



CIMSPA PROFESSIONAL STANDARD

General Manager

(FULL STANDARD)

Includes specialist content:

- Leisure Operations Management
- Exercise and Fitness Management
- Sports Development Management
- Coaching System Management

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CIMSPA PROFESSIONAL STANDARD: General 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: General Manager

This Professional Standard outlines the role and scope of a General Manager and the essential knowledge and skills that are needed to meet the requirements of the sector minimum deployment standards.

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

The agreed industry prerequisite to become a General Manager is to have achieved a CIMSPA endorsed educational product that meets this Professional Standard.

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

1. Combined with management specialist content to form an education product: e.g. Occupation: General 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: General 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 General Manager

General Managers are individuals employed in the sport and physical activity sector who are experienced managers. They may be a for example; centre manager, operation manager, business manager, contract manager, governing body manager or head of department. They could also be a sport development manager or other manager in a community sports setting.

When they have achieved an education product aligned with this standard they will have:

- Demonstrated the ability to manage the processes through which organisations plan and organise quality sport and physical activity services.
- Demonstrate the effective leadership of people.
- Demonstrate the efficient deployment of financial and physical resources.
- Effective leadership skills at the operational level, whilst being able to contribute to strategic planning and manage change.

Employers should support those meeting this professional standard with training, mentoring, and supervised experience to gain knowledge and skills as a key part of their career progression to enable them to undertake a general management role and prepare them for future progression in senior management.

Structure of the General Manager Professional Standard

The General Manager Professional Standard is comprised of core and specialist topics. There are:

- Four key themes, with 12 core topics of learning.
- Four areas of specialist content (Leisure Operations Management, Exercise and Fitness Management, Sports Development Management and Coaching System Management) comprising of three specialist topics.

These core and specialist topics are as follows:

CORE TOPICS

NOTE: All core topics must be covered.

Key Theme 1: Service improvement

1. Develop manage, review and improve sales support and customer service programmes.
2. Develop customer service procedures for an organisation.
3. Initiate and implement operational change.

Key Theme 2: People management and development

4. Management of human resources.
5. Discipline and grievance management.

Key Theme 3: Business function

6. Principles of business finance.
7. Manage strategic marketing activities.
8. Contribute to strategic planning.
9. Stakeholder engagement and management.

Key Theme 4: Operations and risk management

10. Manage health and safety across an organisation.
11. Operations management.
12. Develop and implement an operational plan.

SPECIALIST TOPICS

NOTE: only one of the three options below needs to be completed.

Leisure Operations Management

13. Leisure operations management.

Exercise and Fitness Management

14. Exercise and fitness management.

Sports Development Management

15. Sports development management.

Coaching System Management

16. Coaching system management.

The core topics contained within the General Manager Professional Standard are split into four key themes, and all are mandatory. Those creating education products seeking endorsement against the General Manager Professional Standard should develop a product that covers all of the core topics and the specialist content appropriate to the role.

The chosen specialist topics to be completed should be appropriate to the General Manager's job role.

3. CIMSPA membership eligibility

Graduates of this standard will meet the requirements to be a CIMSPA Member. Becoming a CIMSPA member allows progression to chartered status dependent on experience. They will have understood and have demonstrated appropriate knowledge and skills based on their management specialism:

Management Specialist Content: General Leisure Operations Manager

General Leisure Operations Managers will:

UNDERSTAND:

- How to improve leisure services, manage and develop people and manage operations and risks in a leisure environment.

HAVE DEMONSTRATED:

- The ability to improve leisure services, manage and develop people and manage operations and risks in a leisure environment.

Management Specialist Content: General Exercise and Fitness Manager

General Exercise and Fitness Managers will:

UNDERSTAND:

- How to improve exercise and fitness services, manage and develop people and manage operations and risks in an exercise and fitness environment.

HAVE DEMONSTRATED:

- The ability to improve exercise and fitness services, manage and develop people and manage operations and risks in an exercise and fitness environment.

Management Specialist Content: General Sports Development Manager

General Sports Development Managers will:

UNDERSTAND:

- How to improve sports development services, manage and develop people and manage operations and risks in a sports development environment.

HAVE DEMONSTRATED:

The ability to improve sports development services, manage and develop people and manage operations and risks in a sports development environment.

Management Specialist Content: General Coaching System Manager

General Coaching System Builder Manager will:

UNDERSTAND:

- How to improve coaching system programmes and services, manage and develop people and manage operations and risks within coaching system environments.

HAVE DEMONSTRATED:

- The ability to improve coaching system programmes and services, manage and develop people and manage operations and risks within coaching system environments.

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

General Manager – core

Topic	Knowledge and understanding	Skills
KEY MANAGEMENT THEME 1: SERVICE IMPROVEMENT		
Manage, review and improve sales support and customer service programmes	<ul style="list-style-type: none">• The requirement to provide sales support and customer service programmes.	<ul style="list-style-type: none">• Develop sales support and/or customer service programmes.• Implement sales support and customer service programmes.• Manage, review and improve the quality of sales support and customer service programmes.
Develop customer service procedures for an organisation	<ul style="list-style-type: none">• The development of customer service delivery in an organisation.	<ul style="list-style-type: none">• Set organisational aims and objectives that have an impact on customer service delivery.• Develop an organisation's procedures for customer service.
Initiate and implement operational change	<ul style="list-style-type: none">• The implementation of operational change.	<ul style="list-style-type: none">• Plan for operational change.• Manage operational change.• Evaluate the effectiveness of operational change.
KEY MANAGEMENT THEME 2: PEOPLE MANAGEMENT AND DEVELOPMENT		
Management of human resources	<ul style="list-style-type: none">• Training and career development processes.• The principles of developing a reward strategy.• The principles and practices of ethical behaviour in the work environment.• The management of redundancy coaching and mentoring programmes.	<ul style="list-style-type: none">• Build and manage a team.
Discipline and grievance management	<ul style="list-style-type: none">• The principles supporting the management of discipline and grievance cases.	<ul style="list-style-type: none">• Manage a disciplinary case.• Manage a grievance.
KEY MANAGEMENT THEME 3: BUSINESS FUNCTIONS		
Principles of business finance	<ul style="list-style-type: none">• Business finance within a management context.• The commercial implications of managerial decisions.	
Manage strategic marketing activities	<ul style="list-style-type: none">• The strategic management of marketing activities.	<ul style="list-style-type: none">• Evaluate a market.• Develop a marketing communications strategy and plan.• Manage strategic marketing activities.

Topic	Knowledge and understanding	Skills
Contribute to strategic planning	<ul style="list-style-type: none"> • The principles of strategic planning. • The different frameworks and models used in a strategic audit. • The strategies that organisations use to achieve competitive advantage. • The environmental factors that affect business management and planning. 	<ul style="list-style-type: none"> • Make contributions to a strategic plan. • Contribute to a culture of good governance.
Stakeholder engagement and management	<ul style="list-style-type: none"> • The expectations of organisational stakeholder groups. • The process of stakeholder engagement and its value to an organisation. • How to develop and improve stakeholder relationship management. 	<ul style="list-style-type: none"> • Develop productive working relationships with stakeholders. • Evaluate relationships with stakeholders.
KEY MANAGEMENT THEME 4: OPERATIONS AND RISK MANAGEMENT		
Manage health and safety across an organisation	<ul style="list-style-type: none"> • An organisation's responsibilities and liabilities in relation to health and safety. 	<ul style="list-style-type: none"> • Promote health and safety across an organisation. • Ensure that health and safety requirements are met across an organisation. • Monitor, review and report on health and safety policy and practices.
Operations Management	<ul style="list-style-type: none"> • The role of operations management within organisations. • The role of operations management and the importance of meeting operational performance targets. • How and why organisations use performance evaluation. • The impact of a range of quality improvement techniques on competitive advantage. 	<ul style="list-style-type: none"> • Monitor business operations processes. • Review and improve business operations process. • Manage a programme of complementary projects.
Develop and implement an operational plan	<ul style="list-style-type: none"> • The principles of operational planning. 	<ul style="list-style-type: none"> • Develop an operational plan. • Implement an operational plan. • Evaluate the effectiveness of an operational plan.

Leisure Operations Management specialist content

Topic	Knowledge and understanding	Skills
Leisure operations management	<ul style="list-style-type: none">Context of leisure operations management.	

Fitness and Exercise Management specialist content

Topic	Knowledge and understanding	Skills
Exercise and fitness management	<ul style="list-style-type: none">Context of exercise and fitness management.	

Sports Development Management specialist content

Topic	Knowledge and understanding	Skills
Sports development management	<ul style="list-style-type: none">The structure of sport and physical activity in the UK.The background and major issues in provision of sport and physical activity.Background and history of sports development.Understand the sports development industry.	

Coaching System Management specialist content

Topic	Knowledge and understanding	Skills
Coaching System management	<ul style="list-style-type: none">The effectiveness of the organisation in relation to target customers, attracting, recruiting, and deploying a diverse range of people into voluntary, part-time, and full-time coaching workforce roles, supporting the workforce, learning culture and innovation.The impact and effectiveness of coach learning and assessment.How sector policy and funding frameworks impact coach learning and assessment.The effectiveness of inter-agency and multi-agency partnerships and how they support organisations to achieve coach learning and assessment objectives.	

5. Product development guidance

This section is aimed at organisations developing formal 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 any of the following formal educational products can be developed for the role of General Manager, where evidence that all elements of the Professional Standard are included CIMSPA endorsement can be sought.

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

All formal educational products which are seeking CIMSPA endorsement must be submitted to CIMSPA for endorsement and should include all elements outlined in the Professional Standard and assessed in line with the intention of the Standard.

Education providers 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 regulator 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 education providers 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.
- c) They stipulate practical assessment must be conducted, where practically possible, in a real-world environment: for example, 'on the job' or at work. For the role of General Manager this could include; offices, leisure centres, gyms or other appropriate spaces.

Where possible a practical end-point assessment is conducted with 'real participants'.

The use of peers for an end-point practical assessment is not deemed appropriate.

Reasonable adjustments can be applied where specific circumstances make this unviable.

- d) 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 four key themes with 12 core topics of learning and in addition there are three areas of specialist content (Leisure Operations Management, Exercise and Fitness Management and Sports Development Management) comprising of three specialist topics for the job role of General Manager.

CORE TOPICS

NOTE: All core topics must be covered.

Key Theme 1: Service improvement

1. Develop, manage, review and improve sales support and customer service programmes.
2. Develop customer service procedures for an organisation.
3. Initiate and implement operational change.

Key Theme 2: People management and development

4. Management of human resources.
5. Discipline and grievance management.

Key Theme 3: Business functions

6. Principles of business finance.
7. Manage strategic marketing activities.
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N.B. Examples (e.g.) 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.

7. Learning and development requirements – core

KEY MANAGEMENT THEME 1: SERVICE IMPROVEMENT

1. Develop, manage, review and improve sales support and customer service programmes

Ref	Knowledge and understanding:	A General Manager must:
KC1.1	Understand the requirement to provide sales support and customer service programmes	<ul style="list-style-type: none">• Explain the advantages and disadvantages of customer care programmes, customer support and customer service programmes.• Explain how customer care programmes, customer support and customer service programmes add value for customers and the organisation.• Describe how service standards are developed and used to manage performance in customer service.• Explain quality assurance models that help to manage customer service quality.• Explain how to ensure that the level of service provided continues to meet customer expectations.
Ref	Skills:	A General Manager must be able to:
SC1.1	Be able to develop sales support and/or customer service programmes	<ul style="list-style-type: none">• Plan a sales support and customer service programme in accordance with the sales strategy.• Evaluate the effectiveness of existing processes for managing and providing service to customers against agreed criteria.• Develop a sales support or customer service programme or recommend improvements to existing processes that meet the agreed criteria.• Establish resource requirements directly related to the sales area to deliver sales support and customer management to the agreed standard.
SC1.2	Be able to implement sales support and customer service programmes	<ul style="list-style-type: none">• Identify appropriate information communications technology (ICT) support for effective communication with customers.• Adapt to changing circumstances in implementing sales support and customer service programmes in accordance with the plan.• Record customer management information in accordance with organisational procedures.• Keep those concerned with sales support and customer service up to date with customer management information.• Ensure ongoing compliance with quality initiatives, processes and procedures and service level agreements as agreed between the customer and the organisation.• Take prompt action in the event of shortfalls in service standards in accordance with the sales strategy.

Ref	Skills:	A General Manager must be able to:
SC1.3	Be able to manage, review and improve the quality of sales support and customer service programmes	<ul style="list-style-type: none"> • Validate the information collected to identify useable data. • Use information analysis methods that are appropriate to the nature of the information collected. • Identify instances of effective delivery, shortfalls and gaps from the information analysis against agreed criteria. • Develop recommendations that address identified areas for improvement supported by evidence.

2. Develop customer service procedures for an organisation

Ref	Knowledge and understanding:	A General Manager must:
KC2.1	Understand the development of customer service delivery in an organisation	<ul style="list-style-type: none"> • Evaluate the impact of organisational and regulatory requirements on customer service delivery. • Explain the link between the organisation's customer service aims and objectives and the service offer(s) of the organisation. • Explain how to define a service offer for a customer. • Explain how to trial draft customer service procedures and guidelines.

Ref	Skills:	A General Manager must be able to:
SC2.1	Be able to set organisational aims and objectives that have an impact on customer service delivery	<ul style="list-style-type: none"> • Assess the contribution of customer service to the overall achievement and effectiveness of an organisation's business objectives. • Develop a customer service offer to meet an organisation's business objectives and improve customer retention. • Identify management tools that can be used to measure consumer loyalty. • Use market segmentation to define customer service standards that meet organisational business objectives.
SC2.2	Be able to develop an organisation's procedures for customer service	<ul style="list-style-type: none"> • Develop proposals for customer service procedures that are consistent with agreed requirements and budgets. • Consult relevant people when developing different proposals. • Ensure the proposals conform with legal requirements and with any organisational strategy and policy for customer service. • Ensure proposals take account of stakeholders' needs. • Confirm the appropriateness of proposed procedures and guidelines following a trial.

3. Initiate and implement operational change

Ref	Knowledge and understanding:	A General Manager must:
KC3.1	Understand the implementation of operational change	<ul style="list-style-type: none">• Explain sources of information indicating the need for change.• Analyse the advantages and limitations of different project and change management techniques.• Analyse the characteristics, strengths and weaknesses of evaluation techniques used in change management.
Ref	Skills:	A General Manager must be able to:
SC3.1	Be able to plan for operational change	<ul style="list-style-type: none">• Develop an operational plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources.• Take action to ensure that colleagues are briefed on their roles, responsibilities and change objectives.• Provide colleagues with the support needed to implement operational change.
SC3.2	Be able to manage operational change	<ul style="list-style-type: none">• Implement the change plan within the agreed timescale using available resources.• Assess the significance of deviations from the change plan.• Address interdependency issues and tensions that affect the achievement of change objectives.• Assess the value and risks of unintended outcomes from operational change.• Inform stakeholders of any unforeseen obstacles or problems and the actions that have been taken.
SC3.3	Be able to evaluate the effectiveness of operational change	<ul style="list-style-type: none">• Evaluate the effectiveness of operational change.• Identify areas for improvement, justifying conclusions and recommendations with evidence.• Communicate to stakeholders the lessons learned from the change.

KEY MANAGEMENT THEME 2: PEOPLE MANAGEMENT AND DEVELOPMENT

4. Management of human resources

Ref	Knowledge and understanding:	A General Manager must:
KC4.1	Understand training and career development processes	<ul style="list-style-type: none">• Describe the advantages and disadvantages of ongoing staff training.• Explain how to maximise individual and team performance by implementing different performance management solutions.• Explain the importance of career development and management.• Explain the role of mentoring in career development.• Be able to create own personal development plan.
KC4.2	Understand the principles of developing a reward strategy	<ul style="list-style-type: none">• Evaluate talent management models and their use to develop high performance teams.• Analyse the key components and influences on pay systems, policies and strategies.• Evaluate the nature and content of different motivational techniques including payment and reward systems and their effect on motivation and behaviour.
KC4.3	Understand the principles and practices of ethical behaviour in the work environment	<ul style="list-style-type: none">• Analyse the key components of an ethical policy.• Explain the importance of a robust ethical policy and procedures.• Describe how to put into practice standards of ethical behaviour.• Explain the concept of a 'psychological contract'.
KC4.4	Understand the management of redundancy	<ul style="list-style-type: none">• Explain the legal requirements that relate to the management of redundancy.• Explain the conditions required for a redundancy and their implications.• Explain possible ways of avoiding redundancies.• Explain the factors involved in identifying the pool for redundancy selection.• Explain the factors involved in developing an appeals process.• Explain the process for planning and managing a redundancy.• Evaluate the implications of voluntary and compulsory redundancy on individuals.• Evaluate the implications of voluntary and compulsory redundancy for organisations.• Evaluate the type of information required by staff who are retained.• Evaluate the type of information required by staff who are made redundant.• Assess the role of outplacement in redundancy.

Ref	Knowledge and understanding:	A General Manager must:
KC4.5	Understand how to develop high performance teams coaching and mentoring programmes	<ul style="list-style-type: none"> • Explain how an organisation uses business coaching and mentoring programmes. • Explain the benefits to an organisation of coaching and mentoring programmes. • Evaluate the impact of using coaching and mentoring programmes in an organisation. • Understand own behaviour, learning and working styles and own emotional intelligence.

Ref	Skills:	A General Manager must be able to:
SC4.1	Build and manage a team	<ul style="list-style-type: none"> • Develop and implement appropriate human resource policies. • Assess required attributes of a team. • Select team member in line with identified attributes. • Effectively communicate the organisations culture, values, ethos and goals to the team. • Use effective coaching and mentoring to develop the team and improve performance. • Manage team performance to achieve success delegating effectively. • Use a range appropriate leadership styles to manage the team. • Address the challenges of leading a team of remote workers and leading a team that manages a team.

5. Discipline and grievance management

Ref	Knowledge and understanding:	A General Manager must:
KC5.1	Understand the principles supporting the management of discipline and grievance cases	<ul style="list-style-type: none"> • Explain the difference between a discipline case and a grievance case and the implications for their management. • Explain sources of advice and expertise on discipline and grievance. • Explain the legal obligations of employers and the rights of employees in relation to discipline and grievance cases. • Explain organisational procedures for the management of discipline and grievance cases. • Explain the communication techniques to be used in the management of discipline and grievance cases. • Explain the types of behaviours that are likely to result in disciplinary proceedings. • Explain the types of actions that are likely to lead to a grievance. • Explain how to carry out investigations into discipline and grievance cases. • Analyse the effect of well managed and poorly managed discipline and grievance cases. • Explain how the outcomes of discipline and grievance cases can be managed.
Ref	Skills:	A General Manager must be able to:
SC5.1	Be able to manage a disciplinary case	<ul style="list-style-type: none"> • Inform an individual that they are subject to disciplinary proceedings within agreed timescales. • Explain to an individual the reasons why they are subject to disciplinary proceedings. • Provide evidence that supports the case for disciplinary proceedings. • Develop a case to support an individual who is subject to disciplinary proceedings. • Keep detailed and accurate records of agreements, actions and events for disciplinary cases. • Adhere to organisational policies and procedures, legal and ethical requirements when managing a disciplinary case.
SC5.2	Be able to manage a grievance	<ul style="list-style-type: none"> • Identify the nature of a grievance. • Investigate the seriousness and potential implications of a grievance. • Adhere to organisational procedures when managing a grievance. • Evaluate the effectiveness of how a grievance has been managed. • Agree measures to prevent future reoccurrences of grievances.

KEY MANAGEMENT THEME 3: BUSINESS FUNCTIONS

6. Principles of business finance

Ref	Knowledge and understanding:	A General Manager must:
KC6.1	Understand business finance within a management context	<ul style="list-style-type: none">• Explain how to analyse the financial health of an organisation by interpreting a set of accounts and management information.• Explain how to build key performance indicators (KPIs) that monitor and control business performance.• Explain the uses of statutory financial reports.• Explain how to carry out a cost-benefit analysis and determine the most effective way to drive a profitable business.• Explain how to create a sales strategy.• Analyse different sources of funding including consideration of return on investment.• Explain how to manage budgets including financial forecasting.
KC6.2	Understand the commercial implications of managerial decisions	<ul style="list-style-type: none">• Analyse the use of management accounts for decision-making purposes.• Evaluate the importance of break-even and contribution and their underlying assumptions.• Evaluate the effectiveness and suitability of budgetary control methods.• Explain tools and techniques to identify commercial opportunities and risks.• Assess the commercial impact of managerial decisions.

7. Manage strategic marketing activities

Ref	Knowledge and understanding:	A General Manager must:
KC7.1	Understand the strategic management of marketing activities	<ul style="list-style-type: none"> Analyse concepts underpinning strategic marketing in business practice. Assess the scope of strategic marketing activities and how they affect a business. Evaluate the relationship between the marketing and other business functions. Analyse the planning principles involved in developing a marketing strategy. Analyse a range of tools to evaluate a strategic marketing plan. Explain the advantages and limitations of a range of marketing strategies. Describe and evaluate the role of social media and public relations within marketing strategies. Analyse the community in which the organisation operates.
Ref	Skills:	A General Manager must be able to:
SC7.1	Be able to evaluate a market	<ul style="list-style-type: none"> Evaluate existing and potential markets against agreed strategic criteria. Identify features of actual and potential offerings through an evaluation of competitors' products and/or services.
SC7.2	Be able to develop a marketing communications strategy and plan	<ul style="list-style-type: none"> Evaluate a range of marketing communications frameworks. Define marketing messages that are consistent with strategic objectives, organisational culture and values. Specify communications media that are likely to reach the identified target customers. Integrate marketing communications within operational processes.
SC7.3	Be able to manage strategic marketing activities	<ul style="list-style-type: none"> Set pricing strategies that are consistent with organisational strategy, objectives and values and which optimise the sales potential. Manage the implementation of marketing strategies, plans and activities in accordance with organisational brand, policies, values and priorities. Monitor the performance of products and/or services and subcontractors against agreed success criteria. Adapt marketing strategies, plans and activities in the light of feedback and/or changing circumstances.

8. Contribute to strategic planning

Ref	Knowledge and understanding:	A General Manager must:
KC8.1	Understand the principles of strategic planning	<ul style="list-style-type: none"> Evaluate a range of strategic planning models. Evaluate the advantages and limitations of a range of analytical techniques. Analyse a range of perspectives of and approaches to business strategy.
KC8.2	Understand the different frameworks and models used in a strategic audit	<ul style="list-style-type: none"> Analyse the different techniques used to conduct a strategic analysis of the business environment. Explain how a strengths, weaknesses, opportunities and threats (SWOT) analysis is generated from a strategy audit. Interpret strengths, weaknesses, opportunities and threats (SWOT) and political, economic, social and technological (PEST) analyses in particular context. Evaluate the use of Porter's Five Forces Analysis in strategic analysis.
KC8.3	Understand the strategies that organisations use to achieve competitive advantage	<ul style="list-style-type: none"> Analyse ways in which an organisation positions itself to outperform its competitors. Evaluate appropriate competitor advantage strategies for emerging, maturing and declining positions.
KC8.4	Understand the environmental factors that affect business management and planning	<ul style="list-style-type: none"> Analyse ways in which organisations respond to environmental factors when making strategic plans. Evaluate appropriate competitor advantage strategies for emerging, maturing and declining positions.
Ref	Skills:	A General Manager must be able to:
SC8.1	Be able to make contributions to a strategic plan	<ul style="list-style-type: none"> Analyse the relationship between strategic intentions, strategic choice and strategy formulation. Make viable contributions that are consistent with strategic objectives and resource constraints. Evaluate the impact of a proposed strategy on a business. Interpret and deliver services against a strategic plan.
SC8.2	Contribute to a culture of good governance	<ul style="list-style-type: none"> Establish principles of good governance. Agree outcomes that: achieve the organisation's mission and benefit users and the wider community. Identify and promote shared values. Ensure all decisions are taken in a transparent and informed manner. Implement strategic risk management protocols.

9. Stakeholder engagement and management

Ref	Knowledge and understanding:	A General Manager must:
KC9.1	Understand the expectations of organisational stakeholder groups	<ul style="list-style-type: none"> • Differentiate between primary and secondary stakeholder groups. • Analyse the expectations of different stakeholder groups and the potential conflict of interest between groups.
KC9.2	Understand the process of stakeholder engagement and its value to an organisation	<ul style="list-style-type: none"> • Assess the value of stakeholder engagement to an organisation. • Discuss the main stages in the stakeholder engagement process. • Analyse techniques used to identify the relevant stakeholders with whom to engage. • Evaluate the suitability of different methods of engaging with stakeholders in relation to their level of participation and engagement goals. • Analyse strategies for managing risks associated with stakeholder engagement.
KC9.3	Understand how to develop and improve stakeholder relationship management	<ul style="list-style-type: none"> • Analyse strategies that may be used to meet the competing needs and interests of different stakeholder groups. • Assess the suitability of methods of developing and maintaining collaborative relationships with different stakeholders. • Assess the importance of monitoring the effectiveness of stakeholder relationships.
Ref	Skills:	A General Manager must be able to:
SC9.1	Be able to develop productive working relationships with stakeholders	<ul style="list-style-type: none"> • Create a climate of mutual trust and respect by behaving openly and honestly. • Take account of the advice provided by stakeholders. • Minimise the potential for friction and conflict amongst stakeholders. • Network with stakeholders to form and enhance working relationships.
SC9.2	Be able to evaluate relationships with stakeholders	<ul style="list-style-type: none"> • Monitor relationships and developments with stakeholders. • Address changes that may have an effect on stakeholder relationships. • Recommend improvements based on analyses of the effectiveness of stakeholder relationships. • Hold and chair meetings using a range of media. • Is able to manage meetings using active listening techniques and provide effective feedback.

KEY MANAGEMENT THEME 4: OPERATIONS AND RISK MANAGEMENT

10. Manage health and safety across an organisation

Ref	Knowledge and understanding:	A General Manager must:
KC10.1	Understand an organisation's responsibilities and liabilities in relation to health and safety	<ul style="list-style-type: none">• Evaluate an organisation's responsibilities and liabilities under health and safety legislation.• Consult with specialist advisor(s) on health and safety responsibilities and requirements.
Ref	Skills:	A General Manager must be able to:
SC10.1	Be able to promote health and safety across an organisation	<ul style="list-style-type: none">• Communicate an organisation's written health and safety policy across an organisation.• Allocate sufficient resources to deal with health and safety issues across an organisation.
SC10.2	Be able to ensure that health and safety requirements are met across an organisation	<ul style="list-style-type: none">• Allocate responsibility for health and safety to representatives across an organisation.• Establish procedures to gather data and information on health and safety performance across an organisation.
SC10.3	Be able to monitor, review and report on health and safety policy and practices	<ul style="list-style-type: none">• Analyse health and safety data and information.• Review health and safety policy and make recommendations as required.• Identify and evaluate non-compliance with health and safety policy and practices.• Consult with specialists on proposed actions.• Collate data and information and report on own organisation's health and safety performance.

11. Operations management

Ref	Knowledge and understanding:	A General Manager must:
KC11.1	Understand the role of operations management within organisations	<ul style="list-style-type: none">• Explain the role and characteristics of operations management within organisations.• Explain the importance of organisational culture and diversity.• Describe the factors that affect organisational culture considering how this affects change management.• Explain how the organisation's ethos, culture and values are communicated to and adopted by the workforce.• Analyse how operations management supports organisational success.• Explain the culture and benefits of working as part of a wider management team.• Understand effective reporting systems, effective technology use and data security in organisations.

Ref	Knowledge and understanding:	A General Manager must:
KC11.2	Understand the role of operations management and the importance of meeting operational performance targets	<ul style="list-style-type: none"> • Identify the links between strategy and operational performance targets. • Explain why there may be conflict between different performance targets. • Assess the role of strategic operations management.
KC11.3	Understand how and why organisations use performance evaluation	<ul style="list-style-type: none"> • Assess a range of techniques used by organisations to evaluate performance based on collation, analysis and interpretation of data. • Analyse the role of key performance indicators (KPIs) in operations management.
KC11.4	Understand the impact of a range of quality improvement techniques on competitive advantage	<ul style="list-style-type: none"> • Explain the concept of the value chain as a means to identify competitive advantage. • Explain how quality improvement techniques are applied in managing operations. • Assess the role of industry standards in quality improvement. • Evaluate the impact of quality improvement techniques on the competitive advantage of specific organisations.

Ref	Skills:	A General Manager must be able to:
SC11.1	Be able to monitor business operations processes using management information	<ul style="list-style-type: none"> • Develop measures that are appropriate and provide suitable information to assess operations. • Monitor the quality of work against key success criteria working with relevant stakeholders. • Is able to plan own workload, prioritising appropriately to achieve operational results.
SC11.2	Be able to review and improve business operations processes	<ul style="list-style-type: none"> • Review operational processes. • Take corrective action and revise plans where necessary. • Implement revised operational processes to all relevant stakeholders. • Measure the effects of change in operational processes.
SC11.3	Manage a programme of complementary projects	<ul style="list-style-type: none"> • Develop a programme plan involving several individual projects. • Communicate programme aims and plans. • Monitor and evaluate project and programme progress.

12. Develop and implement an operational plan

Ref	Knowledge and understanding:	A General Manager must:
KC12.1	Understand the principles of operational and project planning	<ul style="list-style-type: none"> • Evaluate the use of risk analysis techniques in operational and project planning. • Explain the components of an operational and project plan. • Analyse the relationship between strategic, operational and project plans. • Evaluate the use of planning tools and techniques in the operational and project planning process. • Explain how to carry out a cost-benefit analysis.
Ref	Skills:	A General Manager must be able to:
SC12.1	Be able to develop an operational and project plan	<ul style="list-style-type: none"> • Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs). • Identify evaluation mechanisms appropriate to the plan. • Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures. • Develop proportionate and targeted plans to manage identified risks. • Take action to ensure that plans complement and maximise synergy with other business areas. • Adhere to organisational policies and procedures, legal and ethical requirements.
SC12.2	Be able to implement an operational and project plan	<ul style="list-style-type: none"> • Implement plans within agreed budgets and timescales. • Communicate the requirements of the plans to those who will be affected. • Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks.
SC12.3	Be able to evaluate the effectiveness of a project and operational plan	<ul style="list-style-type: none"> • Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources. • Report on the effectiveness of operational and project plans in the appropriate format.

8. Learning and development requirements – Leisure Operations Management specialist content

13. Leisure operations management

Ref	Knowledge and understanding:	A General Manager must:
KS 13.1 LO	Understand the context of leisure operations management	<ul style="list-style-type: none"> • Analyse the nature of key organisations in sport and leisure and their relationship with each other. • Critically assess funding for leisure and how it is administered. • Explain the role of professional bodies and registers in leisure. • Explain the sub-regional (or county where applicable) sports partnerships infrastructure, their networks and connections to national agencies, regional/county governing bodies and local organisations. • Analyse the local provision of leisure facilities and activities through local authorities, social enterprises, sports clubs and other community providers. • Describe the local infrastructure and partnerships in leisure and how they connect. • Explain the relationships and partnerships between physical activity, leisure and health professionals and the strategic links between their infrastructures. • Describe international, national and local political ideology and policy that influences leisure policy and processes. • Describe the impact of economic changes on leisure provision and demand for leisure services. • Explain legislation that impacts on leisure provision. • Describe local authorities' structure and the implications for leisure provision. • Describe types and structures of organisations providing leisure services. • Explain types of quality schemes, for example, QUEST and the National Benchmarking Service. • Explain the role of leisure facilities in communities and community planning. • Explain the importance of engaging with the community. • Analyse different user groups, for example schools, clubs, community groups, and their different expectations. • Evaluate different types of leisure facilities and their uses. • Explain how to ensure the sustainability of leisure provision.

9. Learning and development requirements – Exercise and Fitness Management specialist content

14. Exercise and fitness management

Ref	Knowledge and understanding:	A General Manager must:
KS 14.1 EF	Understand the context of exercise and fitness management	<ul style="list-style-type: none"> • Describe the size and scope of the exercise and fitness industry. • Describe the contribution of the exercise and fitness industry to the economy and society. • Explain the role and relationships between the public, private and third sectors in the exercise and fitness industry. • Describe the nature of key organisations in the exercise and fitness industry. • Explain the role of professional bodies and registers in exercise and fitness. • Explain the codes of practice which relate to exercise and fitness. • Explain the relationships and partnerships between physical activity, fitness and health professionals and the strategic links between their infrastructures. • Describe the impact of physical activity on health: e.g. physical activity levels sufficient to achieve health benefits and reduce obesity. • Describe the barriers to physical activity and how to address them. • Identify sources of information on career progression, training and education in the exercise and fitness industry. • Analyse current trends in the exercise and fitness industry. • Explain the role of innovation and technology in the development of products and services in the exercise and fitness industry. • Analyse different types of membership structures in the exercise and fitness industry. • Explain the importance of retention strategies in exercise and fitness. • Describe job roles and employment patterns in the exercise and fitness industry.

10. Learning and development requirements: Sports Development Management specialist content

15. Sports development management

Ref	Knowledge and understanding:	A General Manager must:
KS 15.1 SD	Understand the structure of sport and physical activity in the UK	<ul style="list-style-type: none"> • Describe the structure and function of government departments and their relationship with the UK and home nation sports councils and their international links. • Describe the roles, functions and interrelationships of different types of provision (including public, private and voluntary). • Describe the role of the education sector in providing sport opportunities. • Describe current government sport strategy and the influences upon it including: social inclusion and policies to encourage participation and elite sport. • Describe the complex nature of key agencies in sport and physical activity and their relationships with each other. • Describe the connection between the key national agencies and the regional/sub-regional infrastructure. • Describe regional, sub-regional and local delivery mechanisms for sport.
KS 15.2 SD	Understand the Background and major issues in provision of sport and physical activity	<ul style="list-style-type: none"> • Describe key interventions that impact on the development of sport and physical activity provision in the UK. • Describe the impact of major sporting events in terms of securing a sustainable sporting legacy. • Describe the full range of benefits that sport offers society including: <ul style="list-style-type: none"> – Improved individual and community health. – Social cohesion. – Community development. – Economic benefit. • Describe the significance of sport in addressing such issues as: <ul style="list-style-type: none"> – Religious and cultural differences. – Anti-social behaviour and criminal activity. – Economic poverty. – Long-term unemployment.
KS 15.3 SD	Understand the background and history to sports development	<ul style="list-style-type: none"> • Describe the key sporting and social interventions (or landmarks) that have impacted on the evolution of sports development: e.g. This Girl Can. • Describe the variety of definitions and models of sports development that have contributed to its complexity.

Ref	Knowledge and understanding:	A General Manager must:
KS 15.4 SD	Understand the sports development industry	<ul style="list-style-type: none"> • Describe relevant legislation impacting upon sports development: e.g. organisational, employees and volunteers. • Describe good practice in sports development and how it can be applied in a variety of contexts: e.g. rural, urban, local authority, governing body, education, lone officer and part of a team. • Describe the importance of strategic management and partnership working in sports development. • Describe the development and use of an evidence base for developing sport including: <ul style="list-style-type: none"> - The different data sources. - Data complexity. - Performance management uses. • Explain processes of developing the community 'through' sport: e.g. the achievement of other/wider policy objectives using sport as the tool. • Analyse the range of communities and how to actively engage with those most relevant to their role. • Analyse the role of the club (including professional clubs) within its NGB and the different approaches taken by NGBs to developing their clubs. • Analyse the variety of roles undertaken by volunteers, the networks within which volunteers operate and the organisations that may support them at a local level. • Analyse the variety of performance pathways that exist at different levels and within different sports (local to national) to develop talented athletes, coaches and officials.

11. Learning and development requirements: Coaching Systems

Management specialist content

16. Coaching System Management

Ref	Knowledge and understanding:	A General Manager must:
KS 16.1 CS	Understand coach workforce planning	<ul style="list-style-type: none"> Analyse the effectiveness of the organisation in relation to targeting customers, attracting, recruiting, and deploying a diverse range of people into voluntary, part-time, and full-time coaching workforce roles, supporting the workforce, learning culture and innovation. Evaluate the needs of the coach workforce to ensure they can provide a Duty to Care to communities, participants, athletes, coaches and players.
KS 16.2 CS	Understand how to design and deliver coach learning & assessment	<ul style="list-style-type: none"> Evaluate the impact and effectiveness of coach learning and assessment. To include. <ul style="list-style-type: none"> learning settings (e.g. classroom, virtual, on-the-job/real world) learning delivery channels (e.g. face-to-face, social, digital) assessment formats (e.g. peer, summative, formative, synoptic) assessment delivery channels (e.g. simulated, virtual, digital, real world) Blended learning and assessment journeys that combine learning settings, learning delivery channels, assessment formats and assessment delivery channels Evaluate the effectiveness of Duty to Care learning and assessment provided to a diverse range of people in voluntary, part-time and full-time coaching workforce roles. Analyse the effectiveness of learning and assessment improvement strategies for the coaching workforce. Make appropriate adaptations based upon the gaps identified and insight gathered.
KS 16.3 CS	Understand policy, practice, funding and regulation for coach learning and assessment	<ul style="list-style-type: none"> Analyse how sector policy and funding frameworks impact coach learning and assessment, including a specific focus on Duty to Care, in specific settings. Analyse how coach learning and assessment contributes to an organisation's objectives in the context of sector policy and funding frameworks.
KS 16.4 CS	Understand how to implement coach learning and assessment in partnership	<ul style="list-style-type: none"> Evaluate effectiveness of inter-agency and multi-agency partnerships and how they support organisations to achieve coach learning and assessment objectives. Analyse cost/benefit of externally commissioned expertise/resource to achieve coach learning and assessment objectives.

12. Glossary of terms

Learning settings (e.g. classroom, virtual, on-the-job/real world)

Learning delivery channels (e.g. face-to-face, social, digital)

Assessment formats (e.g. peer, summative, formative, synoptic)

Assessment delivery channels (e.g. simulated, virtual, digital, real world)

Blended learning and assessment journeys that combine learning settings, learning delivery channels, assessment formats and assessment delivery channels.

Coaching - Coaching is improving a person's experience of sport and physical activity by providing specialised support and guidance aligned to their individual needs and aspirations.

Many roles make up the coaching workforce: coach, facilitator, instructor, leader, teacher, trainer, activator, coach educator, developer, tutor, assessor, mentor.

Duty to care – Is an ethos focussed on caring for people in a holistic way and encompasses the following areas: Inclusion, Diversity, Mental Health, Well-being, and Safeguarding.

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