



CIMSPA PROFESSIONAL STANDARD

Senior Manager

(FULL STANDARD)

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CIMSPA PROFESSIONAL STANDARD: Senior Manager

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ABOUT THIS STANDARD

This document is a CIMSPA professional standard (full version).

The full version of this standard is available to CIMSPA awarding organisation, training provider, higher education, and further education partners.

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1. Overview

Professional standard: Senior Manager

This professional standard outlines the role and scope of a Senior Manager and the essential knowledge and skills that are needed to meet the requirements of manager membership with CIMSPA (the sector minimum deployment standard).

This full version of this standard is available to CIMSPA awarding organisation, training provider, higher education, and further education partners. It provides guidance for the development of educational products that will be endorsed by CIMSPA.

The Senior Manager Professional Standard covers job roles that sit within the sport and physical activity sector as part of all industries.

The agreed industry prerequisite to become a Senior Manager is to have achieved a CIMSPA endorsed educational product that meets the professional standard.

This Professional Standard: Senior Manager can be used as follows:

1. Combined with management specialist content to form an education product: e.g. Occupation: Senior Manager; Management Specialist Content; Exercise and Fitness Management.
2. Combined with an occupation standard and additional specialism(s) to form an educational product: e.g. Occupation: Senior Manager; Management Specialist Content: Leisure Operations Management; Technical Specialism: Safeguarding and Protecting Children.

Endorsed qualification logo

Qualifications that meet the requirements of this CIMSPA professional standard will display this official CIMSPA endorsement logo.



2. Scope of the Senior Manager

Senior Managers are individuals employed in the sport and physical activity sector who can take substantial responsibility for people, portfolio of programmes, projects, operations and/or services to deliver long term organisational success, with the professional recognition of their ability to deliver impact and demonstrate their commitment to continual learning and development.

The role of the Senior Manager is to lead, plan and implement initiatives to achieve organisations strategic priorities.

The term senior manager covers roles such as National Manager, Regional Manager, Chief Operating Officer, Chief Executive Officer, Managing Director, Board Director, Trustee, Regional Directors, Senior Leaders, Non-executive Directors.

3. CIMSPA membership eligibility

Graduates of this standard will meet the requirements to be a CIMSPA Member. They will:

UNDERSTAND

- How to develop their organisational, planning and development skills through strategic long-term delivery.

HAVE DEMONSTRATED

- The ability to implement and deliver high performance strategies and lead initiatives to drive change.

Refer to the CIMSPA Professional Standards Matrix for a comprehensive overview as to how job roles relate to populations, environments, and technical specialisms.

4. Summary of knowledge and skills

Senior Manager

Topic	Knowledge and understanding	Skills
Organisational performance: delivering long-term strategic purpose	<ul style="list-style-type: none">• How to develop and implement an organisation vision, culture, and values• Know the impact of innovation and change• Know the impact and value of a governance system within the sport and physical activity sector• How to evaluate financial and non-financial information relating to strategic planning	<ul style="list-style-type: none">• Deliver high performance strategies focusing on sustainable outcomes through a clear agenda, research, operational plans, and monitoring and measuring outcomes• Initiate and lead change in the organisation through insight/foresight management• Apply a clear governance structure within the organisation• Implement financial strategies
Interpersonal Excellence – leading people and developing collaborative relationships	<ul style="list-style-type: none">• How to build engagement and develop high-performance within a team• Know the benefits of developing an organisational culture.• How to develop collaborative relationships through working with internal and external stakeholders	<ul style="list-style-type: none">• Lead and influence people, building constructive working relationships• Support others to achieve by supporting them through a coaching and mentoring process.• Build collaborative relationships• Engage employees through operational strategies creating an inclusive culture, an environment and an inclusive feedback cycle
Delivering a long-term purpose for innovation	<ul style="list-style-type: none">• How project management can be used to support long-term organisational performance• How to manage strategic marketing• Know how to manage and implement digital and information governance/management systems• Facilitate innovation within the organisation plan, organise and manage resources to achieve organisational goals• Use detailed customer insight and analysis of data to drive customer service outcomes	<ul style="list-style-type: none">• Use qualitative and quantitative data analysis of information to implement organisational improvements for innovation and growth.
Personal effectiveness – managing self	<ul style="list-style-type: none">• How to be self-aware and reflect on different learning and management styles• How to manage the implementation of values, ethics, and governance of your organisation	<ul style="list-style-type: none">• Reflect on own performance, identifying and acting on learning and development needs.• Create a personal development plan using widely recognised tools and techniques

5. Product development guidance

This section is aimed at organisations developing educational products mapping to this professional standard. The requirements should be considered in the development of all educational products seeking CIMSPA endorsement.

The CIMSPA professional development board (PDB) has agreed that any of the following educational products can be developed for the role of Senior Manager:

Educational product	Mapping requirements	Professional standard achieved on attainment?
Regulated vocational qualification	Fully mapped	YES
Apprenticeship programme	Fully mapped	YES
HE programme/modules	Fully mapped	YES

Where evidence of all elements of the professional standard are included then CIMSPA endorsement can be sought.

Awarding organisations and higher education institutions seeking CIMSPA endorsement for a product against this professional standard are asked to consider the following:

- a) They determine and justify the level of the product they have developed, in line with the regulator's guidance. To ensure parity, the level for all educational products that fully map to this professional standard should be the same; the level assigned is determined by leading awarding organisations currently offering qualifications in the sector in which the role resides. This is not a first-to-post exercise but one in which awarding organisations/higher education institutions are invited to submit their levelled units/full qualification for review as part of the CIMSPA endorsement process. Once agreed by CIMSPA, all subsequent fully mapped educational products must conform to the level set for this professional standard.

Level descriptors set out the generic knowledge and skills associated with the typical holder of a qualification at a given level and it should be ensured that educational products fully mapping to this professional standard are a 'best-fit' for the level assigned.

- b) They determine the total qualification time for the qualification/unit and outline the minimum requirements for practical assessment.

They stipulate practical assessment must be conducted where practicably possible in a real-work environment ideally 'on the job'/at work.

- c) Their quality assurance meets the appropriate regulator's guidance. Including; internal and external quality assurance, staffing requirements and assessment generation and evidence.

6. Learning and development requirements (LDRs)

The LDRs outline the key areas of learning and assessment that should be contained within any educational product seeking CIMSPA endorsement against a professional standard. There are 4 key areas of learning and development for the job role of Senior Manager, of which all areas are interconnected and mandatory. The key areas are:

1. Organisational performance - delivering long-term strategic purpose
2. Interpersonal Excellence – leading people and developing collaborative relationships
3. Delivering a long-term purpose for innovation
4. Personal effectiveness – managing self

N.B. Examples are given within the LDRs to provide an overview of the knowledge and skills most relevant to the role; it is not mandatory to assess learners against 100% of the examples provided, however, sufficient coverage to ensure occupational competence on achievement must be ensured. This will be reviewed as part of the CIMSPA endorsement process.

1. Organisational Performance – delivering a long-term strategic purpose

Ref	Knowledge and understanding:	A Senior Manager must:
K1.1	Strategy	<ul style="list-style-type: none">• Develop and implement an organisational vision, culture, and values• Develop an understanding of change management in operations of organisations, to include:<ul style="list-style-type: none">– Structures– type - public, private, and not-for-profit– business modelling– diversity– global perspectives– governance and accountability– the external environment– social technological.• Develop political awareness, legal and policy implications.• Know market strategies, changing customer demands and descriptive, diagnostic, predictive, and prescriptive analytics.• Manage complex relationships across multiple and diverse stakeholders.• Develop and implement organisational strategy and plans, including approaches to resource and supply chain management, workforce development, sustainability, taking and managing risk, monitoring and evaluation, and quality assurance.• Evaluate how to manage and respond to change in the organisation.
K1.2	Innovation and change	<ul style="list-style-type: none">• Understand the impact of:<ul style="list-style-type: none">– systems thinking– design thinking– knowledge management/development– data governance/management– services management.
K1.3	Governance	<ul style="list-style-type: none">• Knowledge of ethics and values based on leadership; regulatory environments, legal, health and safety and well-being compliance requirements; corporate social responsibility; risk management, environmental impact, fiduciary responsibilities, and data/information governance.• Understand competitive strategies, enterprise and risk approaches to effective decision making, and the use of data governance to implement and manage change.• Know and have an awareness of Governance systems and measures within the Sport and Physical Activity Sector.• Knows how to lead beyond area of control/authority.
K1.4	Finance	<ul style="list-style-type: none">• Know how to evaluate financial and non-financial information.• Know financial and legal governance, and procurement strategies.• Develop financial strategies including budgets, financial management, accounting and how to provide financial reports.• Know approaches to procurement, contracting and legal requirements.• Understand micro/macro-economic principles context in an organisational setting and how this changes overtime.

Skills:		A Senior Manager must be able to:
S1.1	Strategy	<ul style="list-style-type: none"> • Deliver high performance strategies focusing on growth and sustainable outcomes. • Sets a clear agenda, consults, and gains support from key stakeholders. • Able to commission and/or undertake research, and critically analyse and integrate complex information. • Support the development of organisational strategy and plans. • Develop and deliver operational plans; being able to set targets and Key Performance Indicators, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies, and excellence. • Produce reports that clearly present information and data, using a range of interpretation and analytical processes. • Gain wide support to deliver successful outcomes.
S1.2	Innovation and change	<ul style="list-style-type: none"> • Be able to initiate and lead change in the organisation through to identifying opportunities through insight/foresight management e.g. <ul style="list-style-type: none"> – competitive analysis – macro trends – customer/user understanding. • Be able to create an environment for innovation and creativity, establishing the value of ideas and change initiatives and drives continuous improvement in service, product, or business processes. • Manage partnerships, people, and resources effectively, and measures outcomes. • Act where needed as a Sponsor, championing projects and transformation of services across organisational boundaries.
S1.3	Governance	<ul style="list-style-type: none"> • Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management. • Application of principles relating to Corporate Social Responsibility, Governance, Regulatory compliance. • Drives a culture of resilience and supports development of new enterprise and opportunities. • Be able to influence, negotiate and use advocacy skills to build reputation and effective collaborations.
S1.4	Finance	<ul style="list-style-type: none"> • Implement financial strategies/management results and setting to include organisational budgets, and challenges financial assumptions underpinning strategies. • Be accountable for decisions based on relevant information e.g. Key performance Indicators/scorecard. • Use financial data to allocate resources. • Supervise procurement, supply chain management and contracts. • Manage budgets, controlling expenditure and production of financial reports.

2. Interpersonal Excellence – leading people and developing collaborative relationships

Ref	Knowledge and understanding:	A Senior Manager must:
K2.1	Leading and developing people	<ul style="list-style-type: none">• Critically evaluate how to build engagement and develop high performance, agile and collaborative cultures within a team.• Analyse approaches to strategic workforce planning including talent management, learning organisations, workforce design, succession planning, diversity, and inclusion.• Describe different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches.• Know the importance of organisational culture, diverse nature, values and behaviours, and the benefits of developing these within an organisation.• Identify and appraise how to recruit, manage, and develop people, using inclusive talent management approaches.• Evaluate how to use HR systems and processes to ensure legal requirements, Health and Safety, and well-being needs.• Evaluate how goal setting and performance management leads to a supportive working environment.
K2.2	Developing collaborative relationships	<ul style="list-style-type: none">• Describe large scale and inter-organisational influencing and negotiation strategies.• Comprehend external political environment and use of diplomacy with diverse groups of internal and external stakeholders.• Analyse how to work with board and company structures.• Develop knowledge of brand and reputation management through building trust and rapport with stakeholders.• Describe approaches to stakeholder, customer, and supplier management, developing engagement, facilitating cross functional working and negotiation.• Know how to shape common purpose, as well as approaches to conflict management and dispute resolution, and evaluate their effectiveness.• Critically appraise different forms of communication and their application to different organisational environments, settings, circumstances, and contexts.

Skills:	A Senior Manager must be able to:
S2.1 Leading and developing people	<ul style="list-style-type: none"> • Recognise a variety of learning/development approaches to meet the diverse needs of a workforce. • Lead and influence people, building constructive working relationships across teams, using matrix management where required. • Ensure workforce skills are utilised, balancing people and technical skills and encouraging continual development. • Demonstrate organisational purpose and values through leading and developing people. • Support others to achieve by developing and supporting them through coaching and mentoring processes. • Build teams, empower, and motivate others to improve performance or achieve outcomes. • Delegate to others, provide clear guidance and monitor progress. • Demonstrate the ability to set goals and accountabilities at organisational and individual levels of responsibility. • Develop interpersonal and team working skills. Manage and chair meetings and clearly present actions and outcomes. • Apply influencing and persuading skills, to the dynamics and politics of personal interactions.
S2.2 Building collaborative relationships	<ul style="list-style-type: none"> • Manage complex relationships across multiple and diverse stakeholders. • Recognise and exemplify strategies involved in building rapport, with ability to positively challenge. • Influence and negotiate using advocacy skills to build reputation and effective collaborations. • Effectively contribute within a team environment. • Conduct challenging conversations and give constructive feedback. • Work collaboratively with internal and external customers and suppliers. • Be able to influence, negotiate and use advocacy skills to build reputation and effective collaborations.
S2.3 Engaging Employees	<ul style="list-style-type: none"> • Demonstrates ways to articulate vision into operational strategies, demonstrating clarity in thinking and using inspirational communication. • Creates an inclusive culture, encouraging diversity and difference. • Give and receives feedback at all levels, building confidence and developing trust, and enables people to take risks.

3. Delivering a long-term purpose for innovation

Ref	Knowledge and understanding:	A Senior Manager must:
K3.1	Project management	<ul style="list-style-type: none"> • Know and review how a project moves through planning, design, development, deployment, and evaluation. • Understand risk management models and reporting, risk benefit analysis and Health and Safety implications. • Review the similarities and differences between: <ul style="list-style-type: none"> – Project management – Programme management – Portfolio management – Programmes and services.
K3.2	Strategic marketing	<ul style="list-style-type: none"> • Know how to create marketing and sales strategies. • Know how to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market. • Understand the need for innovation in product and service design.
K3.3	Digital business and innovation	<ul style="list-style-type: none"> • Know the importance of developing strategic innovation, and data governance protocols and their impact on organisations, including risk management. • Understand innovation and digital technology's impact on data and knowledge management for analysing business decision-making.
Skills:		A Senior Manager must be able to:
S3.1	Project management	<ul style="list-style-type: none"> • Plan, organise and manage resources to achieve organisational goals. • Identify key outcomes, develop, and implement plans and monitor progress, and provide reports as required. • Proactively identify risk and create plans for their mitigation. • Be able to initiate, lead and drive change within the organisation, identifying barriers/challenges and how to overcome them. • Be able to use widely recognised project management tools. • Be able to use widely recognised tools for; <ul style="list-style-type: none"> – programme management – portfolio management – programmes and services.
S3.2	Strategic marketing	<ul style="list-style-type: none"> • Exemplify and review methods for the use of customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships. • Create approaches to developing solutions to meet customer need.
S3.3	Digital business and new technologies	<ul style="list-style-type: none"> • Use qualitative and quantitative analysis of information and data and benchmarking against others to implement service/organisational improvements and opportunities for innovation and growth.

4. Personal effectiveness – managing self

Ref	Knowledge and understanding:	A Senior Manager must:
K4.1	Awareness of self and others	<ul style="list-style-type: none"> Know how to and the importance of self-awareness as a leader/a manager and recognise different learning and management styles within organisational settings. Know and exemplify how to use emotional and social intelligence, and active listening and open questioning to work effectively with others.
K4.2	Management of self	<ul style="list-style-type: none"> Know how to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes. Reflects on own performance, demonstrates professional standards in relation to behaviour and ongoing development. Advocates the use of good practice within and outside the organisation.
K4.3	Decision making	<ul style="list-style-type: none"> Know how to undertake research, data analysis, problem solving and decision making techniques. Know how to use appropriate decision making techniques to solve business problems effectively. Know how to shape the values, ethics, and governance of your organisation Know how to manage the implementation of values, ethics, and governance of your organisation.
Skills:		A Senior Manager must be able to:
S4.1	Awareness of self and others	<ul style="list-style-type: none"> Reflect on own performance, identifying and acting on learning and development needs. Recognise, empathise with, and understand the development of emotional intelligence of those around you. Ability to understand impact of self on others. Can manage stress and personal well-being, and confident in knowing core values and drivers.
S4.2	Management of self	<ul style="list-style-type: none"> Be able to create a personal development plan and use widely recognised tools and techniques to ensure the management of time and pressure effectively, and prioritisation and strategic alignment of activities. Sets an example, and is ethical, fair consistent and impartial. Operates within organisational values and adheres to the requirements of relevant professional bodies.
S4.3	Decision making	<ul style="list-style-type: none"> Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis, and evaluation to support decision making. Be able to solve complex problems and make decisions. Be able to implement and review decisions.

7. Acknowledgements

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- Everyone Active, CIMSPA Employer Partner
- FLeXercise, CIMSPA Training Provider Partner
- Rounders England, CIMSPA Employer Partner
- UK Active
- Beau Sejour Leisure Centre, CIMSPA Employer Partner
- Leap (The Buckinghamshire and Milton Keynes Sport and Activity Partnership), CIMSPA Training Provider Partner
- InspireAll
- Leeds City Council
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