

# OPERATIONS OR DEPARTMENTAL MANAGER

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.

 Level 5

 2 1/2 years



## Entry requirements

The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grade C or higher.

## Qualifications

Apprentices without level 2 English and Maths will need to achieve this level prior to taking the endpoint assessment.

## 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.

## What apprentices will learn

### Skills

#### 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

##### 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

Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques

## What apprentices will learn

### Knowledge

#### Organisational Performance – delivering results

<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.
<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.
<b>Finance</b>	Understand business finance: how to manage budgets, and financial forecasting.

#### Interpersonal Excellence – managing people and developing relationships

<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.
<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.
<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.
<b>Communication</b>	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

<b>Self -Awareness</b>	Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.
<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.
<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.

## What apprentices will learn

### Behaviours

<b>Takes responsibility</b>	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.
<b>Inclusive</b>	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.
<b>Agile</b>	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.
<b>Professionalism</b>	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values

## End point assessment

The End Point Assessment (EPA) can only be triggered after 12 months of starting the apprenticeship and is dependent on when the employer and training provider decide the apprentice is ready. EPA is typically expected to conclude within 3 months. The employer has the final decision to progress the apprentice to EPA. The apprentice and training provider should feel confident the learning outcomes have been achieved.

The EPA consists of three elements, all of which may be completed online. All assessment methods need to be passed. Each assessment method should directly assess the knowledge, skills and behaviours of the Standard. The assessor has the final decision.



### Knowledge Test

The apprentice undertakes a multi-choice test to last a maximum of 60 minutes and include 50 equally weighted multi-choice questions with four possible answers each. The assessment should typically be passed before the apprentice progresses to the interview and presentation. The test is to be completed online and requires invigilating.



### Project Presentation:

The apprentice delivers a presentation to the EPAO on a project they have completed or a process they have improved. The presentation lasts 10-15 minutes, with a further 10-15 minutes for a Q&A session. The presentation is out of 100. The project is completed from month 9 of the apprenticeship and should be completed prior to EPA being triggered. The project is submitted to the EPAO and they provide a question to answer in the presentation, for example:

- >> How have you improved a process or operating practice?
- >> What were the steps you took to implement the project?
- >> What worked well and how would you improve the results in future?



### Portfolio-based Interview

The interview is for 30-45 minutes and scored out of 100 by the Independent Endpoint Assessment Organisation. The interview assesses:

- >> Understanding of the portfolio to validate competence shown
- >> Self-reflection of performance, demonstrating knowledge and how appropriate skills and behaviours have been applied
- >> Judgement and understanding to explain appropriate examples.