

Level 5 Apprenticeship Standard for Operations/Departmental Manager

An Operations/Departmental Manager is someone who manages teams and/or projects, and achieving operational or departmental goals and objectives, as part of the organisation's strategy. They are accountable to a more senior manager or business owner. Working in all sizes of organisation, specific responsibilities and job titles will vary, but the knowledge, skills and behaviours of managers will be the same. Ideal for professionals who manage teams or projects and are responsible for achieving operational or departmental goals and objectives as part of their organisation's strategy. Designed by leading industry experts and employers including Santander, SERCO, Balfour Beatty, and Virgin media the new look apprenticeships are designed to stretch and challenge individuals.

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

Delivery

- Typically, monthly mentoring support on a one-to-one basis
- Workshops
- English and maths sessions
- Enrichment

ILM Level 5 Diploma Units

Leading People, Managing People, Communication, Building Relationships, Operational Management, Project Management, Finance, Self-Awareness, Management of Self, Problem Solving and Decision making.

Duration - Designed in line with your organisational needs over 24 months

On completion learners will gain Professional status and the following qualifications;

- Institute of Leadership and Management Diploma level 5
- Member of the CMI (Chartered Manager if 3 years' experience) and/or the ILM
- Level 2 English and Maths
- Operations / Departmental Manager Apprenticeship Standard

Progression – Successful apprentices will be able to progress onto a degree level Apprenticeship.



Knowledge	What is required (through formal learning and applied according to business environment)
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 (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 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.

Skills	What is required (acquired and demonstrated through continuous professional development)
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/recommendations accordingly.
Decision Making	Understand problem solving and decision-making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.



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	What is required (developed and exhibited in the workplace)
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 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

End-Point Assessment			
Assessment Method	Area Assessed	Assessed By	Weighting
Knowledge Test using scenarios and questions	Knowledge of leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	30%
Structured competency-based interview	Knowledge and application of learning relating to of leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	20%
Assessment of portfolio of evidence	Application of knowledge and demonstration of skills and behaviours relating to leading people, managing people, building relationships, communication, operational management, project management, finance, self-awareness, management of self and decision making, taking responsibility, inclusivity, being agile, professionalism	Independent Assessment Organisation	20%
Assessment of Project, Presentation Q&A	The approach, implementation and outcomes of the work-based project, and how learning was applied.	Independent Assessment Organisation	20%
Professional Discussion	Evidence of CPD, training and personal development activities and how learning was applied to the role and workplace	Independent Assessment Organisation	10%

