

**Highfield Level 5 End-Point Assessment for ST0385 Operations/Departmental
Manager Mock Assessment Documentation
Competency-Based Interview**

Operational Management		
Ref	Assessment Criteria	Interview
S1.1	Input into strategic planning and create plans in line with organisational objectives	
S1.2	Support, manage and communicate change by identifying barriers and overcoming them	
S1.3	Demonstrate commercial awareness, and identify and shape new opportunities	
S1.4	Create operational plans, including setting KPIs	
S1.5	Monitor performance against plans to deliver operational plans	
S1.6	Produce reports and provide management information based on the collation, analysis and interpretation of data	

Leading People		
Ref	Assessment Criteria	Interview
S4.1	Communicate organisational vision and goals and how these apply to teams	
S4.2	Support development through coaching and mentoring, and enable and support high performance working	
S4.3	Support the management of change within the organisation	

Managing People		
Ref	Assessment Criteria	Interview
S5.1	Manage talent and performance of team members	
S5.2	Develop, build and motivate teams	
S5.3	Delegate and enable delivery through others	

Building Relationships		
Ref	Assessment Criteria	Interview
S6.1	Build trust within the team	
S6.2	Use effective negotiation and influencing skills	
S6.3	Effectively manage conflict	
S6.4	Identify and share good practice, and work collaboratively with others both inside and outside of the organisation	
S6.5	Use specialist advice and support to deliver against plans	

Communication		
Ref	Assessment Criteria	Interview
S7.1	Communicate effectively and be flexible in communication style	
S7.2	Chair meetings and present using a range of media	
S7.3	Use active listening, and be able to challenge and give constructive feedback	