) confirms that the apprentice has achieved the required competence to work independently as an Operations Manager. This includes the ability to lead and develop teams, manage resources, oversee the delivery of operational plans, and ensure compliance with legislation, regulations, and organisational policies. Apprentices must demonstrate they can analyse data to inform decision-making, implement solutions to improve efficiency and effectiveness, and apply principles of equity, diversity, inclusion, health and safety, and sustainability. They must also show they can communicate effectively with a range of internal and external stakeholders, aligning operational delivery with the organisation's strategic objectives.

## Programme Structure

Throughout the programme, apprentices will gain practical skills and underpinning knowledge in a variety of settings. They will be employed in a relevant role for typically 24 months, during which they will compile a portfolio of evidence with support from their assessor. The assessor will monitor progress against the standard to ensure the apprentice is fully prepared for the EPA. The apprentice will also need to have completed an on-programme project, which will form the basis of their written project report in the EPA.

## Available Support

Sample assessment materials for the project with report and professional discussion are available to approved training providers to support learner preparation and ensure consistency in delivery.

## KSB Mapping Table

Knowledge	Assessment Method
K1 Presentation skills and methods.	Project with report
K2 Relevant regulation and legislation requirements, and their impact on their team, the individual, their role and the organisation.	Professional discussion
K3 Legislation and organisational policies relating to equity, diversity and inclusion in the workplace and their impact on the organisation and stakeholders.	Professional discussion
K4 Approaches to people management, for example recruitment, performance management, reward, and talent management and resource planning.	Professional discussion
K5 IT and software tools used to support the current and future needs of the organisation, including advances in technology.	Project with report
K6 Methods for researching, analysing, interpreting and evaluating data to inform judgements and enable decision making.	Project with report
K7 Financial management techniques and implications of decisions for budgets.	Project with report
K8 How to identify and manage organisational improvement opportunities.	Project with report
K9 Project management tools and techniques.	Project with report
K10 Methods used to identify, manage and prioritise stakeholder relationships.	Project with report
K11 The current and future needs of the sector and the impact on their organisation.	Project with report
K12 Problem solving and decision-making techniques.	Project with report
K13 Influencing and negotiation models and techniques.	Project with report
K14 Conflict resolution and mediation processes.	Professional discussion

K15 Communication techniques and approaches.	Project with report
K16 Ethics and values-based leadership theories and principles, for example employee wellbeing.	Professional discussion
K17 Change management concepts and methods for implementing change within the organisation.	Project with report
K18 Leadership and management tools and techniques.	Professional discussion
K19 The sector in which the organisation operates and its impact on their role.	Professional discussion
K20 The continuous development requirements and learning needs of their team.	Professional discussion
K21 Business continuity principles, including risk assessment, contingency planning and disaster recovery.	Professional discussion
K22 Organisational policies and procedures, for example health and safety.	Professional discussion
K23 Responsible organisation policies and practices covering social, environmental, and economic factors, including sustainability.	Professional discussion
K24 Coaching and mentoring techniques.	Professional discussion
K25 The strategic direction of the organisation and the impact on operational plans.	Professional discussion
<b>Skill</b>	<b>Assessment Method</b>
S1 Communicate and present information to stakeholders using different types of media.	Project with report
S2 Identify problems and provide solutions.	Project with report
S3 Manage and set goals and accountabilities for individuals and teams.	Professional discussion
S4 Analyse performance data for individuals and teams to identify areas for improvement.	Professional discussion
S5 Manage and influence project activity to deliver within budget and resource requirements.	Project with report
S6 Lead and influence the team and individuals to support an inclusive culture of equity, diversity, and the promotion of well-being.	Professional discussion
S7 Motivate team members and individuals through collaborative activities, for example one-to-one coaching and team meetings, to achieve organisational goals.	Professional discussion
S8 Use digital tools to analyse information and monitor performance and budgets to drive the implementation and delivery of plans and projects.	Project with report

S9 Research, interpret and analyse information to inform the implementation of business plans or projects.	Project with report
S10 Evaluate the impact of outcomes from organisational plans or projects to drive the decision-making process.	Project with report
S11 Interpret and implement the practical application of regulation, legislation and organisational policies for stakeholders.	Professional discussion
S12 Manage continuous improvement and change for their team and organisation.	Project with report
S13 Analyse and prioritise organisation activities in response to the operating environment.	Professional discussion
S14 Implement business continuity plans, including risk assessment, contingency planning and disaster recovery, to ensure the uninterrupted operation of critical functions.	Professional discussion
S15 Identify and respond to external factors that may influence the future landscape and evaluate their impact on the organisation.	Project with report
S16 Influence and negotiate with stakeholders to shape and agree goals and outcomes.	Project with report
S17 Manage relationships across multiple and diverse stakeholders.	Professional discussion
S18 Deliver sustainable services and solutions which allow the organisation to respond to changes in social, economic and environmental factors.	Professional discussion
S19 Manage and facilitate learning and continuous professional development for their team.	Professional discussion
S20 Coach and mentor individuals within their team.	Professional discussion
S21 Develop and implement operational plans that align with the strategic direction of the organisation.	Professional discussion
<b>Behaviours</b>	<b>Assessment Method</b>
B1 Acts professionally, ethically and with integrity.	Professional discussion
B2 Supports an inclusive culture, treating colleagues and stakeholders fairly and with respect.	Professional discussion
B3 Takes accountability and ownership of their own and the team's tasks and workload.	Project with report
B4 Seeks learning opportunities and continuous professional development for self and the wider team.	Professional discussion
B5 Works flexibly and adapts to circumstances.	Project with report

B6 Works collaboratively with others across the organisation and stakeholders.	Project with report
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