

OPERATIONS OR DEPARTMENTAL MANAGER LEVEL 5 (ST0385/AP04)

OVERVIEW

Operations or Departmental Managers are found in all types of organisations. 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.

The Operations or Departmental Manager Level 5 Apprenticeship Standard enables apprentices to: input into strategic planning and create plans in line with organisational objectives, set up and manage a project using relevant tools and techniques, manage budgets and financial forecasting, communicate effectively, and develop, build and motivate teams.

ROLE

An operations/departmental manager is someone who manages teams and/or projects, and achieves operational or departmental goals and objectives, as part of the delivery of the organisations strategy.

In carrying out their role, 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

DURATION

The apprenticeship will typically take 30 months to complete.

ENTRY REQUIREMENTS

Individual employers will set the selection criteria for the applicant.

ON-PROGRAMME LEARNING

Apprentices will be taught by a training provider the knowledge, skills and behaviours (KSB's) required to operate as Operations or Departmental Managers. The apprentice should collate evidence throughout the duration of their apprenticeship in the form of a portfolio of evidence.

END-POINT ASSESSMENT GATEWAY (MANDATORY)

Prior to the End-Point Assessment:

- Level 2 qualifications in English and Mathematics.
- Completion of a portfolio of evidence, typically containing 20 discrete pieces of evidence that is assessed by the professional discussion

Apprentices will be eligible to be put forward for the end-point assessment after a minimum of 12 months and must have completed a minimum of 20% off the job training.

THE KNOWLEDGE, SKILLS AND BEHAVIOURS THAT WILL BE ASSESSED AS PART OF THE END POINT ASSESSMENT (EPA)

Operations or Departmental Managers will have Knowledge of:

K1 Operational Management

K1.1 Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs.

K1.2 Understand business development tools (e.g. SWOT), and approaches to continuous improvement.

K1.3 Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance.

K1.4 Knowledge of management systems, processes and contingency planning.

K1.5 Understand how to initiate and manage change by identifying barriers and know how to overcome them.

K1.6 Understand data security and management, and the effective use of technology in an organisation.

K2 Project Management:

K2.1 Know how to set up and manage a project using relevant tools and techniques and understand process management.

K2.2 Understand approaches to risk management

K3 Finance:

K3.1 Understand business finance: how to manage budgets, and financial forecasting

K4 Leading People:

K4.1 Understand different leadership styles, how to lead multiple and remote teams and manage team leaders.

K4.2 Know how to motivate and improve performance, supporting people using coaching and mentoring approaches.

K4.3 Understand organisational cultures and diversity and their impact on leading and managing change.

K4.4 Know how to delegate effectively

K5 Managing People:

K5.1 Know how to manage multiple teams and develop high performing teams.

K5.2 Understand performance management techniques, talent management models and how to recruit and develop people.

K6 Building Relationships:

K6.1 Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.

K6.2 Knowledge of collaborative working techniques to enable delivery through others and how to share best practice.

K6.3 Know how to manage conflict at all levels

K7 Communication:

K7.1 Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately

K8 Self-Awareness:

K8.1 Understand own impact and emotional intelligence.

K8.2 Understand different learning and behaviour styles

K9 Management of Self:

K9.1 Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.

K10 Decision Making:

K10.1 Understand problem solving and decision making techniques, including data analysis.

K10.2 Understand organisational values and ethics and their impact on decision making.

Operations or Departmental Managers have the following Skills within the context of their own organisation:

S1 Operational Management:

S1.1 Able to input into strategic planning and create plans in line with organisational objectives.

S1.2 Support, manage and communicate change by identifying barriers and overcoming them.

S1.3 Demonstrate commercial awareness, and able to identify and shape new opportunities

S1.4 Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans.

S1.5 Producing reports, providing management information based on the collation, analysis and interpretation of data

S2 Project Management:

S2.1 Plan, organise and manage resources to deliver required outcomes.

S2.2 Monitor progress and identify risk and their mitigation

S2.3 Able to use relevant project management tools

S3 Finance:

S3.1 Able to monitor budgets and provide reports and consider financial implications of decisions and adjust approach/recommendations accordingly

S4 Leading People:

S4.1 Able to communicate organisational vision and goals and how these to apply to teams.

S4.2 Support development through coaching and mentoring and enable and support high performance working.

S4.3 Able to support the management of change within the organisation

S5 Managing People:

S5.1 Able to manage talent and performance.

S5.2 Develop, build and motivate teams by identifying their strengths and enabling development within the workplace.

S5.3 Able to delegate and enable delivery through others.

S6 Building Relationships:

S6.1 Able to build trust and use effective negotiation and influencing skills and manage conflict.

S6.2 Able to identify and share good practice and work collaboratively with others both inside and outside of the organisation.

S6.3 Use of specialist advice and support to deliver against plans

S7 Communication:

S7.1 Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style

S7.2 Able to chair meetings and present using a range of media.

S7.3 Use of active listening, and able to challenge and give constructive feedback

S8 Self-Awareness:

S8.1 Able to reflect on own performance, working style and its impact on others

S9 Management of Self:

S9.1 Able to create a personal development plan

S9.2 Use of time management and prioritisation techniques

S10 Decision Making:

S10.1 Able to undertake critical analysis and evaluation to support decision making

S10.2 Use of effective problem solving techniques.

Operations or Departmental Managers demonstrate the following Behaviours:**B1 Takes responsibility:**

B1.1 Drive to achieve in all aspects of work.

B1.2 Demonstrates resilience and accountability.

B1.3 Determination when managing difficult situations.

B1.4 Seeks new opportunities

B2 Inclusive:

B2.1 Open, approachable, authentic, and able to build trust with others

B2.2 Seeks the views of others and values diversity

B3 Agile:

B3.1 Flexible to the needs of the organisation.

B3.2 Is creative, innovative and enterprising when seeking solutions to business needs.

B3.3 Positive and adaptable, responding well to feedback and need for change.

B3.4 Open to new ways of working

B4 Professionalism:

B4.1 Sets an example, and is fair, consistent and impartial.

B4.2 Open and honest.

B4.3 Operates within organisational values.

END POINT ASSESSMENT OVERVIEW

There are two methods of assessment used during the EPA. These are:

- Project proposal, presentation and Q & A
- Professional discussion underpinned by portfolio of evidence

Project Report, Presentation & Questioning

The project proposal involves the apprentice completing a relevant and defined piece of work that has a real business benefit. The 4000 word project proposal must be undertaken after the apprentice has gone through the gateway. Apprentices will prepare and deliver a presentation that, along with the proposal, appropriately covers the KSBs assigned to this method of assessment. It will be followed by questioning from the independent assessor. The presentation and questioning will last 60 minutes.

Professional Discussion underpinned by portfolio

A portfolio must also be submitted at the gateway. This will be reviewed by the assessor in advance of the professional discussion. This discussion will be a structured discussion between the apprentice and the Independent Assessor, to establish the apprentice's understanding and application of knowledge, skills and behaviours relating to the Apprenticeship Standard and lasts 60 minutes.

CRITERIA AGAINST WHICH APPRENTICES LEVELS OF ATTAINMENT WILL BE MEASURED

Grading Criteria for Professional discussion underpinned by a portfolio of evidence

KSB's	Pass	Distinction
Operational Planning and Management K1.3 K1.6 K4.3 S1.4	Describes how they used their knowledge and understanding of data security and business planning techniques, to support their organisation in creating and delivering operational plans, which include setting targets and	Justifies the purpose of operational business planning and sales and marketing plans, and why they manage resources by setting key targets and monitoring performance against them. (K1.3)

<p>S4.1 B1.1 B1.2 B1.4</p>	<p>monitoring performance against plans. (K1.3, K1.6, S1.4)</p> <p>Explains how they communicated their team's role in their organisation's vision and goals, and how they used their knowledge of the impact that organisational culture and diversity has on leading and managing change to drive, achieve and deliver operational plans. (K4.3, S4.1, B1.1)</p> <p>Describes when they have shown resilience and accountability when seeking new opportunities for their organisation. (B1.2, B1.4)</p>	
<p>Managing Teams K4.1 K4.2 K4.4 K5.1 K5.2 S4.2 S5.1 S5.2 S5.3 B2.1</p>	<p>Evaluates different leadership styles, methods to lead multiple and remote teams and manage team leaders and explains how they have adapted their preferred style to ensure they are open, approachable, and able to build trust. (K4.1, B2.1)</p> <p>Discusses how they have recruited, developed or managed team members, and explains the performance management techniques and talent management models that underpin this. (K5.2, S5.1)</p> <p>Identifies strengths in their team and adopts coaching and mentoring techniques to develop, build, enable and motivate the team and support high performance working. Uses delegation to enable delivery through</p>	<p>Analyses the problems associated with managing multiple teams and can describe known strategies for dealing with them. (K5.1)</p> <p>Analyses the effectiveness of different coaching and mentoring techniques that they used for office-based and remote team members and justifies their use of the techniques. (K4.2, S4.2)</p>

	others and describes strategies to manage multiple teams. (K4.2, K4.4, K5.1, S4.2, S5.2, S5.3)	
<p>Communication Skills</p> <p>K6.1</p> <p>K6.2</p> <p>K6.3</p> <p>K7.1</p> <p>S6.1</p> <p>S6.2</p> <p>S7.2</p> <p>S7.3</p> <p>B1.3</p> <p>B2.2</p> <p>B3.3</p>	<p>Describes how they used interpersonal skills including active listening, when challenging and giving constructive feedback and seeking the views of others ensuring they valued diversity. Describes when they effectively used different forms of communication when chairing meetings or presenting. (K7.1, S7.2, S7.3, B2.2)</p> <p>Describes when they have been able to build trust and effective relationships when identifying and sharing good practice while working collaboratively both within their organisation and externally. Explains how they used effective negotiation and influencing skills and demonstrated determination to manage conflict. (K6.1, K6.2, K6.3, S6.1, S6.2, B1.3)</p> <p>Justifies how they remained positive and adaptable when responding to feedback in the need for change. (B3.3)</p>	<p>Evaluates known influencing and negotiating theories and models and the effectiveness of these within their organisation when managing the supplier relationship. (K6.1)</p> <p>Analyses barriers to communication and how they are overcome. (K7.1)</p>
<p>Personal & Professional Development</p> <p>K8.1</p> <p>K8.2</p> <p>S8.1</p>	<p>Explains how they used their knowledge of their own learning and behavioural styles, to create their own personal development plan. (K8.2, S9.1)</p>	<p>Evaluates a range of known learning styles in different situations. (K8.2)</p>

S9.1 B4.1 B4.2 B4.3	<p>Reflects on their own performance, working style and emotional intelligence and the impact they have had on others. (K8.1, S8.1)</p> <p>Describes how they operate within their organisation's values and are a role model who sets an example to others by being open, honest, fair, consistent and impartial. (B4.1, B4.2, B4.3)</p>	
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Grading Criteria for Project Proposal, Presentation and Q & A

KSB's	Pass	Distinction
Planning their project proposal K1.1 K1.2 K1.4 K10.2 S1.1 S1.3 S4.3 B3.1 B3.2	<p>Describes business development tools, management systems and contingency planning that are available when they have supported the management of change or identified and developed new opportunities within their organisation whilst ensuring commercial awareness. (K1.2, K1.4, S1.3, S4.3)</p> <p>Uses operational management approaches and models in strategic planning that create plans that meet organisational objectives. (K1.1, S1.1)</p> <p>Shows how they are flexible, creative, innovative and enterprising when seeking proposed solutions to business needs. (B3.1, B3.2)</p> <p>Explains their organisational values and ethics, and the impact these have on their decision making. (K10.2)</p>	<p>Analyses a range of business development tools that assist with project planning, and the techniques and approaches for continuous improvement, and how these tools and approaches align with their organisational systems, processes and plans. (K1.2)</p>
Delivery of their	Uses project management tools to plan, organise and manage resources in order to	Analyse and evaluate the effectiveness of the project management tools and problem-

<p>project proposal</p> <p>K1.5</p> <p>K2.1</p> <p>K2.2</p> <p>K9.1</p> <p>K10.1</p> <p>S1.2</p> <p>S2.1</p> <p>S2.2</p> <p>S2.3</p> <p>S7.1</p> <p>S9.2</p> <p>S10.1</p> <p>S10.2</p>	<p>deliver the required outcomes to plan their project. Identifies and mitigates risks and includes suitable systems to monitor progress of the project proposal. (K2.1, K2.2, S2.1, S2.2, S2.3)</p> <p>Applies time management tools and techniques and different approaches to planning in order to prioritise activities. (K9.1, S9.2)</p> <p>Undertakes a critical data analysis to understand and inform their decision making and approach to problem solving. (K10.1, S10.1, S10.2)</p> <p>Uses various forms and styles of communication effectively which are suitable for the audience and situation. (S7.1)</p> <p>Evaluates how they support, manage and communicate change and how they have overcome the barriers they identified. (K1.5, S1.2,)</p>	<p>solving techniques used in the planning of the project proposal. (S2.3, S10.2)</p>
<p>Project Proposal Output</p> <p>K3.1</p> <p>S1.5</p> <p>S3.1</p> <p>S6.3</p> <p>B3.4</p>	<p>Provides reports and management information that details the management of their project proposal's budget appropriately considering the financial implications of their decisions and adjusts their approach or recommendations accordingly. (K3.1, S1.5, S3.1)</p> <p>Uses specialist advice and shows a willingness to be open to new ways of working. (S6.3, B3.4)</p>	<p>Justifies the use of specialist advice and evaluates the impact of the advice on the project proposal. (S6.3)</p> <p>Justifies and evaluates the financial and budgetary recommendations identified within the project proposal. (S1.5, S3.1)</p>

GRADING

Each assessment method will be individually graded – fail, pass or distinction. To achieve a Pass – all pass criteria must be met. To achieve a Distinction – all pass criteria must be met as well as all distinction descriptors.

The overall EPA will be graded fail, pass or distinction.

Grades from individual assessment methods will be combined in the following way to determine the grade of the EPA as a whole.

Professional discussion (underpinned by a portfolio of evidence)	Project proposal, presentation and questioning	Overall grading
Fail	Fail	Fail
Fail	Pass	Fail
Pass	Fail	Fail
Fail	Distinction	Fail
Distinction	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Pass
Distinction	Distinction	Distinction

A fail in one or more of the assessment methods will result in a fail in the EPA.

FURTHER INFORMATION

Please contact us for registration and cost information:

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