



Operations/Departmental Manager Level 5 Apprenticeship

98% Overall
Retention Rate

Over 3,000
Qualifications a Year

Progression
Opportunities

GP Strategies, Your Management Apprenticeship Partner

GP Strategies Training Limited is one of the UK's leading specialist providers of leadership and management apprenticeships – last year, we qualified over 3,000 management apprentices. Combined with our expertise in the development of apprenticeship standards, this makes us the first choice for training providers and employers who are looking to engage with reformed apprenticeships.

With our expert team of Skills Coaches, we are ideally placed to offer End Point Assessment. No organisation is better qualified to provide you with the end-to-end services required to deliver world-class apprenticeships in leadership and management.

New Management Apprenticeship Standards

Currently there are two types of apprenticeships in England – 'frameworks' and 'standards'. Framework apprenticeships are being phased out and replaced with employer-designed Apprenticeship Standards, which are sometimes referred to as 'Trailblazers'. The Operations/ Departmental Manager Apprenticeship is one of these new Trailblazer standards and has been designed by a group of employers, including Serco, Co-Op and the BBC.



Operations/Departmental Manager Apprenticeship

Who is it for?

The Operations/Departmental Manager apprenticeship is suitable for someone who manages teams or projects and is responsible for achieving operational or departmental goals and objectives as part of their 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

Occupations may include:

- Operations manager
- Regional manager
- Divisional manager
- Department manager
- Specialist manager



Delivery

There are three key stages to the delivery of the apprenticeship:

- On Programme
- Gateway
- End Point Assessment

On Programme

This is the substantive part of the apprenticeship and includes both on-the job and off-the-job training and assessment.

Throughout this stage, the apprentice will develop the skills, knowledge and behaviours. While it is not mandatory to deliver a qualification as part of the apprenticeship, it is recommended that you do so. The employer group which designed the Standard recommends a Level 5 Management qualification equating to a minimum of 50 credits or 512 hours total qualification time.

One of the key features of the Management Apprenticeship standard is flexibility. Providers and employers now have more

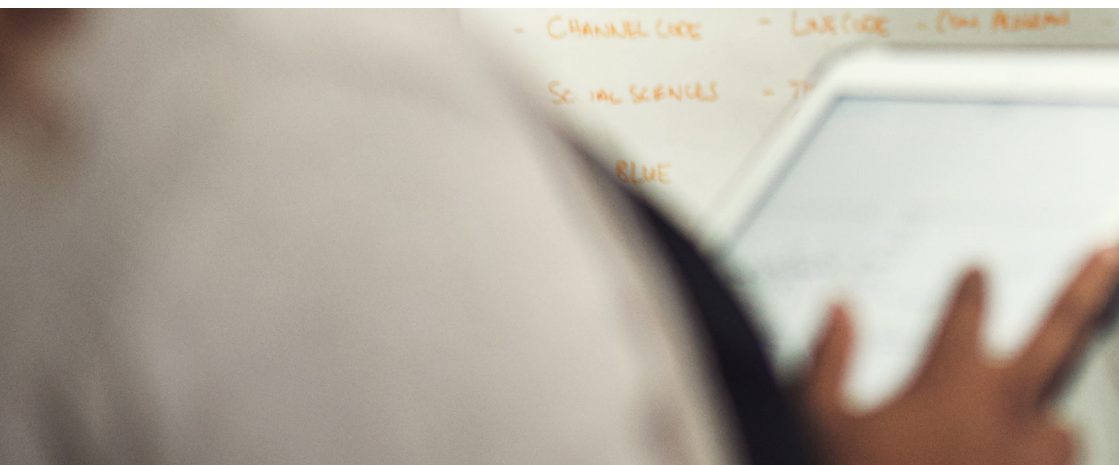
choice in how they deliver the On Programme component of the apprenticeship. A blend of qualifications, resources and employer/provider-designed support materials can be used to deliver bespoke apprenticeship programmes that meet.

Off the Job Training

We offer blended solutions that are tailored to the learner and the organisation.

On the Job Training

Whilst carrying out their day-to-day role, apprentices will be observed by their Skills Coach who will offer support and guidance to enhance their knowledge.







Gateway

The Gateway is the opportunity for the provider and employer to sit down and agree whether or not the apprentice is ready to take their end point assessment. The structure for the Gateway Assessment is not defined within the Assessment Plan, so it's important that you agree how this will look. We advise that you do this at the start of the apprenticeship, so that you have clearly defined measures on how to determine readiness.

Things you should consider are:

- Has the apprentice been on programme for a minimum of 12 months?
- Has the apprentice completed their Level 2 English and Maths qualifications?
- Has the apprentice been assessed against all of the knowledge, skills and behaviours?
- Has the apprentice had the opportunity to take mock tests, practice interviews?



End Point Assessment

The End Point Assessment (EPA) for the Operations/Departmental Manager Apprenticeship is made up of four components:

- Knowledge Test using scenarios and questions
- Structured competency based interview
- Assessment of portfolio of evidence
- Assessment of and presentation on work-based project
- Professional discussion relating to CPD activity

The EPA can only be carried out by an independent Apprentice Assessment Organisation (AAO). Organisations that wish to be an AAO need to apply to the Education and Skills Funding Agency to carry out the role. They must apply separately for each apprenticeship standard they wish to assess. The AAO cannot be the Provider or the employer, and cannot have been directly involved in the delivery of the apprenticeship.

Each AAO will develop their own assessment materials and guidance, however they must assess the standard in accordance with the guidance set out in the Assessment Plan. The following table, taken from the Assessment Plan, describes each of the assessment components in more detail. It also provides guidance on how grading will be applied to the assessment.

Assessment

Assessment Method	Area Assessed	Weighting	
Knowledge Test using Scenarios and Questions	Knowledge of leading people, managing people, building relationships, communication, operational management, project management, finance.	30%	
Structured Competency Based Interview	Knowledge and application of learning relating to leading people, managing people, building relationships, communication, operational management, project management, finance.	20%	
Assessment of Portfolio of Evidence	Application of knowledge and demonstration of skills and behaviours relating to leading people, managing people, building relationships, communication, operational management, project management, finance, self-awareness, management of self and decision making, taking responsibility, inclusivity, being agile, professionalism.	20%	
Assessment of and Presentation of the Workbased Project – with Q&A Session	The approach, implementation and outcomes of the work based project, and how learning was applied.	20%	
Professional Discussion Relating to CPD Activity	Evidence of CPD, training and personal development activities and how learning was applied to the role. and workplace.	10%	
Assessment Method	Weighting	Maximum Mark	Minimum Mark*
Knowledge Test	30%	30	15
Structured Competency Based Interview	20%	20	10
Submission of Portfolio	20%	20	10
Work-based Project, Presentation and Q&A Session	20%	20	10
Professional Discussion of CPD Activity	10%	10	5

*Apprentices will need to achieve at least 50% within each part of the End Point Assessment to be able to pass the apprenticeship. The marks, which already include the weighting for each component, will then be combined to give the final grading:

Assessment

Grade	Total Mark
Distinction	70+
Merit	60+
Pass	50+
Fail	Less than 50





Funding

Employers who pay the Apprenticeship Levy can use their funds to pay for apprenticeship training while a range of funding options is available to non-levy organisations. There are also a number of incentives

available for the recruitment of 16-18 year old apprentices and small businesses, as well as incentives for completion of the apprenticeship.

Apprenticeship Standard

Occupation

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 are likely to include creating and delivering operational plans, managing

projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring. Roles/occupations may include:

Operations Manager, Regional Manager, Divisional Manager, Department Manager and specialist managers.

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.



Knowledge, Skills and Behaviours

Knowledge		What is required (through formal learning and applied according to business environment)
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.

Apprenticeship Standard

Knowledge	What is required (through formal learning and applied according to business environment)
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.
Operational Management	<p>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.</p> <p>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.</p>
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.

Apprenticeship Standard

Knowledge	What is required (through formal learning and applied according to business environment)
Finance	Understand business finance: how to manage budgets, and financial forecasting.
Personal effectiveness – managing self	
Awareness of Self	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	What is required (acquired and demonstrated through continuous professional development)
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.

Apprenticeship Standard

Skills	What is required (acquired and demonstrated through continuous professional development)
Interpersonal excellence – managing people and developing relationships	
Leading People	Able to reflect on own performance, seek feedback, understand why things happen and make timely changes by applying learning from feedback received.
Managing People	Able to create an effective personal development plan and use time management techniques to manage workload and pressure.
Building Relationships	Use of effective problem solving techniques to make decisions relating to delivery. Using information from the team and others. Able to escalate issues when required.
Communication	Use of effective problem solving techniques to make decisions relating to delivery. Using information from the team and others. Able to escalate issues when required.
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.

Apprenticeship Standard

Behaviours	What is required (developed and exhibited in the workplace)
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

Typically this apprenticeship will take 2½ years.

Qualifications

Apprentices without Level 2 English and Maths will need to achieve this level prior to taking the End Point Assessment.

Progression

On completion, apprentices may choose to register as Associate members with the Institute of Leadership & Management and/or the Chartered Management Institute, to support their professional career development and progression.

Level

This is a Level 5 apprenticeship.

Review Date

This standard should be reviewed within three years of its approval.

Find Out More

Visit our website for more information about our apprenticeship programmes: www.gpstl-apprenticeships.co.uk

Still Confused?

Contact our expert team today for more information on this apprenticeship.

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