



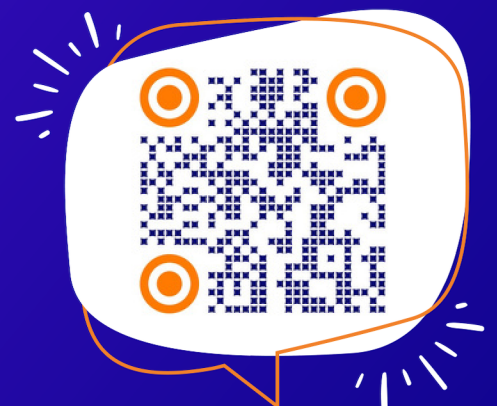
# Operations

## Departmental Manager Level 5

### Qualification objectives

This qualification is suited to private, public or third sector operations managers, regional managers, divisional managers, department managers, or specialist managers.

These individuals manage teams and projects, achieving operational or departmental goals and objectives, as part of the delivery of your organisation's strategy.



# Apprenticeship Operations Departmental Manager Level 5

## QUALIFICATION OBJECTIVES

An Operations Departmental Manager is someone who manages teams and projects, achieving operational or departmental goals and objectives, as part of the delivery of the organisation's strategy. They are accountable to a more senior manager or a business owner. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities and job titles will vary, but the knowledge, skills and behaviours needed will be the same. Key responsibilities may include creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring.

### This qualification is suited to the following roles:

- Operations Manager • Regional Manager • Divisional Manager • Department Manager
- Specialist Manager

## QUALIFICATION OPPORTUNITIES

This Apprenticeship Standard has been designed to provide access to development opportunities for as wide a range of individuals as possible. This includes individuals who are looking to take the next step in their career in leadership and management and are on the path to a role within professional management. It is also appropriate for those already in management roles who may already have developed practical experience but who wish to develop their theoretical understanding of management skills. On completion, Apprentices may choose to register as an Associate Member of the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression.

For this Apprenticeship Standard, learners can benefit from the completion of the ILM Level 5 Diploma in Leadership and Management and will be required to undertake two knowledge tests within this qualification and build a portfolio of evidence that will prepare the learner for Gateway once agreed between the Employer, Apprentice and Trainer to prepare for End Point Assessment.

## QUALIFICATION DELIVERY

The completion of this Apprenticeship Standard will require monthly training visits from a qualified IPS Trainer to help support the learner to develop skills and progress the building of the Apprentice portfolio to prepare for End Point Assessment.

### Employers involved in the development of this Apprenticeship Standard include:

- CMI, Acivico • Agillisis • Anglo Educational • Balfour Beatty • Barchester Healthcare
- Barclays Bank • Books UK Ltd • BBC • Civil Service • Codegent • Co-op • Evolution Partnership • HMRC • Kinnerton Confectionery • NISA Retail Limited • One Stop • Opus Building Services • Sainsburys • Santander UK plc • Servo • Umi Digital • Virgin Media
- ILM • TUI • Markerstudy • Babcock • Gateshead Council • Lifetime

## Entry

The entry requirement for this Apprenticeship will be decided by each employer, but may typically be five GCSE qualifications at Grade C/4 and above.

## Duration

The duration of this Apprenticeship Standard is 24 months (depending on experience the duration could be shorter).

## Progression

On completion, learners may choose to register as an Associate Members of the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression. They can also potentially progress to the Level 7 Chartered Managers Apprenticeship Standard if the role permits.

## Level

This qualification is completed via an Apprenticeship Standard at Level 5 and learners will achieve an ILM Level 5 Diploma in Leadership and Management.

## Functional Skills

Learners without Level 2 English and mathematics will need to achieve this level prior to taking the End Point Assessment.

## For more information

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## OFF THE JOB TRAINING

The Education and Skills Funding Agency (ESFA), on behalf of the government, have incorporated into the Apprenticeship funding rules a requirement that all new full-time apprentices must spend at least 20% of their normal working hours on off-the-job training. For calculation purposes only, working hours are capped at 30 hours per week, and this equates to an average of 6 hours of off-the-job training per week (i.e. 20% of 30 hours) completing off-the-job training.

If an individual works less than 30 hours per week, they are considered to be a part-time apprentice therefore, their programme must be extended (as per the apprenticeship funding rules) and at least 20% of the part-time apprentice's normal working hours, over this extended duration, must be spent on off-the-job training.

## REQUIREMENTS: KNOWLEDGE (through formal learning and applied according to business environment)

### Organisational Performance - delivering results

<b>Operational Management</b>	Understand operational management approaches and models, including creating plans to deliver objectives and setting Key Performance Indicators (KPI's). Understand 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, management and the effective use of technology in an organisation.
<b>Project Management</b>	Know how to set up and manage a project using relevant tools and techniques, understand process management and approaches to risk management.
<b>Finance</b>	Understand business finance, how to manage budgets and financial forecasting.

### Interpersonal Excellence - managing people and developing relationships

<b>Leading People</b>	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/managing change, knowing how to delegate effectively.
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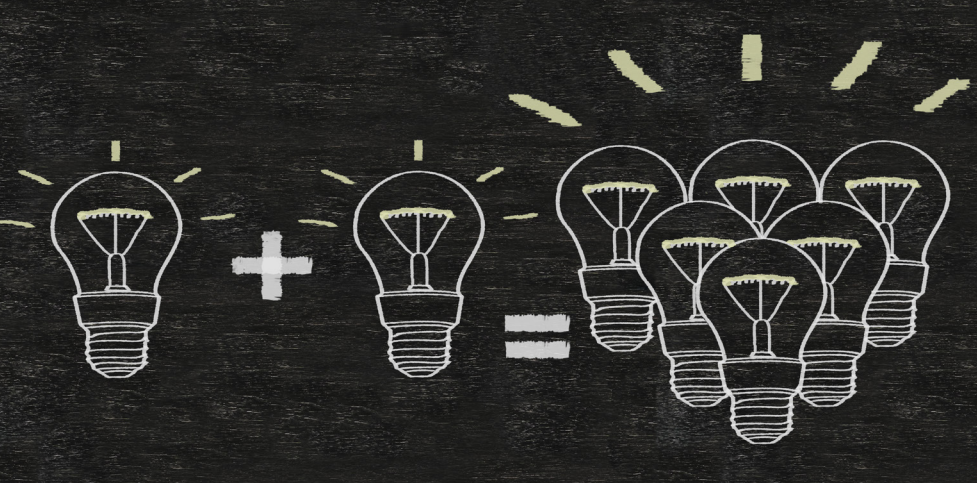
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# Apprenticeship Operations Departmental Manager Level 5



## REQUIREMENTS: KNOWLEDGE - CONTINUED

<b>Managing People</b>	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.
<b>Building Relationships</b>	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, with the ability to manage conflict at all levels.
<b>Communication</b>	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal and digital) and how to apply them appropriately.
<b>Personal Effectiveness - managing self</b>	
<b>Self-Awareness</b>	Understand own impact and emotional intelligence. Understand different learning and behaviour styles.
<b>Self-Management</b>	Understand time management techniques/tools, how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.

## REQUIREMENTS: SKILLS (acquired and demonstrated through continuous professional development)

### Organisational Performance - delivering results

<b>Operational Management</b>	Ability 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 identify and shape new opportunities. Creation and delivery of operational plans, including setting KPI's, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data.
<b>Project Management</b>	Plan, organise and manage resources to deliver required outcomes. Monitor progress and identify risk and their mitigation. Able to use relevant project management tools.
<b>Finance</b>	Able to monitor budgets and provide reports, consider financial implications of decisions and adjust approach/recommendations accordingly.

### Interpersonal Excellence - managing people and developing relationships

<b>Leading People</b>	Ability to communicate organisational vision and goals and how these apply to teams. Support development through coaching and mentoring, enabling and supporting high performance working. Able to support the management of change within the organisation.
<b>Managing People</b>	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.

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## REQUIREMENTS: SKILLS - CONTINUED

<b>Building Relationships</b>	Able to build trust and use effective negotiation and influencing skills to manage conflict. Able to identify and share good practice and work collaboratively with others both inside and outside of the organisation. Demonstrate use of specialist advice and support to deliver against set business plans.
<b>Communication</b>	Ability to communicate effectively (verbal, non-verbal, written and digital) and be flexible in communication style. Able to chair meetings and present using a range of media methods. Demonstrate use of active listening, able to challenge and give constructive feedback.
<b>Personal Effectiveness - managing self</b>	
<b>Self-Awareness</b>	Able to reflect on own performance, working style and its impact on others.
<b>Self-Management</b>	Able to create a personal development plan and demonstrate effective use of time management and prioritisation techniques.
<b>Decision Making</b>	Ability to undertake critical analysis and evaluation to support decision making and demonstrate use of effective problem solving techniques.

## REQUIREMENTS: BEHAVIOURS (developed and exhibited in the workplace)

<b>Responsible</b>	Drive to achieve in all aspects of work, demonstrating resilience and accountability. Show determination when managing difficult situations and seek new opportunities.
<b>Inclusive</b>	Open, approachable, authentic and able to build trust with others, effectively seeking the views of others and value diversity.
<b>Agile</b>	Flexible to the needs of the organisation, creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change and open to new ways of working.
<b>Professionalism</b>	Sets an example, is fair, consistent and impartial. Open and honest, always operating within organisational values.

## END POINT ASSESSMENT

On programme, completion will take place whilst the learner is working towards Gateway and will be in the form of a successful completion of the knowledge units within the ILM Level 5 Diploma in Leadership and Management.

At Gateway, preparation will take place to develop the Apprentice and then prepare them for completion of a series of assessments as follows:

- Assessment of competence through a competency based interview
- Assessment of portfolio of evidence
- Work Based Project with presentation and Q&A
- Continuing Professional Development Log reviewed and professional discussion/question and answer session

## APPRENTICE COMPLETION CERTIFICATE

Upon completion, the Apprentice will be graded with a Fail, Pass, Merit or Distinction.

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