

OPERATIONS / DEPARTMENT MANAGER LEVEL 5



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WELCOME

In this guide you will find everything you need to know regarding the Management Level 5 qualification, including the different elements that go together to form the apprenticeship, the different ways in which you will learn, and the methods of assessment.

Who is this qualification suitable for?

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.

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.

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.

2 - 2½ years

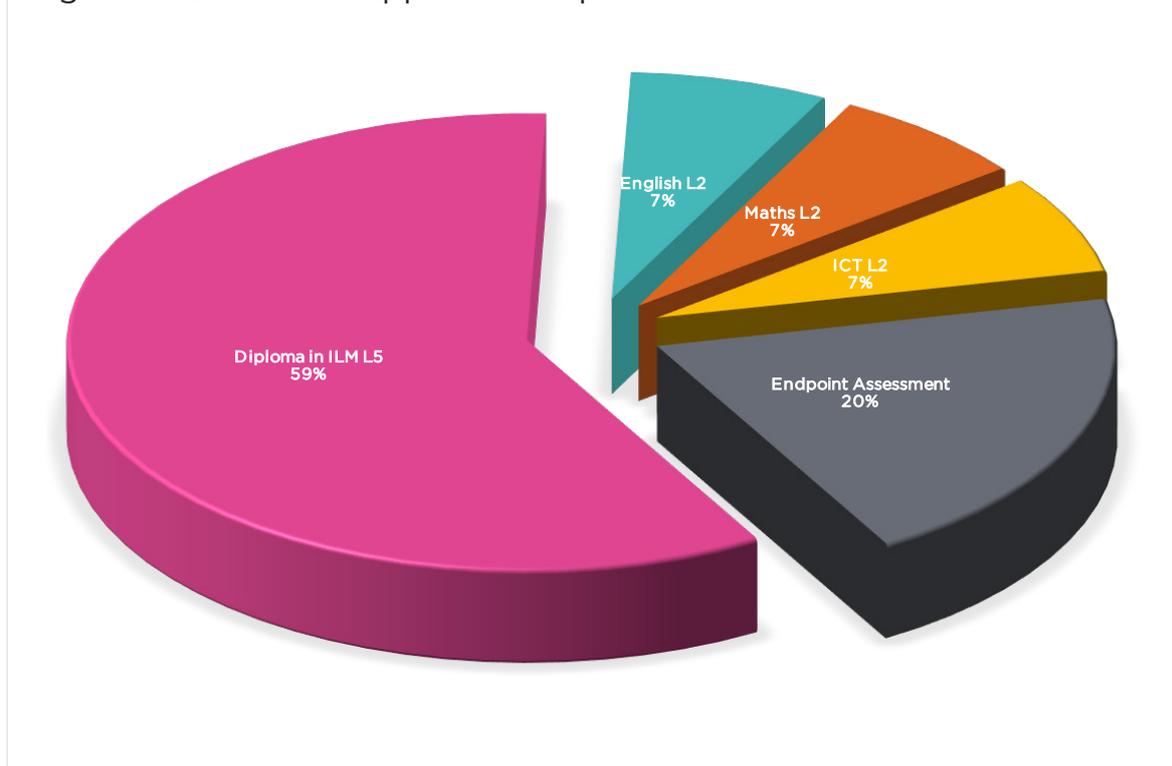
Duration of programme

How do I enrol?

- 1 Visit our website
www.atem.co.uk
- 2 Complete an application form
- 3 We check your application
- 4 We set you up with English and/or Maths assessments if required (see exemptions.)
- 5 We complete enrolment paperwork with you
- 6 You start your qualification!

Programme

This is the breakdown of the management programme, showing the different elements that go together to form the apprenticeship.



Exemptions

If you have any of the following then you may be exempt from English and Maths assessments and the corresponding Functional Skills parts of your qualification.

GCSE English Language
Grade C or higher

Functional Skills
English L2 or higher

GCSE Mathematics
Grade C or higher

Functional Skills
Maths L2 or higher

GCSE ICT
Grade C or higher

Functional Skills
ICT L2 or higher

WHAT'S INCLUDED

Level 5 Diploma in Management

Level	Unit Title	Credits
Knowledge Units		
5	500: Leading People	5
5	501: Managing People	5
5	502: Building Relationships	5
5	503: Communication	5
5	507: Operational Management	5
5	508: Project Management	5
5	509: Finance	5
Skills Units		
5	504: Leading People	5
5	505: Managing People	5
5	506: Building Relationships	5
5	307: Communication	3
5	510: Operational Management	5
5	511: Project Management	5
5	512: Finance	5
Combined Knowledge and Skills Units		
5	513: Self-Awareness	5
5	400: Management of Self	4
5	515: Problem Solving and Decision Making	5

The Apprenticeship Standard

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.
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.
Personal Effectiveness - managing self	
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	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.
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

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

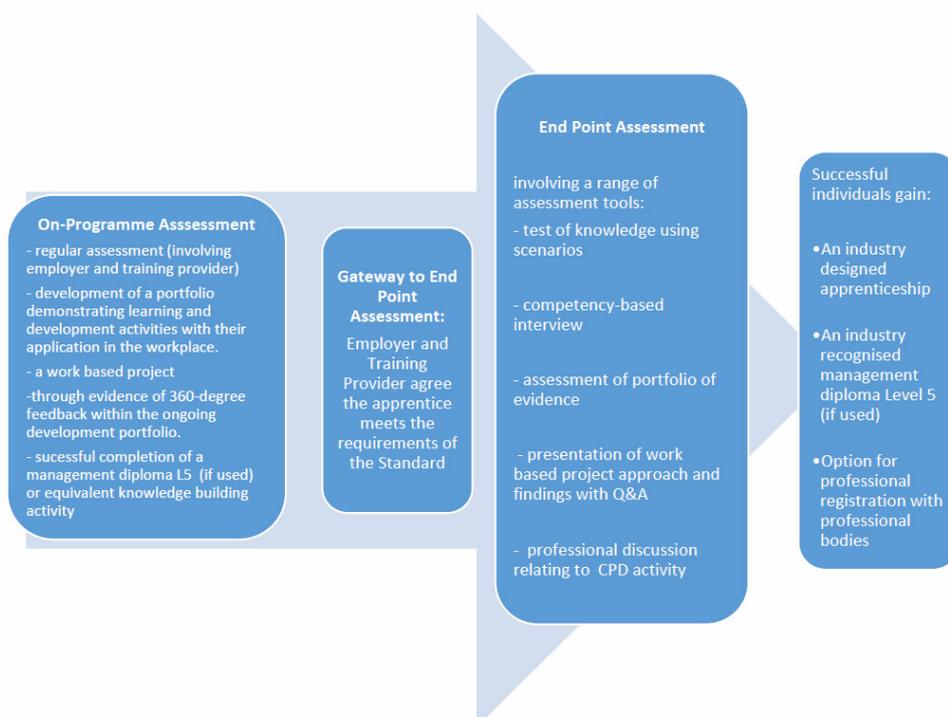
Synoptic End Point Assessment

The End Point Assessment will test the entire Standard, and be undertaken as follows:

- Assessment of knowledge through a test using scenarios, questions and responses
- Assessment of competency through a structured competency based interview
- Assessment of portfolio of evidence
- Presentation on work based project with Question and Answer session
- Continuing Professional Development Log reviewed and professional discussion

The End Point Assessment requires apprentices to demonstrate they have achieved the standard and will be graded as Pass, Merit or Distinction.

The Assessment Model is as follows:



Functional Skills

- **Maths (Level 2)**
- **English (Level 2)**

You will complete Functional Skills in Maths and English. Assessments are designed to measure the competent application of skills within real-life scenarios. Assessments are task based with no portfolio to complete. These can be completed on-screen, offline or paper-based. Completion of Functional Skills may not be required where evidence of a current transferable skills qualification exists e.g. GCSE.

How will learning take place?

Off the job learning

Apprentices are required to spend 20% of their time carrying out “off-the-job training”.

Off-the-job refers to the time taken to develop technical skills and knowledge of theoretical concepts across a range of contexts. It can be seen as time away from ‘the immediate pressures of the job’, and may include all of the following (non-exclusive) activities:

- Individual and Group teaching
- Coaching
- Distance learning
- e-learning
- Feedback and Assessment
- Guided study
- Learning with peers
- Networked or collaborative learning
- Mentoring
- Team meetings
- Practical training inc shadowing

You may attend sessions at Access Training during your qualification and you will have a Trainer Assessor visit you in the workplace. You will need to spend some time at home providing written accounts and research for your portfolio.

On the job learning

On-the-job refers to the time taken to develop the practical skills applied in the context of a job role. It can be seen as the time you spend being guided whilst undertaking normal activities as part of your job role, and which provide opportunities to learn, develop and practice skills.

How the Diploma will be Assessed

Access Training use a blended learning model which means that training, assessment and support will be delivered in a variety of ways to suit you and your employer. Webinars, e-learning, and Skype will be combined with face-to-face visits and self-study to provide flexible learning that you can access when and where you want - whether that's during an appointment in working hours, taking part in a Skype call at your desk or watching a video on your phone.

Achievement of the qualification is based around the provision of sufficient evidence to show that the job can be done to the national standards. You need to collect a variety of evidence and this collection of evidence is called a 'portfolio'. This will be done electronically via an e-portfolio and your assessor may use any of the following for sources of evidence:

Performance at Work (Observation)

Your Trainer Assessor will observe your performance in the work place against the national standards.

Work Product

There may be tasks that you routinely carry out which are applicable to your qualification - i.e. send and receive emails. The products of these tasks may be used as evidence, as long as the evidence is sufficiently current and relevant to the standards.

Recognition of Prior Learning

This could be a relevant qualification or achievement, for example, First Aid, Safeguarding etc. This is sometimes referred to as 'Recognition of Prior Learning' and abbreviated to RPL.

Witness Statement

Witnesses can provide evidence of the way the job is done, usually in the form of a witness statement. Your supervisor/line manager will provide you with the testimony relating to your performance at work.

Questioning

Questioning may be oral or written. Your Trainer Assessor will ask you questions to make sure you have the necessary knowledge and understanding to carry out your job activities to the national standard. Where suitable, your Trainer Assessor may electronically record question and answer sessions.

Professional Discussion

Your Trainer Assessor may use a dictaphone or smartphone to record a professional discussion. These will be based on activities you have taken part in and are a good way for yourself and your Trainer Assessor to discuss and explore the event.

Reflective Account

Reflective accounts are used to reflect on your working practice. You will be asked to provide a statement on how you have carried out a task e.g. how you dealt with an accident, this will then be assessed and used as evidence of your competence.

Completion of the diploma

When all outcomes have been achieved, your paperwork and portfolio is passed onto the Internal Quality Assurer, who will sample it and apply for your certificate, if it is of the required standard.