



Level 5 Apprenticeship Standard – Operations / Departmental Manager

Duration of Apprenticeship:

The Operations / Departmental Manager apprenticeship will typically take 18 months to complete.

Entry Requirements:

Entry requirements will be determined by individual employers but typically potential apprentices will have a minimum of 5 GCSE's at Grades A-D (or 9-4 on the new grading system), or equivalent, including maths and English. Employers who recruit apprentices without the above levels of qualifications will have to ensure they achieve level 2 in maths and English as part of their apprenticeship.

Costs:

Costs will be dependent on several factors such as age of apprentice, size of employer etc. Incentives may be available for some employers. Please contact us for more information.

Delivery Location:

Range of delivery models to suit & will include a blend of tuition and work place visits, compilation of a portfolio of evidence and summative assessments. Please contact us for more information.

Introduction to programme:

An operations/departmental manager is someone who manages teams and/or projects, and achieving operational or departmental goals and objectives, as part of the delivery of the organisations strategy. They are accountable to a more senior manager or 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. Roles may include: Operations Manager, Regional Manager, Divisional Manager, Department Manager and specialist managers.

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.
Decision Making	Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.

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.
Interpersonal Excellence – managing people and developing relationships	
Operational Management 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	Making Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques.

BEHAVIOURS	What is required
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, 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, 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

Qualification

Level 5 ILM Qualification in Leadership & Management

End Point Assessment

The end point assessment will contain 5 components:

- Knowledge Test 30%
- Structured competency-based interview 20%
- Assessment of portfolio of evidence 20%
- Assessment of the Workbased Project followed by a presentation on Work based Project – with Q&A session 20%
- Professional discussion of CPD activity 10%

There will be 3 levels of achievement: Pass, Merit & Distinction

Progression

On completion, apprentices can register as full members with the Chartered Management Institute and/or the Institute of Leadership & Management, and those with 3 years' of management experience can apply for Chartered Manager status through the CMI.

How to apply

To apply for this course, complete a Myerscough College Application Form. You can either contact the Employer Services Team or download one from the website.

Please return the completed application form to;

Employer Services, Myerscough College, Bilborrow, Preston, PR3 0RY

Or email the completed electronic form to wbapplications@myerscough.ac.uk

Telephone: 01995 642255

Email: employerenquiries@myerscough.ac.uk Website: www.myerscough.ac.uk