



OPERATIONS AND DEPARTMENTAL MANAGER APPRENTICESHIP STANDARD LEVEL 5

Attract great talent, upskill your teams
and plan for your future.

Suitable for both new and existing employees.



PROGRAMME OVERVIEW

DURATION

The duration of this apprenticeship is typically 23 months (depending on experience)

STUDY MODE

- Online with tutor led sessions.
- Blended learning with online and face-to-face sessions and support (at the employers premises)
- There is an End-Point-Assessment for this apprenticeship. This is when the learner will demonstrate they have learnt the required knowledge, skills and behaviours.

QUALIFICATIONS TO BE AWARDED

- Level 5 Operations and Departmental Manager Apprenticeship
- Functional Skills English and maths (if required)

PROGRESSION OPPORTUNITIES

Apprentices will be able to register as full members of the Chartered Management Institute (CMI) and Institute of Leadership and Management (ILM). Apprentices with 3 years management experience will be able to apply for chartered manager status through the CMI.

ON-PROGRAMME LEARNING		EPA	
KNOWLEDGE & SKILLS <ul style="list-style-type: none">• Organisational performance<ul style="list-style-type: none">- delivering results• Interpersonal excellence<ul style="list-style-type: none">- managing people and developing relationships• Personal effectiveness - managing self	BEHAVIOURS <ul style="list-style-type: none">• Takes responsibility• Inclusive• Agile• Professionalism	EPA GATEWAY	END-POINT-ASSESSMENT
0-20 MONTHS		3 MONTHS	

KNOWLEDGE OVERVIEW

A OPERATIONS/ DEPARTMENTAL MANAGER WILL BE ABLE TO UNDERSTAND AND HAVE KNOWLEDGE OF:

ORGANISATIONAL PERFORMANCE - DELIVERING RESULTS

- **Operational management** - Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (eg 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, digital) and how to apply them appropriately.

PERSONAL EFFECTIVENESS - MANAGING SELF

- **Self awareness** - Understand own impact and emotional intelligence. Understand different and 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. Understand organisational values and ethics and their impact on decision making.

SKILLS OVERVIEW

A OPERATIONS/ DEPARTMENTAL MANAGER WILL BE ABLE TO DEMONSTRATE THE FOLLOWING SKILLS WITHIN THE CONTEXT OF THE ORGANISATION:

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 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 collation, analysis and interpretation of data.
- **Project management** - Plan, organise and manage resources to deliver 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 and recommendations accordingly.

INTERPERSONAL EXCELLENCE - MANAGING PEOPLE AND DEVELOPING RELATIONSHIPS

- **Leading people** - Able to communicate organisational vision and goals and how these to apply to teams. Support development through coaching and mentoring, and enable and support high performance working. Able to support the management of change within the organisation.
- **Managing people** - Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.
- **Building relationships** - Able to build trust, and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.
- **Communication** - Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media. Use of active listening, and able to challenge and give constructive feedback.

PERSONAL EFFECTIVENESS - MANAGING SELF

- **Self awareness** - Able to reflect on own performance, working style and its 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 OVERVIEW

A OPERATIONS/ DEPARTMENTAL MANAGER WILL BE ABLE TO DEMONSTRATE THE FOLLOWING BEHAVIOURS:

BEHAVIOURS

Takes responsibility

- Drive to achieve in all aspects of work. Demonstrates resilience and accountability.
- 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, responding 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.

EPA GATEWAY

END-POINT-ASSESSMENT GATEWAY READINESS

The EPA will be triggered by the following events:

- the minimum time duration allocated to the Standard has been met;
- judgement of readiness to go beyond the gateway is the decision of the Employer based on completion of all on-programme requirements.
- the apprentice believes they are ready to submit, to the EPAO, a selection of exemplary evidence, in their portfolio, which fulfil the knowledge, skills and behavioural practice in relation to the Standard.
- the employer to confirm that the portfolio is ready to submit to the EPAO
- the EPAO confirms that the portfolio has been received
- successful completion of English and maths: a minimum Level 2 qualification in English and mathematics is for this apprenticeship and must be achieved prior to the End-point Assessment (EPA), and confirmed by the employer.

END-POINT-ASSESSMENT

END-POINT-ASSESSMENT METHODS

The end-point-assessment consists of two assessment methods:

1. Professional discussion, underpinned by a portfolio of evidence
2. Project proposal, presentation and questioning

PROFESSIONAL DISCUSSION

This assessment will take the form of a professional discussion which must be appropriately structured to draw out the best of the apprentice's competence and excellence and cover the KSBs assigned to this assessment method. A professional discussion is a two-way discussion which involves both the independent assessor and the apprentice actively listening and participating in a formal conversation. It gives the apprentice the opportunity to make detailed and proactive contributions to confirm their competency across the KSBs mapped to this method.

The rationale for this assessment method is:

- The professional discussion was selected as a valid way to draw out KSBs, in particular behaviours. It allows for a range of examples to be brought forward during the two-way conversation.
- It allows the apprentice to be assessed against KSBs that may not naturally occur during other assessment methods.
- It enables the apprentice to demonstrate the application of skills and behaviours as well as knowledge.
- It allows scope for the apprentice to demonstrate the depth and breadth of KSBs, allowing for a distinction marking.

The professional discussion must last 60 minutes. The independent assessor has the discretion to increase the time of the professional discussion by up to 10% to allow the apprentice to complete their last answer.

The professional discussion should be graded fail, pass or distinction. The portfolio underpins the professional discussion and will not be assessed or graded.

PROJECT PROPOSAL, PRESENTATION AND QUESTIONING

The assessment method is the production of a project proposal, presentation and questioning. The work is carried out after the apprentice has gone through the gateway.

A project proposal involves the apprentice completing a relevant and defined piece of work that has a real business benefit. The project proposal must be undertaken after the apprentice has gone through the gateway. Apprentices will prepare and deliver a presentation that, along with the proposal, appropriately covers the KSBs assigned to this method of assessment. It will be followed by questioning from the independent assessor.

The project proposal should be designed to ensure that the apprentice's work meets the needs of the business, is relevant to their role and allows the relevant KSBs to be assessed for the EPA. The employer will ensure it has a real business application and the EPAO will ensure it meets the requirements of the EPA, including suitable coverage of the KSBs assigned to this assessment method. The proposal will be a detailed project implementation proposal that will enable the project to be fully implemented. The project does not need to be fully implemented during the EPA period. The implementation of the project proposal must begin during the EPA period and ensure that S1.2, S2.1, S2.2 and S3.1 can be assessed and progress against these skills must be discussed during the presentation.

GRADING AND DETERMINATION

All EPA methods must be passed for the EPA to be passed overall.

To achieve a pass overall, the apprentice must achieve all the pass criteria in all assessment methods. To achieve a distinction overall, the apprentice must achieve all the pass criteria and all the distinction criteria in all assessment methods.

Grades from individual assessment methods should be combined to determine the grade of the EPA as a whole.

COSTS

This programme costs £7,000 and is covered through a companies Apprenticeship Levy.

If the employer does not pay into the levy they will only pay £350 if they have more than 50 employees or if the apprentice is aged 19+. Employers with less than 50 employees receive full funding if the apprentice is aged 16-18.



MORE INFORMATION

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