This document outlines how the assessment criteria used in the ILM Level 5 Diploma for Leaders and Managers can be used to gather evidence of the behaviours required for successful completion of the Operations/Departmental Manager apprenticeship standard.

The tables on the following pages identify where activities performed to meet the assessment criteria (AC) of each unit in the ILM Level 5 Diploma for Leaders and Managers could be used to demonstrate each of the behaviours in the apprenticeship standard.





(ey	er in a leit fal	Demonstrated	BEHAVIOURS													
	t indicates which of the		_	ponsibility			Profession	onalism			Inclusive				gile	
	ehaviours can be supported	1	2	3	4	1	2	3	4	1	2	3	1	2	3	4
	fic assessment criteria for	Drive to			Seeks new	Sets an	Is fair,	Open and	Operates	Open,	Able to build	Seeks the	Flexible to the	Is creative,	Positive and	Open t
each unit.		achieve in all	resilience and		opportunities.	example.	consistent and	honest.	within	approachable		views of others	needs of the	innovative and		new way
		aspects of	accountability.				impartial.		organisational	and authentic.	others.	and values	organisation.	enterprising	responding	workir
		work.		difficult					values.			diversity.		when seeking	well to	
				situations.										solutions	feedback	
nit Title	Assessment Criteria (AC)													to business	and need for	
uilding	1.1 Create a climate of mutual trust and respect by													needs.	change.	
elationships	behaving openly and honestly.															
elationships	1.2 Address issues that may affect															
	stakeholder relationships.															
	2.1 Carry out research to prepare for the															
	negotiation, identifying costs and benefits for															
	both parties.															
	2.2 Establish a negotiating position taking															
	into account ideal and minimum															
	acceptable outcome.															
	2.3 Conduct a negotiation to achieve an outcome at															
	or above the minimum acceptable.															
	2.4 Produce an agreement and course of action that															
	is acceptable to both parties.															
	2.5 Review own performance in the															
	negotiation process.															
	3.1 Assess a conflict situation, selecting an															
	appropriate conflict management model to															
	resolve it.															
	3.2 Apply chosen model to resolve conflict situation.															
	3.3 Review how effectively the conflict															
	was managed.															
	4.1 Identify and share good practice across different															
	levels of an organisation.															
	4.2 Take action to ensure that good practice is embedded.															
	4.3 Evaluate the extent to which the good practice															
	has been embedded.															
	5.1 Identify work that would benefit															
	from collaboration.															
	5.2 Conduct a cost benefit analysis of any															
	potential collaboration.															
	5.3 Secure agreement/investment for															
	collaborative working.															
	5.4 Create a plan for collaborative working.															
	5.5 Work collaboratively to achieve an															
	agreed outcome.															
	5.6 Reflect on the effectiveness of the collaborative															
	working arrangements.															

Key		Demonstrated	BEHAVIOURS													
	indicates which of the		Takes Resp	onsibility			Profession	onalism			Inclusive			Αç	jile	
	haviours can be supported	1	2	3	4	1	2	3	4	1	2	3	1	2	3	4
	c assessment criteria for	Drive to	Demonstrates	Determination	Seeks new	Sets an	Is fair,	Open and	Operates	Open,	Able to build	Seeks the	Flexible to the	ls creative,	Positive and	Open to
each unit.		achieve in all	resilience and	when	opportunities.	example.	consistent and	honest.	within	approachable	trust with	views of others	needs of the	innovative and	adaptable,	new ways of
		aspects of	accountability.	managing			impartial.		organisational	and authentic.	others.	and values	organisation.	enterprising	responding	working.
		work.		difficult					values.			diversity.		when seeking	well to	
				situations.										solutions	feedback	
Unit Title	Assessment Criteria (AC)													to business	and need for	
Communication	1.1 Communicate effectively in verbal, written and													needs.	change.	
Communication	digital formats.															
	1.2 Adapt communication style and method to suit															
	the message and audience.															
	2.1 Define the purpose and objectives of a meeting.															
	2.2 Prepare and distribute key documents prior to,															
	during and following a meeting.															
	2.3 Chair a meeting effectively, that discusses all															
	business and reaches clear decisions.															
	2.4 Constructively challenge an existing concept,															
	process or point of view.															
	2.5 Present information during a meeting to team															
	and management, confirming understanding.															
	2.6 Work with colleagues to ensure agreed actions															
	from the meeting are achieved.	-										_				
	2.7 Evaluate effectiveness of the meeting and															
	identify points for future improvement.															
	3.1 Demonstrate the ability to actively listen during															
	a conversation. 3.2 Clarify understanding of conversation.															
	5.2 Clarify understanding of conversation.															
Finance	1.1 Gather the relevant information needed to set															
	a budget.															
	1.2 Identify potential variances and															
	suggest contingencies.															
	1.3 Set a realistic budget in line with															
	organisational requirements.															
	1.4 Secure the support of stakeholders to agree budget.															
	2.1 Use the budget to monitor costs															
	and expenditure.															
	2.2 Identify the cause of variations from budget.															
	2.3 Take action to address variations from budget.															
	2.4 Propose realistic revisions to budget, supporting															
	recommendations with evidence.															
	2.5 Provide budget-related reports and information															
	within agreed timescales.															
	3.1 Identify successes and areas for improvement in															
	budget management.															
	3.2 Make recommendations to improve future															
	budget setting and management.															

Key			Demonstrated														
The grey dot indicates which of the individual behaviours can be supported by the specific assessment criteria for			Takes Res	ponsibility			Professi	onalism			Inclusive			A	gile		
			1	2	3	4	1	2	3	4	1	2	3	1	2	3	4
by the specifi each unit.	c asses	isment criteria for	Drive to achieve in all aspects of work.	Demonstrates resilience and accountability.	Determination when managing difficult situations.	Seeks new opportunities.	Sets an example.	Is fair, consistent and impartial.	Open and honest.	Operates within organisational values.	Open, approachable and authentic.		Seeks the views of others and values diversity.	Flexible to the needs of the organisation.	Is creative, innovative and enterprising when seeking solutions	responding well to feedback	Open to new ways o working.
Unit Title	Asse	essment Criteria (AC)													to business needs.	and need for change.	
Leading People	1.1	Analyse how organisation's vision and goals relate to own team.															•
	1.2	Communicate organisation's vision and goals to team.															
	1.3	Assess team members' understanding of how they contribute to achievement of vision and goals.		•				•		•	•		•				
	2.1	Use motivational techniques to support the development of others.															
	2.2	Use appropriate coaching and mentoring models to improve performance of individuals.															
	2.3	Produce records of coaching and mentoring activity.															
	2.4	Review the effectiveness of performance improvement activities.															
	3.1	Describe the features of a High Performing Team.															
	3.2	Set objectives and measures for a High Performing Team.															
	3.3	Ensure the team has the balance of skills needed to facilitate high performance working.															
	3.4	Ensure team members share leadership and accountability for achieving best quality outcomes with resources available.	•												•		
	3.5	Monitor and support team in achieving objectives.															
	3.6	Review team performance in achieving objectives.															
	4.1	Evaluate the impact of a change on own team including the effect on: individuals team operations		•	•			•					•	•			
	4.2	Implement a strategy to support team through change.															
	4.3	Reflect on how effectively individuals and team have been supported through change.															

delegated work.

Key		Demonstrated	d BEHAVIOURS													
	ot indicates which of the		Takes Res	ponsibility			Professi	onalism			Inclusive			Aç	gile	
	pehaviours can be supported	1	2	3	4	1	2	3	4	1	2	3	1	2	3	4
by the spec each unit.	cific assessment criteria for	Drive to achieve in all aspects of work.	Demonstrates resilience and accountability.	Determination when managing difficult situations.	Seeks new opportunities.	Sets an example.	Is fair, consistent and impartial.	Open and honest.	Operates within organisational values.	Open, approachable and authentic.	Able to build trust with others.	Seeks the views of others and values diversity.	Flexible to the needs of the organisation.	Is creative, innovative and enterprising when seeking solutions	responding well to feedback	Open to new ways of working.
Unit Title	Assessment Criteria (AC)													to business needs.	and need for change.	
Managing people	 Set individual and team objectives, based on operational plan. Analyse information from a range of sources on individual and team performance. Undertake 1-2-1s and appraisals to support development and monitor performance. Develop the strengths that exist within a team to 		•	•			•	•	•		•				a.a.igo	
	improve performance. 1.5 Implement strategies to improve individual and															
	team performance. 2.1 Evaluate opportunities for developing talent within a team.															
	 2.2 Manage talent through: Reward and recognition Succession planning Supporting development Empowering team members 				•		•		•		•		•			
	2.3 Review the effectiveness of talent management activities.															
	3.1 Assess suitable opportunities for delegation, taking into account capacity and capability.															
	3.2 Delegate work, providing clear guidelines and parameters.															
	3.3 Monitor and provide support appropriate to the level of delegation.															
	3.4 Review and provide feedback on															

ey		Demonstrated	BEHAVIOURS													
The grey dot	indicates which of the		Takes Res	ponsibility			Profession	onalism			Inclusive			Ag	jile	
	haviours can be supported	1	2	3	4	1	2	3	4	1	2	3	1	2	3	4
by the specifi each unit.	c assessment criteria for	Drive to achieve in all aspects of work.	Demonstrates resilience and accountability.	when managing difficult	Seeks new opportunities.	Sets an example.	Is fair, consistent and impartial.	Open and honest.	Operates within organisational values.	Open, approachable and authentic.	Able to build trust with others.	Seeks the views of others and values diversity.	Flexible to the needs of the organisation.	innovative and enterprising when seeking	Positive and adaptable, responding well to feedback	Open to new ways working
nit Title	Assessment Criteria (AC)			situations.										solutions to business	and need for	
perational	1.1 Provide information to support													needs.	change.	
anagement	strategic planning.															
J	1.2 Create an operational plan in-line with															
	organisational objectives, to include:															
	 Objectives 															
	• KPIs															
	 Reporting mechanisms 															
	 Resources 															
	• Timescales															
	 Accountabilities 															
	• Tasks															
	1.3 Deliver against the plan, monitoring															
	performance against objectives throughout.															
	1.4 Evaluate the extent to which the operational															
	plan has achieved its objectives.															
	2.1 Assess the reasons for and scope of a															
	required change.															
	2.2 Evaluate the benefits and risks of the change.															
	2.3 Develop a plan to manage change in an															
	organisation, including the identification of															
	barriers and how to overcome them.															
	2.4 Ensure that the change plan is implemented in															
	line with organisational values and procedures.															
	2.5 Communicate progress effectively with															
	stakeholders throughout the change process.															
	2.6 Evaluate how effectively the change															
	was managed.				_											
	3.1 Complete an analysis of the															
	commercial environment.															
	3.2 Identify new opportunities to support															
	business objectives.															
	3.3 Produce and submit a business case to develop															
	and shape a new opportunity.															
	4.1 Gather data, from primary and secondary															
	sources, that can contribute to a															
	management report.															
	4.2 Analyse and interpret the data to create outputs that can inform strategic decision making.															
	4.3 Produce clear, usable reports to inform strategic															
	decision making.															

Key		Demonstrated														
	t indicates which of the		Takes Res	ponsibility			Professi	onalism			Inclusive			A	gile	
	ehaviours can be supported	1	2	3	4	1	2	3	4	1	2	3	1	2	3	4
by the speci each unit.	ific assessment criteria for	Drive to achieve in all	Demonstrates resilience and	Determination when	Seeks new opportunities.	Sets an example.	Is fair, consistent and	Open and honest.	Operates within	Open, approachable	Able to build trust with	Seeks the views of others	Flexible to the needs of the	Is creative, innovative and	Positive and adaptable,	Open to new ways o
		aspects of	accountability.	managing	оррогинись.	campic.	impartial.	nonest.	organisational	and authentic.		and values	organisation.	enterprising	responding	working.
		work.		difficult situations.					values.			diversity.		when seeking solutions	well to feedback	
Unit Title	Assessment Criteria (AC)													to business needs.	and need for change.	
Project Management	Agree the objectives and scope of proposed projects with stakeholders.															
3	1.2 Assess the interdependencies and potential risks within a project.															
	1.3 Develop a project plan with specific,															
	measurable, achievable, realistic and time- bound (SMART) objectives, key performance															
	indicators (KPIs) and evaluation mechanisms appropriate to the plan.															
	1.4 Develop proportionate and targeted plans to															
	manage identified risks and contingencies.															
	2.1 Allocate resources in accordance with the project plan.															
	2.2 Brief project team members on their roles and responsibilities.															
	2.3 Implement plans within agreed budgets and timescales.															
	2.4 Communicate the requirements of the plans to															
	those who will be affected. 2.5 Revise plans in the light of changing															
	circumstances in accordance with project objectives and identified risks.															
	2.6 Keep stakeholders up to date with															
	developments and problems. 2.7 Complete close-out actions in accordance with															
	project plans . 3.1 Conduct periodic reviews of the progress and															
	effectiveness of a project using information from															
	a range of sources. 3.2 Evaluate the effectiveness of capturing and															
	managing project-related knowledge.															
	3.3 Report on the effectiveness of plans.															

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