



Career Pathway: Leadership and Management

Team Member (Level 2) to Operations / Departmental Manager (Level 5)

Stage 1: Level 2 – Team Member

Core Role:

- Support the work of a team or department through routine administrative and operational tasks.
- Work under supervision to meet objectives, follow company policies, and maintain efficiency.

Possible Responsibilities / Specialist Roles at Level 2:

- **Customer Service Assistant** – support client enquiries, maintain relationships, and provide front-line service.
- **Administrative Assistant** – manage records, communications, and data entry to support team operations.
- **Finance or HR Assistant** – assist with payroll, invoices, or employee records under supervision.
- **Health & Safety Representative** – promote safe working practices and assist with compliance checks.
- **Equality and Diversity Representative** – encourage inclusion and fair treatment within the workplace.
- **Wellbeing / Engagement Support** – assist with staff morale and workplace culture activities.

Next Step:

- Progress to Level 3 Team Leader / Supervisor qualification (via apprenticeship, diploma, or equivalent).
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Stage 2: Level 3 – Team Leader / Supervisor

Core Role:

- Lead and coordinate the work of a small team to meet operational targets.
- Manage resources, allocate work, and provide guidance and feedback to team members.
- Communicate business goals effectively and ensure day-to-day performance aligns with organisational standards.

Potential Progression Opportunities:

- Team Leader / Office Supervisor
- Project Support Lead
- Department Coordinator
- Customer Service Team Leader
- HR / Training Coordinator
- Equality & Diversity Champion
- Health & Safety Representative
- Mental Health First Aider (MHFA)
- Quality or Compliance Support Officer

Next Step:

- Gain experience managing people and projects.
- Progress to Level 4 Leadership & Management qualification (or a related Business Administration pathway).

Stage 3: Level 4 – Department / Project Coordinator

Core Role:

- Oversee departmental operations and coordinate team performance across projects or business areas.
- Manage processes, budgets, and performance indicators (KPIs) to achieve strategic goals.
- Lead staff training, development, and continuous improvement initiatives.
- Support senior management through data analysis, planning, and change management.

Possible Additional Roles:

- Office / Department Manager
- Project Coordinator / Officer
- HR or Learning & Development Officer
- Quality Assurance or Compliance Officer

- Operations Coordinator
- Procurement / Finance Officer
- Business Support Manager
- Engagement / Wellbeing Lead

Next Step:

- Progress to Level 5 Operations / Departmental Manager qualification (via apprenticeship, diploma, or equivalent).
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Stage 4: Level 5 – Operations / Departmental Manager**Core Role:**

- Lead and manage teams or departments to deliver strategic and operational outcomes.
- Develop and implement business plans, manage budgets, and evaluate performance.
- Lead change, innovation, and process improvement within the organisation.
- Coach, mentor, and inspire staff to reach their full potential.
- Ensure compliance with legislation, company policies, and best practice standards.
- Collaborate with senior leadership to influence strategy and growth.

Potential Progression Opportunities:

- Operations Manager
- Departmental / Office Manager
- Project Manager
- HR / Finance / Compliance Manager
- Business Development Manager
- Quality or Service Delivery Manager
- Learning & Development Manager
- Executive Officer

Potential Qualification Progression:

- BA (Hons) in Business Management or Leadership
- Chartered Manager Degree Apprenticeship (CMDA)
- CMI Level 6 / 7 Leadership & Management
- MBA or MSc in Business / Strategic Leadership

Leadership and Management Career Pathway

Level 2 – Team Member / Administrative Support

- Customer Service / Office Assistant
- HR / Finance Support
- Equality / Health & Safety Rep

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Level 3 – Team Leader / Supervisor

- Team / Department Leader
- HR / Training Coordinator
- Project / Quality / MHFA Rep

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Level 4 – Department / Project Coordinator

- Office / Operations Manager
- Compliance / Procurement Officer
- Learning & Development Lead

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Level 5 – Operations / Departmental Manager

- Operations / Project Manager
- Department / Business Manager
- HR / Finance / L&D Manager
- Executive Officer