

Operations and Departmental Manager Apprenticeship Overview



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Overview of the Operations and Departmental Manager Level 5 Apprenticeship Standard

At Elite Training we're delighted to offer the Operations and Departmental Manager Level 5 apprenticeship standard for organisational cohorts, which require a minimum of 12 apprentices, and open programmes, delivered remotely and/or with other local organisations. Contact us if:

- you're interested in Elite designing and delivering an apprenticeship standard for your organisation
- to express an interest in our next open programmes and we'll reach out when we have provisional dates.

Here we provide an overview and key information about the Operations and Departmental Manager apprenticeship, including who the standard is designed for, duration, maximum apprenticeship funding level, the standard's qualification level and progression. Followed by a summary listing the Knowledge, Skills and Behaviours (KSB) covered. We've also provided information on the wide mix of learning and how this is broken down. Finally a table expands the KSBs required, hence contents, along with initial notes for the employer and Elite to commence planning these standards.

Apprenticeship Standard	Operations and Departmental Manager Level 5
Overview	Managing teams and/or projects in line with the organisation's operational or departmental strategy.
Typical responsibilities	Creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring
Who	Operations Manager, Department Manager and Specialist Managers, other managers.
Planned Duration[^]	12 months (typically 30 months).
Max Funding	Your investment for this apprenticeship standard is normally £7,000 per apprentice, paid directly from your apprenticeship levy pot, or if you're a non-levy paying employer (or have insufficient funds in your apprenticeship levy account), the Government would co-invest 95%, hence your organisation would invest just £350 + VAT per apprentice.
Entry Requirements	Decided by each employer, e.g. Five GCSEs at Grade C or higher. Apprentices without level 2 English and Maths will need to achieve this prior to the End Point Assessment (EPA).
Progression	On completion apprentices can register as a full member with the Institute of Leadership and Management (ILM) for £150 pa with post-nominals MInstLM and/or Chartered Management Institute (CMI) for £183 pa + £30 initial fee with post-nominals MCMI. Those with three years' management experience can apply for Chartered Manager status through the CMI for £227 pa + £125 + VAT upgrade fee with post-nominals CMgr MCMI

^ Apprenticeships must last a minimum of twelve months and involve at least 20% Off The Job (OTJ) training, e.g. Training courses, coaching, shadowing colleagues, mentor support, managing projects, reading, etc. Given the typical calibre of operations and departmental managers we train and pressures on them, our usual design for this apprenticeship is over a twelve month timeframe.

A wide mix of learning is expected from an apprenticeship standard, e.g. Formal OTJ training, in the workplace and the opportunity to practise new skills in a real work environment. To meet this and ensure Learning and Development (L&D) is relevant to employers and their apprentices, whilst meeting apprenticeship standards' requirements, we apply the principles of:

- 30% Training: Courses and dedicated L&D Events (e.g. Business Games)
- 20% Support: Coaching, line manager, employer mentor, apprentice learning team and buddy
- 50% Experience: Projects and assignments, putting L&D into practice on-the-job, with continuous improvement.

Applying this to the Operations and Departmental Manager standard, the below Knowledge, Skills and Behaviours (KSBs) are:

- delivered in one training day per month across the year
- supported with one hour's coaching per month, weekly half-an-hour line manager one-to-ones and shadowing, monthly half-an-hour employer mentor and 90 minutes learning team and buddy support each month
- further developed, applying this learning in a structured approach, on-the-job, with continuous improvement, totalling 23 days during the year
- the standard would conclude with EPA preparation and the EPA.

To ensure the 50% Experience elements count towards the 20% OTJ training requirement, the employer and Elite plan apprenticeships around the employer's annual cycles, and utilise opportunities to practise KSBs alongside relevant modules. e.g. People objective setting training just before the start of the annual HR process. Additionally, the employer needs to consider opportunities for apprentices to practise KSBs if their current role doesn't facilitate this, e.g. If an apprentice doesn't analyse data, provide a project for them to do this following the Decision Making module.

Operations and Departmental Manager Knowledge and Skills:

- Organisational Performance:
 - Operational Management
 - Project Management

- Finance
- Interpersonal Excellence:
 - Leading People
 - Managing People
 - Building Relationships
 - Communication
- Personal Effectiveness:
 - Self-Awareness
 - Management of Self
 - Decision Making.

Operations and Departmental Manager Behaviours:

- Takes responsibility
- Inclusive
- Agile
- Professionalism.

The following table expands the required Knowledge, Skills and Behaviours (KSBs), hence contents, along with initial notes for the employer and Elite to commence planning these standards.

K / S	Knowledge: What is Required	Skills: What is Required	Key Notes & Next Steps
Organisational Performance – delivering results			
Operational Management	Understand operational management approaches & models, including creating plans to deliver objectives & setting KPIs. Understand business development tools (eg SWOT), & approaches to continuous improvement. Understand operational business planning techniques, including how to manage resources, development of sales & marketing plans, setting targets & monitoring performance. Knowledge of management systems, processes & contingency planning. Understand how to initiate & manage change by identifying barriers & know how to overcome them. Understand data security & management, & the effective use of technology in an organisation.	Able to input into strategic planning & create plans in line with organisational objectives. Support, manage & communicate change by identifying barriers & overcoming them. Demonstrate commercial awareness, & able to identify & shape new opportunities. Creation & delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis & interpretation of data.	The employer to provide details of operational models/systems used & relevant policies (e.g. For resource management, sales & Customer Relationship Management (CRM), & data security policies) & relevant dates from financial year planning (e.g. Department budget/objective planning cycle).
Project Management	Know how to set up & manage a project using relevant tools & techniques, & understand process management. Understand approaches to risk management.	Plan, organise & manage resources to deliver required outcomes. Monitor progress, & identify risk & their mitigation. Able to use relevant project management tools.	The employer to advise project management methodology & systems used (e.g. SDLC, MS Project).
Finance	Understand business finance: how to manage budgets, & financial forecasting.	Able to monitor budgets & provide reports, & consider financial implications of decisions & adjust approach/recommendations accordingly.	The employer to advise finance processes & systems used.

K / S	Knowledge: What is Required	Skills: What is Required	Key Notes & Next Steps
Interpersonal Excellence - managing people & developing relationships			
Leading People	Understand different leadership styles, how to lead multiple & remote teams & manage team leaders. Know how to motivate & improve performance, supporting people using coaching & mentoring approaches. Understand organisational cultures & diversity & their impact on leading & managing change. Know how to delegate effectively.	Able to communicate organisational vision & goals & how these to apply to teams. Support development through coaching & mentoring, & enable & support high performance working. Able to support the management of change within the organisation.	The employer to provide opportunity for apprentices to start mentoring a more junior colleagues following this module.
Managing People	Know how to manage multiple teams, & develop high performing teams. Understand performance management techniques, talent management models & how to recruit & develop people.	Able to manage talent & performance. Develop, build & motivate teams by identifying their strengths & enabling development within the workplace. Able to delegate & enable delivery though others.	Plan timing around Annual HR Process, e.g. Objectives training before July (Financial Year (FY) start), appraisal training before FY end.
Building Relationships	Understand approaches to partner, stakeholder & supplier relationship management including negotiation, influencing, & effective networking. Knowledge of collaborative working techniques to enable delivery through others & how to share best practice. Know how to manage conflict at all levels.	Able to build trust, & use effective negotiation & influencing skills & manage conflict. Able to identify & share good practice, & work collaboratively with others both inside & outside of the organisation. Use of specialist advice & support to deliver against plans.	The employer to provide stakeholder plans. Time this module with the start of an apprentice project & include a requirement to work collaboratively, inside & outside the organisation.
Communication	Understand interpersonal skills & different forms of communication & techniques (verbal, written, non-verbal, digital) & how to apply them appropriately.	Able to communicate effectively (verbal, non-verbal, written, digital) & be flexible in communication style. Able to chair meetings & present using a range of media. Use of active listening, & able to challenge & give constructive feedback.	The employer to advise their internal communication, external communication & partner relationship strategies. The employer to provide the opportunity for apprentices to chair at least three meetings after this module.

K / S	Knowledge: What is Required	Skills: What is Required	Key Notes & Next Steps
Personal Effectiveness - managing self			
Self – Awareness	Understand own impact & emotional intelligence. Understand different & learning & behaviour styles.	Able to reflect on own performance, working style & its impact on others.	The employer to advise what reflection time staff are currently offered.
Management of Self	Understand time management techniques & tools, & how to prioritise activities & the use of different approaches to planning, including managing multiple tasks.	Able to create a personal development plan. Use of time management & prioritisation techniques.	The employer to advise their time management tools & share their PDP template (if it exists).
Decision Making	Understand problem solving & decision making techniques, including data analysis. Understand organisational values & ethics & their impact on decision making.	Able to undertake critical analysis & evaluation to support decision making. Use of effective problem solving techniques.	The employer to provide data for apprentices to analyse, e.g. Mini project(s).

Behaviours	What is Required	Key Notes & Next Steps
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience & accountability. Determination when managing difficult situations. Seeks new opportunities.	Cover behaviours in first training session, then continuously throughout apprenticeship. The standard has the opportunity to include 360 degree appraisals & apply learnings during the apprenticeship.
Inclusive	Open, approachable, authentic, & able to build trust with others. Seeks the views of others & values diversity.	
Agile	Flexible to the needs of the organisation. Is creative, innovative & enterprising when seeking solutions to business needs. Positive & adaptable, responding well to feedback & need for change. Open to new ways of working.	
Professionalism	Sets an example, & is fair, consistent & impartial. Open & honest. Operates within organisational values.	

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