



## Apprenticeship Standard: Operations/Departmental Manager Level 5

### Who is the programme for?

This programme is aimed at operations/departmental managers. Someone who manages teams and/or projects, and is responsible for operational or departmental goals and objectives, as part of the delivery of the organisations strategy. 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.

### Duration?

The Apprenticeship is designed to be delivered over 30-35 months.

### How is it delivered?

You will be assigned a tutor who will plan an individual learning programme with you. Your tutor is responsible for training and supporting you to ensure that you have the knowledge, skills and behaviours to be able to successfully undertake your End Point Assessment. You will have regular tutorials each month and you will use online learning resources to support your learning. We will collect evidence of the 'Off The Job' training you receive during your programme, which can include your online learning, completing activities and questions, work shadowing, mentoring and a range of other activities that can be undertaken whilst still being within your workplace and which should take place within your working hours. Your manager will be asked to support you with this before you start your programme.

### Entry requirements?

You should be aged 16 or over and be working or applying to work with a company where you will be in a role that enables you to have exposure to the responsibilities listed in the table over the page. There are no formal qualifications required, but you will need to have a minimum standard of level 1 English and maths in order to cope with the requirements of this programme. If you don't already have a level 2 English and/or maths qualification, we will train and support you to achieve this as part of your programme. Those with any level of prior education, including degrees, may wish to apply and we will check your eligibility and suitability. As much of this programme is delivered online, you should be comfortable using IT.

### Progression?

Depending on your circumstances, you may wish to progress to a degree level leadership and management qualification. 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.

### Cost?

Apprenticeship Levy paying customers (companies with a digital account) can use their Levy to cover the full cost of training and End Point Assessment. Companies who have already utilised their Levy will contribute 5% of the full value of the programme, the balance (95%) is contributed by the government. Please contact us to confirm the value.

### Contact us

Please contact us using the details below and we can provide you with further information and discuss how to apply.

## What will my programme cover?

We have summarised the requirements in each main subject area in the table below.

A full set of standards can be shared with you upon request.

Element	Knowledge	Skills
<b>Interpersonal excellence</b>		
<b>Leading people</b>	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.	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.
<b>Managing people</b>	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.	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.
<b>Building relationships</b>	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 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.
<b>Communication</b>	Understand interpersonal skills and different forms of communication 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 and present using a range of media. Use of active listening and able to challenge and give constructive feedback.
<b>Organisational performance - delivering results</b>		
<b>Operational Management</b>	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.	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.

<b>Project Management</b>	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 their mitigation. Able to use relevant project management tools.
<b>Finance</b>	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/recommendations accordingly.
<b>Personal effectiveness - managing self</b>		
<b>Awareness of self</b>	Understand own impact and emotional intelligence. Understand different learning and behaviour styles.	Able to reflect on own performance, working style and its impact on others.
<b>Management of self</b>	Understand time management techniques and tools and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.	Able to create a personal development plan. Use of time management and prioritisation techniques.
<b>Decision making</b>	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.

## Behaviour competencies

- **Taking 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.

## End Point Assessment

When you have completed your training period with TSP Learn, you will sign off your 'Gateway' with your tutor and line manager, which means you are ready to complete your End Point Assessment. The End Point Assessment in this apprenticeship consists of:

**A knowledge test using scenarios and questions** – contributes 30% of apprenticeship.

**A structured competency based interview** – contributes 20% of apprenticeship.

**Assessment of your portfolio of evidence** – contributes 20% of apprenticeship.

**Work based project presentation with questions and answers session** – contributes 20% of apprenticeship.

**Continuing professional development (CPD) log with professional discussion** – contributes 10% of apprenticeship.

A **pass, merit** or **distinction** grade is available for this apprenticeship programme.

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