

OPERATIONS/DEPARTMENTAL MANAGER APPRENTICESHIP STANDARD

Standard Code ST0385
Course Level 5
Work Based
Funding Level £7000
Duration 27mths including EPA

Course Description

An Operations/Departmental Manager is someone who manages teams and/or projects to achieve operational or departmental goals and objectives, as part of the delivery of the organisation's strategy. They are accountable to senior managers or business owners. Working in the private, public or third sector and in all sizes of organisations.

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.

Off the Job Training

A key requirement of an Apprenticeship is Off-the-job training. This must make up an average of 6 hours per week of the apprentice's working hours, over the total duration of the apprentice's planned training period. Off-the-job training must be directly relevant to the apprenticeship standard and must take place within the apprentice's normal working hours. The new learning must be documented and reflected on through the Learner Journal on their e-portfolio.

Entry Requirements

The Apprentice will need to be in a relevant role and show a willingness to undertake the knowledge, skills and behaviours required. They will also need to have Level 2 Maths and English (GCSE at Grade 4/C or above or equivalent) or be prepared to attend a block study period for Maths and English if this is required.

Apprentices may be required to attend an interview and undertake relevant skills assessments.

Once they have been accepted on to the programme all apprentices will be required to attend a Lincoln College Induction. Apprentices will require access to a tablet/computer to access their e-portfolio.

Knowledge, Skills and Behaviours

KNOWLEDGE

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.

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.

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.

Assessment

Assessment is done through a combination of practical tasks, written assignments, oral discussions and online tests throughout the programme.

- One to one support from a dedicated, professional assessor/instructor allocated to the learner for the duration of the programme.
- Work based assignments and projects to be completed in an e-portfolio.
- Case studies and in College course days as and when required for each learner
- Job shadowing and mentoring, cross training in other departments.
- Employer led in-house training.
- Independent learning and research as directed by the assessor, relevant to the area of study.
- Review of progress every 4-10 weeks with the Apprentice, Manager and Assessor, evaluating and contributing to what has been learnt and what the next steps to take are.

End Point Assessment

There will be an End Point Assessment (EPA) as the final stage of an Apprenticeship. The Apprentice must demonstrate their learning to an independent end point assessor and the overall grade available is distinction, pass or fail.

Knowledge Test

A series of different scenarios and situations will be used, with a series of questions requiring responses which will demonstrate the apprentice's knowledge of that particular topic. The multiple-choice knowledge test will be available online or paper-based.

Structured Competency Based Interview

The knowledge requirements within the Standard will be tested using a structured series of questions to assess the apprentice's knowledge.

Portfolio of Evidence

A completed portfolio will clearly demonstrate knowledge and understanding of real work environments, behaviours needed around team work and a collection of online evidence.

This may include:

- Written Statements
- Project Plans
- Reports
- Observations
- Professional Discussions
- Presentations
- Performance Reviews
- Feedback

Work-based Project

The work-based project provides a substantive evidence base from a business-related project to demonstrate the application of skills and knowledge. Each project must enable the following to be demonstrated:

- The applications of knowledge and skills
- The approach to planning and completion of the project
- The application of behaviours

Presentation

The apprentice will deliver a 15-minute presentation which describes the objectives and outputs of their work-based project, and will demonstrate:

- What the apprentice set out to achieve
- What they have produced in the project
- How they approached the work and dealt with any issues
- Confirm the demonstration of appropriate interpersonal and behavioural skills

Question and answer Session

The apprentice will provide responses to a series of competency-based questions put to them by the panel members. The questions will require the apprentice to draw on their experiences throughout their apprenticeship but will also focus on the findings/recommendations made within their work-based project activity.

Professional discussion relating to continuing professional development

The apprentice will provide evidence of any additional learning/CPD undertaken during the apprenticeship, which will include:

- Activity undertaken during the level 5 Diploma or learning activity
- Details of any formal or informal learning undertaken
- Details of any professional discussions undertaken or support provided through professional bodies.

Progression

Successful learners can progress to a Chartered Manager Degree Apprenticeship Level 6

Fees

As an Apprentice, you will pay no course fees. However, your employer may have to pay towards your training as well as providing you with a wage. All Apprentices are entitled to the national minimum apprentice wage within their first year of training from their employer, although they can, and often do, pay more. In the second and subsequent years of an Apprenticeship programme, if you are aged 19 or over, the national minimum wage for your age would apply [<https://www.gov.uk/national-minimum-wage-rates>]

If you are an employer and want to find out more information regarding employer contributions and any further costs related to the Apprenticeship programme, please contact our dedicated Apprenticeship team at employers@lincolncollege.ac.uk

Business Benefits

Employers have designed the Apprenticeship Standards to meet the needs of the sector and industry. Ensuring they include:

- Relevant Knowledge, skills and behaviours ensure that the Standard is relevant to the occupation.
- Widening participation Apprenticeship standards provide opportunities to employees that may not previously have been available.
- Development tools A cost effective way to train your employees to undertake specific roles in your business.
- Return on Investment On average, an apprentice who has completed their course will increase business productivity by £214 per week (CEBR, 2015).