

THE APPRENTICE and TRAINING PARTNERSHIP



LEVEL 5 OPERATIONS DEPARTMENTAL MANAGER APPRENTICESHIP STANDARD

Programme Overview:

The Level 5 Operations/Departmental Manager Apprenticeship Standard has been developed to meet the requirements for those who manage teams and/or projects, and achieving operational or departmental goals and objectives, as part of the delivery of the organisations strategy. They are accountable to a more senior manager or business owner. This apprenticeship can be delivered to a variety of staff from all sectors in the private, public and third sector and to all sizes or organisation. Specific responsibilities and job titles will vary but the knowledge, skills and behaviours needed will be the same. We recommend that a relevant on-programme qualification, such as a Level 5 NVQ Diploma in Management be completed.

Entry Requirements:

The entry requirements for this role are decided by the employer. We would recommend GCSE's or equivalent at Grade C equivalent or higher as well as suitable workplace experience. Apprentices need to have Maths and English at level 2 before they can complete their End-Point Assessment. If training and examination in English and Maths is required prior to End-Point Assessment, this is directly funded by the ESFA and does not form part of the apprenticeship cost.

Initial Assessments:

Initial assessments for Maths and English will be carried out for all apprentices using an approved diagnostic tool this will include a full diagnostic of knowledge in Maths and English to gauge the level at which the apprentice is working. This will enable us to support the apprentice and structure training provision. Learners' suitability for the chosen apprenticeship programme is also initially assessed to ensure each learner is on the most appropriate programme for their chosen career path.

Who is it for?

The Operations/Departmental Manager apprenticeship is suitable for individuals who are working in a role managing teams and/or projects and achieving operational or departmental goals/objectives.

They may have key responsibilities which can include:

- Creating and delivering operational plans
- Managing projects
- Leading and managing teams
- Managing change
- Financial and resource management
- Talent management
- Coaching and mentoring

Occupations may include:

- Operations Manager
- Regional Manager
- Divisional Manager
- Department Manager
- Specialist Managers

Programme Duration:

Level 5 : 18 - 30 months typically (minimum of 12 months before End-Point Assessment can be accessed).

Delivery Model:

A minimum of 20% of the apprenticeship training takes place off-the-job and is flexibly delivered to suit your business. Training can be a combination of classroom and workplace workshops, block-training or day-release at our centre; with the remaining time being spent in the workplace.

A full timetable for training, ongoing assessment and End-Point Assessment will be issued to both you as the employer; and the apprentice, once the delivery model and training elements have been agreed.

On Programme Assessment will take the form of progress reviews with the trainer, employer and apprentice at least every 12 weeks. Feedback with ongoing development will include additional learning materials, resources and training delivered through the apprentice's e-portfolio OneFile; to which employers have access to view the progress and the development of each apprentice.

End Point Assessment:

As the apprentice progresses through the apprenticeship, the employer and training provider will agree the apprentice has met the Standard and is ready for End Point Assessment. This is called the 'Gateway' and will trigger End-Point Assessment.

This is carried out by a Qualified Independent Assessor by an Approved External Awarding Organisation and will test the knowledge and competencies of the apprentice using a range of methods, these can include; an interview, scenarios with questions, portfolio of evidence sampled, professional discussion, watching a presentation of the apprentice's evidence plus other methods.

The Independent Assessor will make the final judgement as to whether the apprentice has fully met the requirements of the Standard. Grading will also be awarded with a maximum mark of 100, this will be awarded by the Independent Assessor based on the apprentice's assessment. Grades awarded are distinction, merit, pass or fail. End-Point Assessment is normally carried out in the workplace.

Programme Structure:

The programme is broken down into areas to ensure that each apprentice has a rounded knowledge of principles, techniques and technologies. This involves an understanding of knowledge, skills and behaviour; as well as managing self and delivering results.

Knowledge - What is required?

Delivered through one to one training sessions, workshops and tutorials and applied according to business environment

Organisational Performance - Delivering Results

Operational Management

Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand operational business development tools (e.g. SWOT) and approaches to continuous improvement. Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and contingency planning. Understand how to initiate and manage change by identifying barriers and know how to overcome them. Understand data security and management, and the effective use of technology in an organisation.

Project Management

Know how to set up and manage a project using relevant tools and techniques, and understand process management. Understand approaches to risk management.

Finance

Understand business finance: how to manage budgets and financial forecasting.

Interpersonal Excellence - Managing People and Developing Relationships

Leading People

Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.

Managing People

Know how to manage multiple teams, and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.

Building Relationships

Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.

Communication

Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, and digital) and how to apply them appropriately.

Personal effectiveness - Managing Self

Self-awareness

Understand own impact and emotional intelligence. Understand different learning and behaviour styles.

Management of Self

Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.

Decision Making

Understand problem solving and decision making techniques, including data analysis.

Skills - What is required

These skills are acquired and demonstrated through Continuing Professional Development. Additional workshops and training sessions to support development of portfolios for presentation at End-Point Assessment

Organisational Performance – delivering results

Operational Management

Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and be able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collection, analysis and interpretation of data.

Project Management

Plan, organise and manage resources to deliver the required outcomes. Monitor progress, and identify risk and their mitigation. Able to use relevant project management tools.

Finance

Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach recommendations accordingly.

Interpersonal excellence – Managing People and Developing Relationships

Leading People

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Communication

Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, and digital) and how to apply them appropriately.

Personal Effectiveness – Managing Self

Self-awareness

Able to reflect on own performance, working style and impact on others.

Management of Self

Able to create a personal development plan. Use of time management and prioritisation techniques.

Decision Making

Able to undertake critical analysis and evaluation to support decision making. Use of effective problem solving techniques.

Behaviours - What is required?

Developed and exhibited in the workplace and supported through one to one training and mentoring.

Takes Responsibility

Drive to achieve in all aspects of work. Demonstrate resilience and accountability. Display determination when managing difficult situations. Seeks new opportunities.

Inclusive

Open, approachable, authentic and able to build trust with others. Seeks the views of others and values diversity.

Agile

Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responds well to feedback and need for change. Open to new ways of working.

Professionalism

Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values.

The designated trainer will support the employer and apprentice throughout the programme as a single point of contact for questions and queries. This includes additional support for portfolio and project preparation, along with any advice and guidance needed.

Progression:

On completion, apprentices can register as full members with the Chartered Management Institute and/or the Institute of Leadership and Management, and those with 3 years' of management experience can apply for Chartered Manager status through the CMI.

Next steps:

In order to create an apprenticeship that best suits your business requirements, we will meet with you to discuss the delivery of the programme and how the apprenticeship will be funded. We will provide ongoing support including:

- Search and selection of the right apprentices to meet your business requirements.
- Specifying the training modules to optimise 'in job' performance.
- A tailored service in order to seamlessly integrate with your apprentice managers.
- Updates and information regarding apprenticeship costs and funding.
- Support and guidance for the apprentice and employer from start to finish with one main point of contact for you throughout the whole apprenticeship.
- Employer and apprentice access to a comprehensive range of resources and support material via OneFile.
- Time-efficient visits for training and assessment to work around you.
- Industry specialist qualified trainers and assessors.



Questions?

If you have any questions or concerns relating to supporting an Apprentice, your assigned tutor is always available to help, or, contact one of our advisors on **0330 380 0249**.



If you have any questions relating to this Apprenticeship Standard, please contact Katie Fowler, Head of Operations and Quality **T. 0330 380 0249** **E. k.fowler@theatp.co.uk**