



Operations / Department Manager

[Level 5]



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FORWARD TOGETHER

Overview

Level 5 Operations / Department Manager

An Operations/Departmental Manager manages teams and/or projects. Achieving operational or departmental goals and objectives, they are accountable to senior management, and are responsible for providing input to strategic planning.

Delegates on this apprenticeship will develop key management skills that will equip them with the necessary tools to effectively manage teams and/or projects, as well as skills that enable them to effectively communicate and execute the organisation's vision, create and deliver operational plans, manage change whilst supporting people through coaching and mentoring.

Operations/Department Managers have a range of responsibilities

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

Who is it for?

The Operations/Departmental Manager standard is suitable for practising middle managers and those aspiring to senior management who want to develop their core management skills such as managing resources, recruitment and information management.

Typical roles include:

- Regional Manager
- Operations Manager
- Specialist Manager
- Senior Manager
- Divisional Manager

Why Do This Apprenticeship

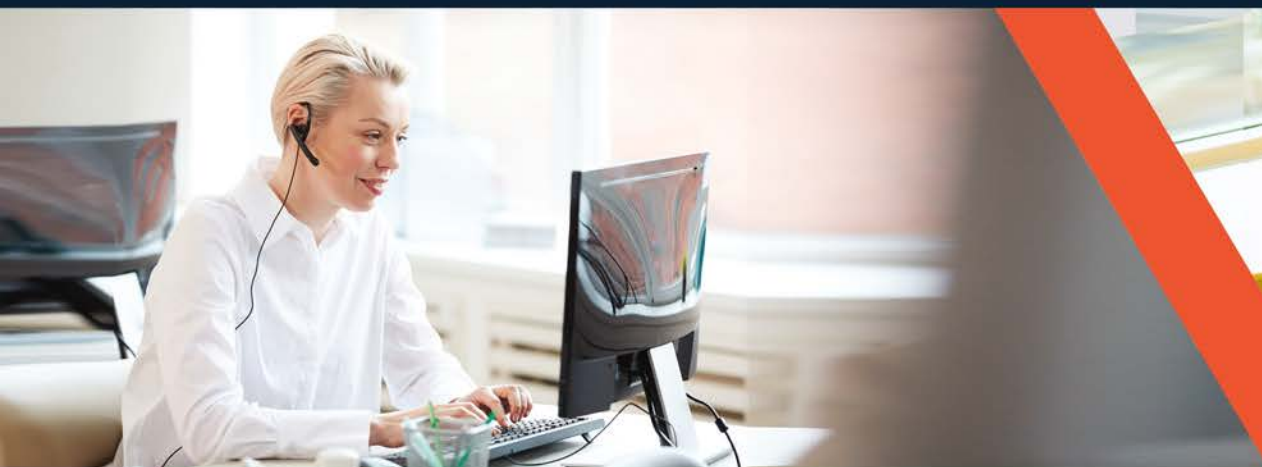
What Are The Benefits:

Employer Benefits

- ✓ Develops the strategic leadership skills and behaviours of managers
- ✓ Develop effective and confident leaders with the ability to lead, motivate and inspire
- ✓ Achieve measurable improvements and results
- ✓ Empower managers to drive through and manage change
- ✓ Improve project management capabilities
- ✓ Development of workplace problem solving skills
- ✓ Brings latest knowledge and best practice into the business
- ✓ Apprentices develop the critical skills demanded by employers
- ✓ Gains essential knowledge of models and theories of management to ensure teams achieve organisational goals

Learner Benefits

- ✓ Use core management techniques to drive better results
- ✓ Develop ability to lead, motivate and inspire
- ✓ Increases knowledge and understanding of how a manager should lead, handle processes and guide teams
- ✓ Applies learnt theories and models to practical situations within the workplace
- ✓ Provide strategic leadership as well as day to day management
- ✓ Benchmark managerial skills
- ✓ Gain new skills and knowledge
- ✓ Gain a professional qualification
- ✓ Apprentices can apply for membership of Chartered Management and/or The Institute of Leadership and Management
- ✓ Progression to higher qualifications



Typical Programme Structure

The course is delivered via a mix of face to face and online workshops, webinars, coaching sessions and workplace learning

Typical Programme Breakdown

- 11 x 6-hour workshops to cover knowledge elements of the standard and diploma (may include face to face and online workshop delivery)
- 5 x skills development workshops and workplace visits
- 2 x 4hour EPA preparation workshops and mock assessment workshops
- 6x 1hour virtual coaching sessions
- 13 x 1 hr reviews
- Development of a Portfolio of Evidence and assessment completion
- Continuing Professional Development Log to be kept and maintained as part of the Portfolio of Evidence
- Completion and achievement of the CMI or ILM Level 5 Diploma in Management
- Completion of work based project
- Evident of participation in 360 feedback
- Completion of online learning modules as part of the off the job activities

Programme Length

Course duration 18-22 months plus EPA

How is training delivered

An essential element of the ESP delivery model is to ensure you are supported at each stage in your journey to enable you to fully succeed.

You will be taught by Learning and Skills Coaches who are experts in their field with significant practical experience. All Learning and Skills Coaches are well qualified with management experience, with many in senior positions.



Our learning and skills coaches will:

Deliver online and face to face workshops

Cover the knowledge needed for each module through interactive and informative sessions

Help plan independent learning activities

Provide one to one coaching via telephone, in the workplace or via virtual mediums like Teams

Provide feedback on written assignments and evidence submitted

Support you with preparation for End Point Assessment

Duties/ Programme modules

01

Self-awareness

Self-reflection, understanding emotional intelligence and learning styles

02

Management of self

Manage time and plan personal development

03

Communication

Interpersonal skills and how to apply different forms and techniques of communication. Effective communication in a range of situations in a number of different formats

04

Managing people

Managing multiple and remote teams, improving team performance, and recruiting staff members. Manage team performance and talent and delegate work

05

Leading people

Communicate organisational vision and goals, facilitate high performance working and support team through change. Leadership styles, improving performance, the importance of organisational culture and equality, diversity, and inclusion in the workplace

06

Operational management

Management models, continuous improvement, management systems, change management, use of technology and data security. Implement an operational plan, manage change, demonstrate commercial awareness and create management reports

07

Building relationships

Relationship management, collaborative working and conflict management. Build and maintain relationships with internal and external stakeholders

08

Finance

Set, manage and review a budget. Financial management and financial forecasting

09

Problem solving and decision making

Solve problems and make decisions

10

Project management

How to set up, manage, and review a project

Programme summary

As part of the Operation/Departmental Manager apprenticeship you are required to complete a leadership diploma. We offer a choice of either the Chartered Institute of Management (CMI) or the Institute of Leadership Management (ILM) Diploma.

This will be delivered as part of the workshop delivery during the course of the apprenticeship programme, and must be completed prior to End Point Assessment.

CMI Level 5 Diploma In Management & Leadership

Credits: 37 and 8 Units

Or

ILM Level 5 Diploma for Leaders and Managers

Credits: 50 and 17 Units

All credits/units must be completed to achieve the qualification

Knowledge



Operations manages apprentices will, among others, gain knowledge, skills and behaviours in

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

Skills



- Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style
- Use of active listening, and able to challenge and give constructive feedback
- Able to build trust and use effective negotiation and influencing skills and manage conflict

Behaviours



- Drive to achieve in all aspects of work. Demonstrates resilience and accountability
- Determination when managing difficult situations. Seeks new opportunities
- Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity
- 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
- Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values

Pre-Enrolment Activities

Before being accepted on to the apprenticeship you will need to complete the following pre-enrolment activities:

LAG Workshop

Attend a virtual workshop session to provide an overview of the following:

- Overview of the apprenticeship programme
- 20% off-the-job Training
- Attendance at masterclasses and workshops

Initial Assessment

Complete BKSBS Maths and English initial assessments

Diagnostic Assessment

Complete BKSBS Maths and English diagnostic assessments

Pre-Start Enrolment Form

This form will provide us with basic information about your qualifications and past and current experience

Skills Scan

Complete skills scan to identify the areas that will be covered during the course to determine whether there are development opportunities and scope for the learner to complete the apprenticeship

Remote Pre-enrolment Review

Attend 1 :1 remote session with the Learning and Skills Coach to talk through the pre-enrolment activities and skills scan to confirm suitability

Enrolment form (online)

Complete formal online enrolment form

Apprentice Agreement and Commitment Statement (online):

Read, discuss and agree the apprentice agreement and commitment statement

Formal on-boarding

Apprentice invited to induction introduction to the apprenticeship programme and first learning session

Expectations and Commitment

We ask apprentices to:

Attend all face to face, virtual workshops, and master classes as per the delivery plan

Attend all programme reviews with the Learning and Skills Coach

Submit and upload assignments and evidence to the online e-portfolio (OneFile) by the stipulated target date to ensure completion of and qualification of the apprenticeship within the given timeframe

Complete all off-the-job activities to meet the 20% off-the-job requirement.
Record all activities and reflections on OneFile

Complete at least 4 to 6 hours of self-study each week inclusive of any online learning activities

Complete shadowing of colleagues and mentoring

Eligibility

The eligibility criteria are as follows:

IUK/EU Resident for three years.

Not currently a student in funded learning.

Apprentices will need GCSE grade A to C or a Level 2 Functional Skill in Maths and English.

Apprentices who do not currently hold this are required to complete Level 2 Functional Skills in Maths and English prior to end point assessment (EPA).



End Point Assessment

The End Point Assessment will begin once the employer, apprentice and ESP are confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard. As part of this process apprentices, employers and ESP will complete a 'Gateway' discussion to confirm competence.

The End Point Assessment consists of the following:

Knowledge Test using Scenario and Questions - 30%

Assessment of knowledge through scenario-based questions

The knowledge requirements will be tested using a structured series of questions to assess the apprentice's knowledge to ensure all aspects are given coverage

A series of different scenarios and situations will be used, with a series of questions requiring responses which will demonstrate the apprentice's knowledge of that particular topic

The knowledge test may be delivered online or be paper-based and is likely to be multiple choice

Structured competency-based interview - 20%

A structured series of questions to assess your knowledge

Apprentices are encouraged to use the STAR method when answering competency-based questions (Situation, Task, Action, Result)

The interview can be conducted using a range of media (telephone interview, live media, online or written), whichever is the most appropriate for the apprentice

Submission of Portfolio of Evidence - 20%

Written statements

Presentations

Performance reviews between employer and apprentice

Observations (by Training Provider)

Project plans and other work plans

Reports or written assignments

Feedback from line manager, direct reports, colleagues, customers, and stakeholders (captured through discussion)

Professional Discussion between Provider and Apprentice relating to projects and assignments showing decision making skills

Peer feedback -180/360-degree assessment type approach

Professional Discussion of CPD log - 10%

Provide evidence of any additional learning/CPD undertaken during the programme, which will include:

Activity undertaken during the Level 5 Diploma or learning activities

Details of any formal or informal learning undertaken

Details of any professional discussions undertaken, or support provided through Professional Bodies



Assessment of the work-based project, presentation and Q&A session – 20%

Each project must demonstrate the following:

The application of knowledge and skills to meet the outcomes in the standard

The approach of planning and completion of the project

The application of behaviours from the standard

The completed project work will be submitted to the independent assessor

The Presentation

The presentation focuses on the outcomes of the Work Based Project. It will be given to a panel comprising the independent assessor, training provider and employer

The apprentice will deliver a 15-minute presentation which describes the objectives and outputs of their work-based project, and will demonstrate:

- What the apprentice set out to achieve
- What they have produced in the project
- How they approached the work and dealt with any issues
- Confirm the demonstration of appropriate interpersonal and behavioural skills

Question and Answer session

The apprentice will provide responses to a series of competency-based questions put to them by the panel members

The questions will require the apprentice to draw on their experiences throughout their apprenticeship but will also focus on the findings/recommendations made within their Work Based Project activity



On programme learning

Minimum 18 months



Gateway

Requirement for Gateway
Level 2 Maths & English



Planning meeting

With the apprentice, training provider,
employer and End Point Assessor



Structured competency based interview

Portfolio of Evidence

Assessment of work-based projects and
assessments



Professional discussion

Discussion between apprentice and
End Point Assessor - 1 hour



Grading and determination

Grading Fail/Pass/Distinction

ESFA certification



Knowledge test

Scenarios and short answers

Work-base reports

Completion of work-based project,
presentation and Q&A



Forward Together

Progression Opportunities

- ✓ Qualifications and further study up to post graduate level including progression to the Chartered Manager Level 6, Degree apprenticeship and the Senior Leader Masters Level 7 Degree apprenticeship
- ✓ Further career progression through work experience
- ✓ On completion apprentices may choose to register as Associate/Chartered members with the Chartered Management Institute and /or the Institute of Leadership and Management to support their professional career development and progression.