

Operations / Departmental Manager

Apprenticeship Level 5

An effective manager is crucial to the success of any team or operation, so ensuring that you have someone who has the skills to lead and manage in the way you want is critical, even when you promote an existing member of staff.

An apprenticeship is a smart and cost-effective way of developing a new manager or upskilling an existing team member to take on the post. With the new apprenticeship standards, you can be confident that the training and assessment has been designed by employers to fit the nature of the role in practice.

By the end of this new apprenticeship training programme, your operations/departmental manager will be able to manage your team and the projects associated with the team. They will be able to take responsibility for planning, delivering and achieving departmental goals and objectives, in line with your organisation's strategy, and will know how to monitor and report progress against key performance indicators to senior management or the Board.

Key Areas of Study

The learner will cover essential knowledge, skills and behaviours on their programme. Full details of what will be covered are outlined below.

Quick Information:

New Apprenticeship Standard designed by employers for employers

Sector:

Applicable to all sectors and sizes of organisation

Who is it for?

New managers in post and existing managers who would benefit from leadership & management development

Start date:

Flexible to suit employers

Level:

Level 5

Duration:

Typically 24 to 30 months

How does it work?

Based in your workplace with three options for training delivery at College, in your workplace classroom or online, with tutor visits every 6-8 weeks

Content:

The programme can be tailored to your business

Assessment:

Knowledge test, competency based interview, assessment of portfolio, workbased project and professional discussion during and at the end of the programme

Qualification:

Operations/Departmental Manager Apprenticeship and Level 5 ILM Diploma for Leaders and Managers

Additional qualifications: 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.



Knowledge – What is required?

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 (eg 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.

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.

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.

Skills – What is required?

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.

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.

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.

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.

Training, Tutoring and Assessment

The whole programme takes typically 24 months to complete, at which point your learner can start their final assessment, by agreement with you and the College. The pace at which the learner progresses will be driven by you and the learner. We will work closely with you to plan and deliver appropriate support and training. Your learner will mainly learn on the job, but training and one-to-one tutoring are a key part of the new apprenticeship standards, not just assessment, with more time on tutoring as part of the off-the-job training.

We will carry out joint reviews with you at regular intervals in order to assess progress. You can use your normal performance management processes to monitor the progress of the learner, provide feedback and guide development. Your learner will be expected to keep a portfolio to track their learning and development throughout the apprenticeship.

During the last six months of the apprenticeship, the learner will complete a work-based project. This assignment will bring together elements of learning from different parts of the programme and show accumulated knowledge and understanding of management and how to apply that in your organisation. You will agree with the learner the topic of the project, which should be of benefit to your organisation.

The Level 5 ILM Diploma for Leaders and Managers is the main qualification of the programme as it is a combined qualification where both Knowledge and Skills outcomes are core components. It also facilitates the development of a portfolio of evidence which is a requirement of the final assessment. Registration with a relevant professional body (ILM) to provide access to management resources, wider networks, and Continuing Professional Development (CPD) activities is also advisable.

End Point Assessment

In conjunction with the College, you will be asked to formally sign-off that the learner has met the minimum requirements for knowledge, skills and behaviours within the apprenticeship standard and confirm they are ready to move on to the end assessment, which will be measured as follows:

Knowledge Test – The knowledge requirements within the Standard will be tested using a structured series of multiple choice questions to ensure all aspects are given coverage.

Competency-Based Interview – The independent assessor will test both knowledge and application of learning.

Assessment of Portfolio – The evidence contained in the portfolio will comprise of complete and/or discrete pieces of work that cover the totality of the Operations/ Departmental Apprenticeship Standard.

Assessment of Workbased Project (including a presentation) – The workbased project completed by the apprentice during the last 6 months of the apprenticeship will be assessed, including a presentation on the work that has been completed and the findings.

Professional Discussion – This discussion is focused on CPD. The apprentice will provide evidence of any additional learning/CPD undertaken during the apprenticeship and reflect on the outcomes.

For more information on the assessment for Operations/Departmental Manager Apprenticeship please see the full assessment plan in the Apprenticeship Standard documentation. We will arrange the End Point Assessment.

Apprenticeship Entry Requirements

The entry requirements for this apprenticeship will be decided by you as the employer, but may typically be five GCSEs at Grade C or higher. Learners without Level 2 English and Maths will need to achieve this level prior to taking the final assessment. If English and Maths tuition is required, we will provide this.

Future/Other Opportunities

- Chartered Manager Degree Apprenticeship

More Information

To find out more about the opportunities and financing of apprenticeships and to discuss your particular requirements, please email employer@sheffcol.ac.uk or call **0114 260 2600** to speak to one of our friendly employer advisors.

Why choose The Sheffield College?

As one of the region's largest providers of apprenticeships, The Sheffield College is more than just your local provider; we deliver the dedicated support you need to train and get the best out of your member of staff.

We help you get the smartest deal by finding the right funding and we handle the paperwork to make the process of arranging an apprenticeship training programme as smooth as possible. Our employer partnership team, apprenticeship tutors and assessment staff are experts, and we invest time and money in training and upskilling them regularly so their knowledge is up-to-date and industry standard. At The Sheffield College we go above and beyond; we know that every business is different and we help to develop apprentices who will meet the needs of your business.

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