

Operstions Project Manager L4 Skills Scan

Learning Area	Learning Outcome	Learning Outcome Description - Associate Project Manager	Learning Area	Learning Outcome	Learning Outcome Description - Operations Manager	Unfused	Reasonable	High
Project Scope	K1	The differences between projects and business as usual						
	K2	The importance of alignment between the project and organisational objectives						
	K6	The differences and comparative benefits between functional, matrix and project structures						
	K7	Different roles and responsibilities within a project environment						
Project Analysis	K3	The interdependencies between project, programme, and portfolio management	Managing and Leading a Team	1.1.2	Explain ethics and values-based leadership theories and principles, for example, employee wellbeing			
	K4	Techniques used to understand the project context, such as PESTLE (political, economic, social, technological, legal, and environmental), SWOT (strength, weakness, opportunities, threats) or VUCA (velocity, uncertainty, complexity, ambiguity)		1.1.3	Describe leadership and management tools and techniques			
	K28	The impact of project objectives and how to respond to challenges around sustainability and the UK Government's policy to achieve net carbon zero	Operational Planning	5.1.1	Identify the sector in which the organisation operates			
				5.1.2	Explain the impact of the sector on the role of the operational manager			
Governance	K5	The need and benefit of the project governance structure, requirements, and process and the impact on your role	Organisational Governance	4.1.1	Outline relevant regulatory and legislation requirements			
	K27	Relevant regulations and legislation such as data protection, and how they impact on your role		4.1.2	Explain the impact relevant regulation and legislation have on: • the team • the individuals • the organisation • your role			
				4.1.3	Outline organisational policies and procedures			
				4.2.1	Describe legislation and organisational policies relating to equity, diversity and inclusion in the workplace and promote wellbeing			
			Operational Planning	4.2.2	Explain legislation and organisational policies relating and their impact on the organisation and stakeholders			
				5.3.1	Describe responsible organisation policies and practices that include: • social • environmental • economic factors, including sustainability			
				5.3.2	Explain how organisation policies and practices are followed to deliver sustainable services and solutions			
				5.3.3	Evaluate the extent to which organisation policies and practices followed to deliver sustainable services and solutions enabled the organisation to respond to changes in social, economic and environmental factors			
Leading a Project			Managing and Leading a Team	1.2.1	Describe coaching and mentoring techniques			
			Project Implementation	1.2.2	Outline how positive motivational drivers can achieve positive outcomes for the organisation			
				3.2.1	Explain financial management tools and techniques to manage and deliver projects			
				3.2.2	Outline the implications of decisions for budgets			
				3.2.3	Outline project management tools and techniques used to manage and deliver projects			
				3.2.4	Evaluate the impact of the project and financial management techniques used to deliver projects within resource requirements			
Project Life Cycle	K8	The differences and comparative benefits between linear, iterative and hybrid life cycle approaches	Managing and Leading a Team	6.2.1	Outline approaches to people management, for example, recruitment, performance management, reward, and talent management and resource planning used by an operational manager			
	K9	Importance, content, and purpose of a business case	Project Implementation	1.1.4	Explain how the use of leadership and management tools and techniques helps them to lead and manage a team ethically, set goals and accountabilities, and mediate and resolve any conflicts			
	K10	Approaches to the maintenance of a business case and the management of the benefits which will be achieved upon the successful delivery of the project		3.1.1	Explain how to use IT and software tools to support the current and future needs of the organisation, including advances in technology			
	K11	The purpose, format, and significance of the project management plan	Operational Planning	3.3.1	Explain problem-solving and decision-making techniques			
	K12	Methods used to define, record, integrate, deliver, and manage scope	Communicating Relevant Information	5.4.1	Outline the direction of the organisation and the impact on operational plans			
	K21	Project scheduling and maintenance, including critical path analysis		6.3.1	Outline possible outcomes from organisational plans or projects			
	K29	Principles of conducting project management activities which are ethical and inclusive						
Communication	K13	The identification, analysis, and management of stakeholders	Managing and Leading a Team	1.1.1	Outline conflict resolution and mediation processes			
	K14	Communication techniques and approaches to interact with stakeholders to meet their requirements	Planning a Project	2.2.2	Outline methods used to identify, manage and prioritise stakeholder relationships			
	K15	The use of information management		2.2.3	Explain the impact of their approach to influencing and negotiating with stakeholders to shape and agree goals and outcomes			
	K16	Techniques for managing conflict and negotiation	Project Implementation	3.3.2	Describe influencing and negotiation models and techniques			
	K17	Techniques for working collaboratively within a team and with stakeholders	Communicating Relevant Information	6.1.1	Describe communication techniques and approaches used by an operational manager			
				6.1.2	Evaluate the effectiveness of a variety of communication systems			
			Building Relationships	6.1.3	Analyse how to adapt communication techniques to meet individual needs			
				7.1.1	Explain how to manage relationships across multiple and diverse stakeholders			
Project Management	K18	How and when to apply different estimating methods	Planning a Project	7.1.2	Explain how influencing skills and techniques can be used to benefit relationships with others			
	K19	Configuration management and change control		2.2.1	Explain how to identify and manage organisational improvement opportunities			
	K20	The principles of earned value management (EVM) and the interpretation of EVM information		2.3.1	Describe the change management concepts			
Project Scheduling	K22	Allocation and management of resources throughout the project life cycle	Project Implementation	2.3.2	Outline the methods for implementing change within the organisation in line with the project brief			
	K23	Principles of project risk and issue management	Operational Planning	3.1.2	Explain how digital tools can analyse information and monitor performance			
				5.2.1	Describe business continuity principles, including risk assessment, contingency planning and disaster recovery			
Procurement	K24	Procurement strategies and processes that are both ethical and sustainable		5.2.2	Explain why business continuity plans are used			
	K25	The role and purpose of quality requirements, planning and control in a project environment						
Project Evaluation	K26	Principles for evaluating project success, including how lessons learned are captured and can impact future project delivery						
	K30	Technology and software used in the performance of project management activities						
Presentation	K31	Presentation tools and techniques	Communicating Relevant Information	6.2.2	Explain how to prepare for and deliver a presentation			
Continued Professional Development			Continued Professional Development	8.2.1	Outline continuous development requirements and learning needs of their team			
				8.2.2	Describe the importance of performance data to identify areas for improvement			
				8.3.1	Explain why it is important to display behaviour that supports equality, diversity and inclusion in the workplace			
				8.4.1	Explain the importance in learning opportunities and continued professional development for operational managers			

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Project Scope			Managing and Leading a Team	1.2.4	Display behaviours that positively influence stakeholders to agree goals and outcomes				
Project Analysis			Planning a Project	2.1.1	Outline methods for researching, analysing, interpreting and evaluating data to inform judgements and enable decision-making				
				2.1.2	Identify problems and use methods for researching, analysing, interpreting and evaluating data to inform judgements and enable decision-making				
				2.4.1	Explain the current and future needs of the sector				
				2.4.2	Analyse the impact of current and future needs on the organisation				
				2.4.3	Identify external factors that may influence the future landscape				
				2.4.4	Respond to external factors that may influence the future landscape				
				2.4.5	Evaluate the impact of external factors on the organisation				
Governance			Operational Planning	5.1.3	Analyse and prioritise organisation activities in response to the operating environment				
			Managing and Leading a Team	1.2.3	Follow an effective leadership style to achieve positive outcomes				
			Project Implementation	3.2.7	Follow organisational policies and procedures when managing a project				
			Organisational Governance	4.1.4	Interpret the practical application of regulation, legislation and organisational policies for stakeholders				
				4.1.5	Implement the practical application of regulation, legislation and organisational policies for stakeholders				
Leading a Project			Managing and Leading a Team	4.2.3	Lead and influence the team and individuals to support an inclusive culture of equity, diversity, and the promotion of wellbeing				
				1.2.5	Motivate team members and individuals through collaborative activities, for example, one-to-one coaching and team meetings, to achieve organisational goals				
				1.2.6	Coach and mentor individuals within their team				
			Project Implementation	1.2.7	Evaluate the impact coaching and mentoring techniques have on individuals in their team				
				3.2.5	Manage and influence project activity to deliver within budget and resource requirements				
Project Life Cycle	S1	Use project monitoring and reporting techniques to track, interpret and report on performance	Managing and Leading a Team	3.2.6	Take accountability and ownership of their own and the team's tasks and workload				
	S6	Communicate and support the project vision, to ensure buy in to the project objectives	Managing and Leading a Team	1.1.5	Manage and set goals and accountabilities for individuals and teams				
	S7	Collate and analyse information and provide input to support negotiations relating to project objectives	Project Implementation	1.1.6	Acts professionally, ethically and with integrity				
	S8	Monitor and analyse project budgets	Planning a Project	2.1.3	Provide solutions to problems				
	S12	Prepare, monitor, and schedule activities that contribute to the delivery of the overall project schedule and objectives	Operational Planning	5.4.2	Create operational plans that align with the strategic direction of the organisation				
	S17	Support the preparation or maintenance of a resource management plan for project activities	Communicating Relevant Information	6.1.4	Select communication media that are appropriate to the individual				
	S20	Provide underpinning data to support the written submission through the governance process		6.1.5	Communicate and present information to stakeholders using different types of media				
	S21	Work within the approved project budget							
	S23	Apply relevant legislation, regulations, codes of practice, and ethical guidance where appropriate to their work							
	S2	Manage and engage with stakeholders	Planning a Project	2.2.4	Influence and negotiate with stakeholders to shape and agree goals and outcomes when identifying and managing organisational improvement opportunities				
Communication	S3	Influence and negotiate with others to create a positive outcome for the project	Project Implementation	3.5.2	Work flexibly and adapt to change when managing continuous improvement				
	S4	Resolve conflict as and when required with stakeholders within limits of responsibility	Building Relationships	7.1.3	Manage relationships across multiple and diverse stakeholders				
	S5	Adapt communications to different stakeholders		7.1.4	Demonstrate collaborative behaviours when working and dealing with others				
	S11	Evaluate an integrated project management plan to provide recommendations on areas for improvement		7.1.5	Treat all stakeholders and colleagues fairly and with respect				
	S18	Work with stakeholders to deliver the project							
Project Management	S10	Apply change control processes to support the management of project scope	Project Implementation	3.4.1	Work collaboratively with others to research, interpret and analyse information to inform the implementation of business plans or projects				
	S22	Ensure that integrated schedules support critical path analysis, interface management, resource forecasting and risk management		3.5.1	Manage continuous improvement and change for the team and organisation				
	S25	Use configuration management and change control to schedule and maintain projects							
Project Scheduling	S13	Evaluate and make recommendations on the risk management plan to threats to delivery and recommend solutions	Project Implementation	3.1.3	Use digital tools to analyse information and monitor performance and budgets to drive the implementation and delivery of plans and projects				
	S14	Identify and monitor project risks and issues; and plan and implement responses to them	Operational Planning	5.2.3	Implement business continuity plans, including risk assessment, contingency planning and disaster recovery, to ensure the uninterrupted operation of critical functions				
	S24	Use data to inform decisions on actions to take to mitigate risks on project		5.4.3	Implement operational plans that align with the strategic direction of the organisation				
Procurement	S15	Deliver a Quality Management Plan which contributes to quality control processes	Operational Planning	5.3.4	Deliver sustainable services and solutions which allow the organisation to respond to changes in social, economic and environmental factors				
Project Evaluation	S9	Review and provide feedback on a project business case to ensure the project remains valid	Communicating Relevant Information	6.3.2	Evaluate the impact of outcomes from organisational plans or projects to drive the decision-making process				
	S16	Use an organisation's continual improvement process including lessons learned to improve performance							
	S19	Use digital tools and software to meet project objectives for example research, collaboration, presentations, and resolution of problems							
Presentation	S26	Manages resources through the project lifecycle	Communicating Relevant Information	6.2.3	Apply different types of presentation skills and methods				
				6.2.4	Evaluate the effectiveness of the presentation				
			Continued Professional Development	8.1.1	Analyse own current and future personal and professional development needs relating to their role, their team and their organisation				
				8.1.2	Identify developments and trends that influence the need for own professional development				
				8.1.3	Use feedback on own working style from others to identify own development needs				
				8.2.3	Analyse performance data for individuals and teams to identify areas for improvement				
				8.3.2	Display behaviour that reflects the organisation's main goals and values				
				8.4.2	Actively look for learning opportunities and continued professional development for self and the wider team				
				8.4.3	Manage and facilitate learning and continuous professional development for their team				
Project Analysis	B1	Works flexibly and adapts to circumstances							
Project Life Cycle	B3	Has accountability and ownership of their tasks and workload							
	B4	Operates professionally with integrity and confidentiality							
Communication		Works collaboratively and builds strong relationships with others across the organisation and external stakeholders							
Project Evaluation	B5	Seeks learning opportunities and continuous professional development							