
JOB DESCRIPTION

Job Title: Training Manager (Operations)

Grade: E

Department: Central Operations

Main purpose of job:

The Training Manager is responsible for leading the design, delivery and continuous improvement of learning and capability development across Operations.

The role ensures colleagues have the skills, knowledge, behaviours and confidence required to deliver excellent customer service, operate effectively in a regulated environment, and support CAF's mission.

The Training Manager will develop a structured learning strategy and capability framework that supports operational excellence, regulatory compliance, and consistently high-quality customer experience.

Working closely with operational SLT, Team Managers and Central Operations, the role translates business needs, operational insight and regulatory requirements into effective learning interventions that drive measurable improvements in performance, productivity and customer satisfaction.

Responsible to: Senior Operations Manager

Budgetary responsibilities: Yes

Responsible for: Trainer

Key Job Responsibilities:

Learning & Capability Strategy

- Develop and maintain a Customer Operations Learning and Capability Strategy aligned to organisational objectives, customer experience goals and regulatory requirements.
- Design structured learning pathways for operational roles, ensuring clear capability progression from onboarding through to advanced expertise.
- Establish and maintain role-based capability frameworks and skills matrices to support workforce planning, development and succession.
- Design and maintain a training catalogue and gap analysis of the back of the skills matrix to support the objectives of the division and support talent mapping and forward planning
- Ensure learning interventions support both current operational needs and future capability requirements.

Training Programme Design & Delivery

- Design, develop and deliver a blended learning curriculum covering:
- New starter onboarding and induction

- Role-specific operational training
- System and process training
- Compliance and regulatory training
- Customer service and behavioural capability
- Continuous professional development
- Use a range of learning approaches including:
 - Classroom and virtual training
 - E-learning and digital learning
 - Coaching and on-the-job learning
 - Microlearning and knowledge resources
- Ensure all training programmes are engaging, practical and aligned to operational realities.

Onboarding & Time-to-Productivity

- Lead the design and continuous improvement of structured onboarding programmes that enable new colleagues to become confident and productive quickly.
- Define clear learning milestones, competency assessments and sign-off points.
- Partner with operational leaders to ensure onboarding programmes deliver consistent standards across teams and locations.
- Monitor and improve time-to-competency and early performance outcomes.

Customer Experience & Behavioural Capability

- Design and deliver training that strengthens customer experience capability, including:
 - Active listening and communication
 - Empathy and relationship building
 - Conflict resolution and complaint handling
 - Risk-aware customer interactions
- Embed CAF values and behavioural expectations within all training programmes.
- Ensure colleagues are equipped to deliver consistent, high-quality service across all customer interactions.

Compliance, Risk & Regulatory Training

- Ensure all learning programmes meet CAF's internal standards and external regulatory obligations.
- Design and maintain training programmes covering areas such as:
 - Customer Due Diligence
 - Data Protection
 - Fraud Prevention
 - Operational risk and controls
 - Quality and compliance processes
- Work closely with operational and risk teams to translate policy changes into clear, accessible and effective training content.

Systems & Operational Training

- Lead training relating to operational systems including CRM platforms, case management tools and internal service systems.

- Ensure colleagues have the knowledge and confidence to use systems effectively to support efficient, compliant service delivery.
- Partner with product and operational teams to deliver training for new systems, upgrades and process improvements.

Learning Technology & Content Management

- Oversee the development and maintenance of digital learning resources and content libraries.
- Maintain and optimise CAF's Learning Management System (LMS) or learning platforms to support scalable and accessible training.
- Ensure all learning materials remain current, accurate and aligned with operational processes.
- Develop learning resources including:
 - Facilitator guides
 - Digital learning modules
 - Playbooks and job aids
 - Knowledge resources

Change & Transformation Support

- Partner with operational change programmes to design learning interventions that support process improvements, new systems and organisational change.
- Ensure training supports smooth adoption of new ways of working and reduces operational disruption.
- Act as a key partner in ensuring operational teams are prepared, confident and capable during periods of change.

Measurement, Insight & Continuous Improvement

- Establish clear metrics to evaluate the effectiveness of training programmes.
- Monitor indicators such as:
 - Time to competency
 - Quality and compliance scores
 - Customer satisfaction metrics (e.g. NPS)
 - Operational productivity
 - Learner feedback
- Use data and insight to continuously improve learning approaches and demonstrate measurable return on investment.

Stakeholder Engagement

- Act as a trusted learning partner to Customer Operations leaders and key stakeholders.
- Work closely with:
 - Operational leaders
 - HR / People teams
 - Quality and Compliance teams
 - Data & Insight teams
 - Operational Excellence
- Provide regular reporting and insight on learning performance, capability gaps and

improvement opportunities.

Success in this role will be demonstrated through:

- Faster and more consistent new starter onboarding and reduced time-to-productivity
- Measurable improvements in customer satisfaction, service quality and operational performance
- Strong compliance performance and risk awareness across teams
- High levels of colleague engagement and confidence
- Training programmes that remain current, relevant and aligned to operational change

CAF Values and Behavioural Indicators

The CAF Values and Behavioural Indicators set out in a transparent and consistent manner the explanation of the performance expectations of all CAF People. Through the use of common language and common standard, it combines a set of behaviours with the required technical skills and knowledge needed to effectively perform in any given role in CAF. This is used for the assessment, management and development of performance of all our people across CAF

Please refer to the link: [CAF values and indicative behaviours](#) for the CAF Values and Behavioural Indicators.

Date: March 2026

PERSON SPECIFICATION

Job title: Training Manager

Date: March 2026

Attributes	Essential ✓	Desirable ✓	How Evidenced [†]
Experience <ul style="list-style-type: none"> • Significant experience in a Training Manager, Learning & Development or Capability Development role • Experience designing and delivering end-to-end learning strategies and structured learning pathways • Experience working in customer operations, service delivery or contact centre environments • Experience supporting regulated or compliance-driven environments (e.g. financial services, charity, AML, GDPR) • Proven experience partnering with senior stakeholders to translate business needs into effective learning solutions • Experience supporting operational change, transformation or system implementations • Experience within financial services, charity or other regulated sectors. • Familiarity with Learning Management Systems (LMS) and digital learning platforms. • Experience supporting customer experience or quality improvement initiatives. • Experience supporting operational change or transformation programmes. 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	
Qualifications <ul style="list-style-type: none"> • Professional qualification in Learning & Development, HR or Organisational Development (e.g. CIPD or equivalent) 		✓	A/C/E
Training <ul style="list-style-type: none"> • Formal training in adult learning principles and instructional design • Training in facilitation, coaching and assessment methodologies 		✓ ✓	C/T

<p>Specialist Skills/ Ability/Knowledge</p> <ul style="list-style-type: none"> • Strong understanding of adult learning theory and blended learning approaches • Ability to design and deliver effective onboarding and time-to-competency programmes • Experience designing and maintaining capability frameworks and skills matrices • Strong learning needs analysis and gap analysis capability • Ability to evaluate learning effectiveness using performance, quality and compliance metrics • Strong stakeholder engagement and influencing skills • Analytical and problem-solving capability, with the ability to translate insight into action • Continuous improvement mindset • Proficiency in Microsoft-based software and learning technologies (e.g. LMS and digital learning platforms) • Excellent facilitation and coaching skills. • Ability to analyse performance data and translate insights into effective learning solutions. 	<p>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</p>		<p>A/C/T</p>
<p>Communication</p> <ul style="list-style-type: none"> • Excellent verbal and written communication skills at all levels • Excellent presentation and facilitation skills with small and large groups • Ability to translate complex operational and regulatory requirements into clear, accessible learning content 	<p>✓ ✓ ✓</p>		
<p>Personal Qualities</p> <ul style="list-style-type: none"> • Strong customer focus and commitment to service excellence • Collaborative and relationship-focused working style • Pragmatic and solutions-focused approach • Analytical and insight-driven • Highly organised with the ability to manage multiple priorities • Passionate about developing people and organisational capability • Self-starting, adaptable and comfortable working through change 	<p>✓ ✓ ✓ ✓ ✓ ✓ ✓</p>		<p>A/C</p>
<p>Special Conditions</p> <ul style="list-style-type: none"> • Travel to other CAF locations may be required on occasions 	<p>✓</p>		<p>C</p>
<p>Prior to Appointment All posts:</p> <ul style="list-style-type: none"> • Credit Check • Sanctions Check • Basic DBS Check • Employment References • Medical Clearance • Right to Work in the UK 	<p>✓ ✓ ✓ ✓ ✓ ✓</p>		<p>R/E</p>

Key

R = References, E = Evidence/Certificates, A = Application, C = Competency Interview, T = Testing/Assessment

CAF HR

JD and PS

January 2023; Author: HR