

Personal Effectiveness - managing self		
Component	Knowledge	Skills
Self-awareness	Understand own impact and emotional intelligence. Understand different learning and behavioural styles.	Able to reflect on own performance, working style and its impact on others.
Management of Self	Understand time management tools and techniques and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.	Able to create an personal development plan, and use time management and prioritisation techniques.
Decision Making	Understand problem solving and decision making techniques including data analysis. Understand organisational values and ethics and their impact on decision making.	Able to undertake critical analysis and evaluation to support decision making. Use of effective problem solving techniques.

Behaviours - developed and exhibited in the workplace	
Behaviour	What is required
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing a difficult situation. 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.

Programme Structure

The programme is delivered through a mix of learning mediums which include:

- One to one Assessments and Reviews
- Group Induction
- On-line Assessments
- Workshops (half-day x 18 or full day x 10)
- Action Learning Sets/Group Tutorials
- e-coaching
- e-learning
- Making a Difference Project
- Mock Assessments
- End Point Assessments

Learner Journey

Please refer to the bespoke Learner Journey for your cohort/organisation for specific details and time-line.

Duration

Typically this Apprenticeship will be delivered over a 18 to 24 month period.

Bespoke Programme

This Apprenticeship can be delivered to an internal cohort of Managers (ideally a minimum of 10) at your organisation. This will allow us to customise the content of the programme to reflect current processes and procedures, personal development plans and the Making a Different Project. Existing organisational competency frameworks and values can also be weaved into the fabric of the programme.

Open Programme

Should you have one or two individual Managers who require this development we can offer an opportunity for them to join an open cohort from different organisations. Whilst we can only customise the personal development and Making a Difference components, individuals will benefit from learning from each other and discovering how different organisations implement best practice.

Apprenticeship Outcomes

Candidates completing this programme will be able to achieve:

- Operations/Departmental (Level 5) Apprenticeship Qualification.
- A range of management and leadership skills applied and refined in a real working environment.
- Increased ability to lead, motivate, manage teams and influence others to achieve high performance and results.
- Heightened ability and confidence to provide practical inspirational leadership and operational management.

Leadership & Management Apprenticeships Operations/Departmental Manager Standard (Level 5)



An Operations/Departmental Manager is someone who manages teams and/or projects, and achieves operational or departmental objectives, as part of the organisations strategy. They are accountable to a more senior manager or business owner. Working in the private, public and third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the role.

Some of the roles or occupations that this qualification will support are: Operations Manager, Departmental Manager, Regional Manager, Divisional or Site Manager, General Manager or specialist managers. Key responsibilities may include creating and delivering operational plans, managing projects, leading and managing teams, managing change and financial and resource management, talent management, coaching and mentoring.

Benefits of Qualification

On completion of this 18 to 24 month programme, apprentices will be able to demonstrate a range of leadership and management skills that will allow them to create and deliver operational plans, manage change and/or improvement projects, lead and manage teams through change whilst managing finances and resources, develop and manage their people through coaching and mentoring. The apprenticeship standards 'knowledge, skills and behaviours' are developed over the course of the programme through a combination of workshops, one to one coaching sessions, action plans and a making a difference business project. Learning activities and coaching sessions are aligned to support the apprentice to learn, practice and prepare for the End Point Assessment.

What's covered?

The Operational/Departmental Manager (Level 5) Apprenticeship combines three key areas:

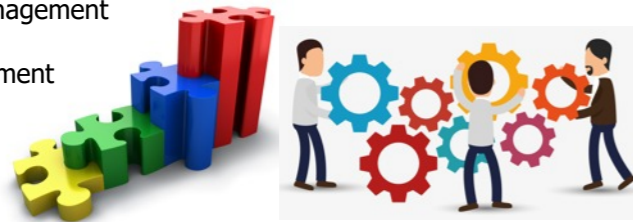
Interpersonal Excellence - managing people and developing relationships

- Leading People
- Managing People
- Building Relationships
- Communication



Organisational Performance - delivering results

- Operational Management
- Project Management
- Finance



Personal Effectiveness - managing self

- Awareness of Self
- Management of Self
- Decision Making



Knowledge, Skills and Behaviours

Interpersonal Excellence - managing people and developing relationships		
Component	Knowledge	Skills
Leading People	Understand different leadership styles, how to lead remote and 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.	Able to communicate organisation vision and goals and how these 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	Understand how to manage multiple teams and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop 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	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.	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. Use of specialist advice and support to deliver against plans.
Communication	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings using a range of media. Use of active listening and able to challenge and give constructive feedback.

Organisational Performance - delivering results		
Component	Knowledge	Skills
Operational Management	Understand operational management approaches and models, including creating plans and setting KPIs. Understand business development tools 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.	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 of KPIs, monitoring performance against plans. Producing reports, providing management information based on collation, analysis and interpretation of data.
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.	Plan, organise and manage resources to deliver required outcomes. Monitor progress and identify risk and mitigation. Able to use relevant project management tools.
Finance	Understand business finance: how to manage budgets and financial forecasting.	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach and recommendations accordingly.