



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 and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.	Able to communicate organisation strategy and team purpose, and adapt style to suit audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.
Managing People	Understand people and team management models, including team dynamics and motivation models. Understand HR systems and legal requirements and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback and recognising achievement and good behaviour.	Able to build a high performing team by supporting and developing individuals and motivating them to achieve. Able to set operational and personal objectives and monitor progress, providing clear guidance and feedback.
Building Relationships	Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.	Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts. Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams. Building relationships with customers and managing these effectively.
Communication	Understand different forms of communication and their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.	Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.
Organisational Performance - delivering results		
Component	Knowledge	Skills
Operational Management	Understand how organisational strategy is developed. Know how to implement operation/team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.	Able to communicate organisation strategy and deliver against operational plans, translating goals into deliverable actions for the team and monitoring outcomes. Able to adapt to change, identifying challenges and solutions. Ability to organise, prioritise and allocate work and effectively use resources. Able to collate and analyse data and create reports.
Project Management	Understand project life cycle and roles. Know how to deliver a project including, managing resources, identifying risks and issues, using relevant project management tools.	Able to organise, manage resources and risk and monitor progress to deliver against the project plan. Ability to use relevant project management tools and take corrective action to ensure successful project delivery.
Finance	Understand organisational governance and compliance, and how to deliver Value for Money. Know how to monitor budgets to ensure efficiencies and that costs do not over-run.	Applying organisational governance and compliance requirements to ensure effective budget controls.

Personal Effectiveness - managing self		
Component	Knowledge	Skills
Self-awareness	Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence.	Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.
Management of Self	Understand time management tools and techniques and how to prioritise activities and approaches to planning.	Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.
Decision Making	Understand problem solving and decision making techniques and how to analyse data to support decision making.	Use of effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.
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.	
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks views of others.	
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.	
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.