Delivering ILM qualifications to Operations/Departmental Manager Trailblazer Apprenticeship Standards

Mapping the Level 5 ILM NVQ Diploma in Management and Leadership (8623) to the Operations/Departmental Manager Trailblazer

What makes up a Trailblazer apprenticeship?

A Trailblazer apprenticeship is typically made up of three components:

- On Programme component: the learning, training and formative assessment delivered by the provider for the duration of the apprenticeship

- A Gateway component: conducted partway through the programme and used to confirm that an apprentice is ready to take their End Point Assessment

- End Point Assessment: an assessment of the learning delivered at the end of the programme.

Using this guide

This mapping document is intended to be used by ILM approved centres only. It lays out how you can deliver an ILM L5 Diploma in Management and Leadership to meet each of the On Programme elements of the Operations/Departmental Manager Trailblazer. The document breaks down the essential knowledge and skills within the standard and highlights how each of these can be achieved through the learning outcomes of specific ILM units. The document also offers further advice where necessary on how to best expand learning outcomes to fully cover the Trailblazer standard.

This mapping document only relates to the On Programme elements of the Trailblazer. All learners will need to successfully complete a separate and independent End Point Assessment in order to achieve the Trailblazer standard. Please note, that it is the Centre's responsibility to ensure that the Standards of the pathway are met. All ILM qualifications are awarded by The City and Guilds of

ilm
Leadership without limits

London Institute.

The units in the ILM Level 5 Diploma in Management and Leadership 100% match to the Operations/Departmental Manager Trailblazer Apprenticeship. This document provides advice and guidance on how you can make this ILM qualification align with the On Programme component of the Trailblazer standards.

The below mapping highlights the best fit units with additional advice to ensure full completion. This means that you will be delivering to Trailblazer standards if you use the below units. You can choose whether to complete the units chosen below or design your own programmes that fit with the Trailblazer standards. If you choose to use different units from the ILM Level 5 suite, then you'll need to ensure they map to the Trailblazer standards.

How do the Trailblazer Standards define an Operations/Departmental Manager?

An Operational/Departmental Manager is generally someone who is able to manage teams and/or projects and has responsibility for planning, delivering and achieving departmental goals and objectives as part of the delivery of the organisational strategy.

ILM qualification

53 credits required

Level 5 NVQ Diploma in Management and Leadership 8623

QAN: 601/3254/1

This qualification is aimed at middle managers with responsibility for substantial programmes and resources. It develops skills in strategic planning, strategic change and business process design alongside core leadership and management abilities such as inspiring colleagues and delivering results.

Completion of units	Credit
Group one:	
Contribute to the Development of a Strategic Plan (M)	5
Design Business Processes (M)	5
Manage Strategic Change (M)	7
Provide Leadership and Management (M)	5
Develop and Implement an Operational Plan (O)	5
Encourage Learning and Development (O)	3
Develop working relationships with stakeholders (O)	4
Manage a Project (O)	7
Manage a Budget (O)	4
Manage Business Risk (O)	6
Lead the Development of a Continuous Improvement Strategy (O)	5
Total credits	**44**

Please note: throughout this document there are additional comments in italics. These are suggestions of how the ILM learning outcomes should be used and expanded to fully cover the appropriate Trailblazer standard.

M: mandatory O: optional

Knowledge	Trailblazer - What is required	ILM qualification L5 NVQ Diploma in Management and Leadership 601/3254/1
Organisational Performance – Delivering Results		
Operational Management	Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (eg SWAT), and approaches to continuous improvement. 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. Understand how to initiate and manage change by identifying barriers and know how to overcome them. Understand data security and management, and the effective use of technology in an organisation.	**Contribute to the Development of a Strategic Plan (M)** LO 1 Understand the principles of strategic planning **Design Business Processes (M)** LO 1 Understand techniques and tools that support the design of business processes *Learners should include understanding of data security and management and the effective use of technology as part of this learning outcome* **Manage Strategic Change (M)** LO 1 Understand the management and evaluation of change **Develop and Implement an Operational Plan (O)** LO 1 Understand the principles of operational planning *Learners should include understanding of sales and marketing plans as part of this learning outcome* **Lead the Development of a Continuous Improvement Strategy (O)** LO 1 Understand the principles underpinning the development of a continuous improvement strategy **Manage Business Risk (O)** LO 1 Understand the management of business risk
Project Management	Know how to set up and manage a project using relevant tools and techniques, and understand process management. Understand approaches to risk management.	**Manage a Project (O)** LO 1 Understand the management of a project **Manage Business Risk (O)** LO 1 Understand the management of business risk
Finance	Understand business finance: how to manage budgets, and financial forecasting	**Manage a Budget (O)** LO 1 Understand how to identify financial requirements LO 2 Understand how to set budgets

Interpersonal Excellence – Managing People and Developing Relationships		
Leading People	Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.	**Provide Leadership and Management (M)** LO 1 Understand the principles supporting leadership and management *Learners should include understanding of how to lead multiple and remote teams as part of this learning outcome. They should also include understanding of diversity as part of this learning outcome* **Encourage Learning and Development (O)** LO 1 Understand the principles of Learning and Development *Learners should include understanding of supporting people using Coaching and Mentoring approaches as part of this learning outcome*
Managing People	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.	**Provide Leadership and Management (M)** LO 1 Understand the principles supporting leadership and management *Learners should include knowledge of how to manage multiple teams as part of this learning outcome* **Encourage Learning and Development (O)** LO 1 Understand the principles of Learning and Development *Learners should include understanding of talent management models and how to recruit people as part of this learning outcome*
Building Relationships	Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.	**Develop working relationships with stakeholders (O)** LO 1 Understand working relationships with stakeholders LO 2 Be able to determine the scope for collaboration with stakeholders
Communication	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.	**Provide Leadership and Management (M)** LO 1 Understand the principles supporting leadership and management **Encourage Learning and Development (O)** LO 1 Understand the principles of Learning and Development **Develop working relationships with stakeholders (O)** LO 1 Understand working relationships with stakeholders LO 2 Be able to determine the scope for collaboration with stakeholders *Learners should include understanding of verbal, written, non-verbal and digital forms of communication and techniques as part of these learning outcomes*

Personal Effectiveness – Managing Self		
Self -Awareness	Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.	**Provide Leadership and Management (M)** LO 1 Understand the principles supporting leadership and management *Learners should include an understanding of own impact and emotional intelligence as part of this learning outcome*
Management of Self	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.	**Contribute to the development of a strategic plan (M)** LO 1 Understand the principles of strategic planning **Develop and Implement an Operational Plan (O)** LO 1 Understand the principles of operational planning *Learners should include an understanding of time management techniques and tools as part of this learning outcome*
Decision Making	Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.	**Contribute to the development of a strategic plan (M)** LO 1 Understand the principles of strategic planning LO 2 Be able to analyse the factors affecting the development of strategic plans **Design Business Processes (M)** LO 1 Understand the techniques and tools that support the design of business processes **Manage strategic change (M)** LO 1 Understand the management and evaluation of change **Develop and Implement an Operational Plan (O)** LO 1 Understand the principles of operational planning **Manage a project (O)** LO 1 Understand the management of a project **Manage a Budget (O)** LO 1 Understand how to identify financial requirements

Operational Management	Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data.	**Contribute to the development of a Strategic Plan (M)** LO 3 Be able to make a contribution to a strategic plan **Design Business Processes (M)** LO 2 Be able to develop business processes LO 3 Be able to evaluate the effectiveness of business processes **Manage Strategic Change (M)** LO 2 Be able to plan for strategic change LO 3 Be able to manage strategic change LO 4 Be able to evaluate strategic change **Develop and Implement an Operational Plan (O)** LO 2 Be able to develop an operational plan LO 3 Be able to implement an operational plan LO 4 Be able to evaluate the effectiveness of an operational plan **Lead the Development of a continuous Improvement Strategy (O)** LO 2 Be able to develop a continuous improvement strategy LO 3 Be able to manage continuous improvement **Manage Business risk (O)** LO 2 Be able to address business risk LO 3 Be able to mitigate business risk
Project Management	Plan, organise and manage resources to deliver required outcomes. Monitor progress, and identify risk and their mitigation. Able to use relevant project management tools.	**Manage a Project (O)** LO 2 Be able to plan a project LO 3 Be able to manage a project LO 4 Be able to evaluate the effectiveness of a project **Manage Business risk (O)** LO 2 Be able to address business risk LO 3 Be able to mitigate business risk
Finance	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach/recommendations accordingly.	**Manage a Budget (O)** LO 3 Be able to manage a budget LO 4 Be able to evaluate the use of a budget

Interpersonal Excellence – Managing People and Developing Relationships		
Leading People	Able to communicate organisational vision and goals and how these to apply to teams. Support development through coaching and mentoring, and enable and support high performance working. Able to support the management of change within the organisation.	**Provide Leadership and Management (M)** LO 2 Be able to engage and inspire stakeholders and colleagues LO 3 Be able to deliver results **Manage Strategic Change (M)** LO 2 Be able to plan for strategic change LO 3 Be able to manage strategic change LO 4 Be able to evaluate strategic change **Encourage Learning and Development (O)** LO 2 Be able to support individuals learning and development *Learners should include evidence of supporting development of team members through coaching and mentoring as part of this learning outcome* LO 3 Be able to evaluate individuals learning and development
Managing People	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 though others.	**Provide Leadership and Management (M)** LO 2 Be able to engage and inspire stakeholders and colleagues LO 3 Be able to deliver results **Encourage Learning and Development (O)** LO 2 Be able to support individuals learning and development LO 3 Be able to evaluate individuals learning and development
Building Relationships	Able to build trust, and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.	**Provide Leadership and Management (M)** LO 2 Be able to engage and inspire stakeholders and colleagues LO 3 Be able to deliver results **Develop working relationships with stakeholders (O)** LO 3 Be able to develop productive working relationships with stakeholders *Learners should include evidence of working collaboratively with others both inside and outside of the organisation as part of this learning outcome* LO 4 Be able to evaluate relationships with stakeholders
Communication	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media. Use of active listening, and able to challenge and give constructive feedback.	**Provide Leadership and Management (M)** LO 2 Be able to engage and inspire stakeholders and colleagues LO 3 Be able to deliver results **Develop working relationships with stakeholders (O)** LO 3 Be able to develop productive working relationships with stakeholders *Learners should include evidence of chairing meetings and presenting using a range of media as part of this learning outcome* **Encourage Learning and Development (O)** LO 2 Be able to support individuals learning and development LO 3 Be able to evaluate individuals learning and development *Learners should include evidence of the use of verbal, written, non-verbal and digital forms of communication* *as part of these learning outcomes*

Personal Effectiveness – Managing Self		
Self-Awareness	Able to reflect on own performance, working style and its impact on others.	**Provide Leadership and Management (M)** LO 2 Be able to engage and inspire stakeholders and colleagues *Learners should include evidence of reflection of own performance and impact on others as part of this learning outcome* LO 3 Be able to deliver results
Management of Self	Able to create a personal development plan. Use of time management and prioritisation techniques.	**Provide Leadership and Management (M)** LO 2 Be able to engage and inspire stakeholders and colleagues LO 3 Be able to deliver results *Learners should include creation of a personal development plan and use of time management and prioritisation techniques as part of this learning outcome*
Decision Making	Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques.	**Contribute to the development of a strategic plan (M)** LO 3 Be able to make a contribution to a strategic plan **Design Business processes (M)** LO 3 Be able to evaluate the effectiveness of business processes **Manage Strategic change (M)** LO 4 Be able to evaluate strategic change **Develop and Implement an Operational Plan (O)** LO 4 Be able to evaluate the effectiveness of an operational Plan **Manage a Project (O)** LO 4 Be able to evaluate the effectiveness of a project **Manage a Budget (O)** LO 4 Be able to evaluate the effectiveness of a budget

Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.	Learners can show evidence of leadership behaviours throughout the programme. These could be could be evidenced or observed in a number of ways and may also come from activities associated with the units completed as part of the ILM qualification.
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.	
Agile	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.	
Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values.	

Next steps

For more information on how to make sure your qualifications align with the Trailblazer standards, please contact your Business Development Manager.

You may need to gain approval to deliver the Level 5 ILM Diploma in Management and Leadership if you are not already approved. Please contact your Quality and Compliance Manager to find out more.

ilm
Leadership without limits