



OPERATIONS/DEPARTMENTAL MANAGER

Level 5

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.

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OPERATIONS/DEPARTMENTAL MANAGERS MUST KNOW AND UNDERSTAND

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.

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.

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.

OPERATIONS/DEPARTMENTAL MANAGERS DEMONSTRATE THE FOLLOWING SKILLS

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.

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.

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.

OPERATIONS/DEPARTMENTAL MANAGERS DEMONSTRATE THE FOLLOWING BEHAVIOURS:

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.

DURATION

Typical duration is 24 months for new entrants.

ENTRY REQUIREMENTS

Employers will set their own criteria, but typically an entrant to this apprenticeship will already have achieved a minimum of Level 2 in English and Maths.

ENGLISH AND MATHS

During each session with their tutor Apprentices without level 2 English and Maths will work towards achieving this. Level 2 English and Maths is required prior to taking the end-point assessment for this Apprenticeship.

FUNCTIONAL SKILLS (FS)

These will be completed taking in to account prior attainment and in conjunction with the initial assessments and diagnostics achieved through SkillsBuilder. Tutors will identify suitable opportunities to embed FS throughout the duration of the programme. Additional support should be arranged where a need or requirement is identified.

GATEWAY

Prior to undertaking the End-Point Assessment:

- the Apprentice must have completed training ensuring they can consistently demonstrate competence against all elements of the Apprenticeship standard
- Apprentices without English and Maths at level 2 must achieve this level
- an appropriate workplace project for the end-point assessment must be agreed for the Apprentice, based on their current job role
- Apprentices must have examples of work that they can use for reference in the professional dialogue and interview covering the knowledge, skills and behaviours being assessed by this assessment method
- The employer will judge whether the Apprentice is ready for the end-point assessment; they may wish to take advice from the training provider

END-POINT ASSESSMENT

To achieve final certification, the Apprentice must have an appropriate place, with internet access, to undertake the EPA.

The End-Point Assessment (EPA) consists of four distinct components:

- Knowledge test
- Competency based interview
- Portfolio of evidence
- Professional discussion

A minimum of a 'pass' in each component is required.

GRADE BOUNDARIES

	Maximum available score	Minimum score to pass
Knowledge Test using scenarios and questions	30	15
Structured competency based interview	20	10
Assessment of Portfolio of Evidence	20	10
Work based project, presentation and Q&A session	20	10
CPD Log / Professional Discussion	10	5

Overall Grade

Distinction	70+
Merit	60-69
Pass	50-59
Fail	0-49

EXPECTATIONS

Student

- Preparation and planning
- Mandatory attendance for sessions
- Completion of tasks in agreed timeframe
- 20% off-the-job
- Functional Skills (where needed)
- Taking responsibility for own development
- Communicate support needs
- Coordinate development checks
- Create a learning record

Manager

- Facilitate time for learning
- Monthly 1-2-1 reviews with students to discuss progress, provide feedback and guide development
- Create and provide opportunities for student to participate in relevant work place tasks
- Keep an open communication lines with the student and employer
- Provide learning opportunities
- 20% off-the-job

Tutor

- Teaching
- Monitor progress
- Coach
- Feedback
- Online support
- Marking and assessment
- Preparation for final assessment
- Communicate with student and employer

20% OFF-THE-JOB TRAINING

Each Apprenticeship Standard requires the Apprentice to undertake a minimum of 20% of learning off-the-job.

This can include training that is delivered at the normal place of work, within normal working hours, but must not be delivered as part of normal working duties.

There are numerous activities which count towards this training, for example, listening to Podcasts, self-study, completing assignments and observing senior colleagues.



Introduction to Programme: Meet the team and explain your learning journey. Eligibility checks and initial assessments will be undertaken. You will be introduced to learning methods of the programme. *Delivery Mode: Pre-work, Online learning, Review*



Awareness of Self: Understand own impact and emotional intelligence. Understand different and learning and behaviour styles. Able to reflect on own performance, working style and its impact on others. *Delivery Mode: Pre-work, Online learning, Review*



Management of Self: Apply time management techniques and tools, 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. *Delivery Mode: Pre-work, Online learning, Review*



Leading People: Recognise different leadership styles, how to lead multiple and remote teams and manage team leaders. Recognise how to motivate and improve performance, supporting people using coaching and mentoring approaches. Support organisational cultures and diversity and their impact on leading and managing change and delegate effectively. *Delivery Mode: Pre-work, Online learning, Review*



Operational Management: Contribute to 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. *Delivery Mode: Pre-work, Online learning, Review*



Problem Solving: Use recognised problem solving methods and techniques, assess the impact of company ethics and values on decision making. Problem based scenarios and create resources that link to supporting project work. *Delivery Mode: Pre-work, Online learning, Review*



Managing People: Identify skills gaps, appraisal process, use of talent management models, performance management techniques, management of remote teams. Analyse information on team performance, undertake appraisals, develop and monitor performance. *Delivery Mode: Pre-work, Online learning, Review*



Project Management: Recognise how to set up and manage a project using relevant tools, techniques and explain process management. Implement approaches to risk management. Plan, organise and manage resources to deliver required outcomes. Monitor progress and identify risk and mitigation. Able to use relevant project management tools. *Delivery Mode: Pre-work, Online learning, Review*



Finance: Assess the importance of financial management practices, governance and compliance, setting budget, budget control measures and reporting. Set budgets, securing stakeholder support, monitor costs, causing of variation, budget revision and producing reports. *Delivery Mode: Pre-work, Online learning, Review*



Communication: Evaluate interpersonal skills contribute to effective working relationships, communication techniques, evaluate the effectiveness of communication within a team. Use a range of communication methods effectively, chair meetings and present information, adapting communication styles, use of active listening techniques. *Delivery Mode: Pre-work, Online learning, Review*



Building Relationships: Identify skills to manage business relationships, benefits to stakeholders, collaborative working, analyse conflict management approaches. Create a climate of trust, prepare for negotiation, cost/benefit, produce agreements and conflict resolution techniques. *Delivery Mode: Pre-work, Online learning, Review*



Gateway Review: Review of learning and development of knowledge, skills and behaviours within the standards and preparation for End Point Assessment. *Delivery Mode: Pre-work, Online learning, Gateway Review, review*



End Point Assessment: Completed by End Point Assessment Organisation (EPAO) selected by Employer. Please see EPAO Assessment Plan Guidance and EPA Assessment Plan for detailed guidance on assessment activities. *Delivery Mode: Knowledge test, Project & Presentation, Professional discussion and interview*