

Operations/Departmental Manager

Apprenticeship Standard Specification

1.1 Occupational profile

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.

1.2 Purpose

This apprenticeship has been designed by a range of employers to ensure that both new entrants and those interested in progressing a career in the sector have an opportunity to develop the right skills, knowledge and behaviours. This apprenticeship is a fantastic way of developing these skills whilst learning and gaining experience at work.

At the end of the programme apprentices will be able to:

- know how to set up and manage a project
- understand business finance
- manage people and develop relationships
- manage self
- plan, organise and manage resources
- input into strategic planning and create plans

1.3 Entry requirements

There are no formal entry requirements but may typically be five GCSEs at Grade C or higher. for apprentices selecting this apprenticeship standard. Employers and training providers must ensure that learners have the potential and opportunity to achieve the apprenticeship standard successfully.

1.4 Gateway requirements

Gateway requirements are stipulated by the apprenticeship standard's assessment plan and end-point assessment organisations must ensure that all apprentices have completed and achieved the requirements.

1.4.1 Apprenticeship duration

Operations/Departmental Manager apprentices must have exceeded the 12-month Government minimum duration and completed a programme of learning as set by their employer, supported by the appointed training provider. It is expected that for most apprentices it will take two and a half years to complete the apprenticeship.

The programme will develop the skills, knowledge and behaviours detailed in the standard. Many apprentices may achieve a relevant Level 5 Diploma in Leadership and Management during their apprenticeship.

1.4.2 Mandated qualifications

Apprentices are required to achieve the following mandated qualifications for this standard:

- Level 2 English
- Level 2 mathematics.

Evidence of these qualifications must be submitted to OAL along with a declaration that the apprentice has met the gateway requirements. Qualification certificates can be submitted at any point once the apprentice has been registered on our Portal. OAL will accept qualification certificates from any awarding organisation.

In the main OAL expects evidence to be in the form of the qualification certificate. Where the certificate is not available then a formal transcript or notification of results. Where either a certificate or formal notification of results is not available, but the apprentice has other evidence that may be acceptable, you should contact us directly so we can offer advice on the verification of the evidence.

Apprentices, who have previously achieved their English and/or mathematics as specified above, must submit their qualification certificates to Occupational Awards Limited as evidence of achievement and exemption.

Apprentices and their employer/training provider should refer to the OAL English and Mathematics Policy for end-point assessment gateway evidence available at <https://www.oawards.co.uk/about-us/> for evidence requirements of English and mathematics achievement.

1.5 End-point Assessment (EPA) requirements

End-point assessment will take place at the end of the programme and is designed to test apprentices' skills, knowledge and behaviours independently of learning and qualifications.

End-point assessment for this standard includes a:

- **Knowledge test**

The test will be 60 minutes plus 10 minutes reading time under controlled examination conditions and invigilated by the end-point assessment organisation. It can take place in the workplace or at an assessment centre. The test will comprise of 7 scenarios with a total of 30 multiple-choice questions.

- **Work based project presentation**

The work based project presentation involves 3 components; completion and submission of a project, a 15-minute presentation on the report and a 15-minute question and answer session. The project must be submitted to OAL at point of gateway.

- **Competence-based interview**

The structured competence-based interview will take place over 45 minutes under controlled conditions. The interview will comprise of 7 structured competence-based questions enabling the apprentice to demonstrate how they evidenced each of the knowledge statements. The focus on this component of EPA is the application of knowledge learnt. The interview should be taken in conjunction with the professional discussion.

- Professional discussion

The professional discussion is a structured discussion between the apprentice and their independent assessor. The apprentice will need to prepare evidence on an additional learning or Continuous Professional Development activity undertaken during the apprenticeship.

The independent assessor will question the apprentice during the discussion on the objective of the activity, and reflect on the outcome and how learning was gained was applied. The discussion will typically take 30 minutes but no longer than 45 minutes.

1.6 Order of end-point assessment

There is no fixed order that the assessment components can be taken. However the competence-based interview and professional discussion must be taken together.

1.7 Assessment personnel

An Independent Assessor appointed by OAL must invigilate and assess all components of the end-point assessment.

1.8 Apprenticeship grading

The apprenticeship is graded: Fail, Pass, Merit or Distinction.

Results are subject to moderation and will be issued every 10 working days to the named training provider. OAL will send results to the Education and Skills Funding Agency in line with guidelines for certification. It is expected that a period of further learning will need to be undertaken if the apprentice has to re-take any part of the end-point assessment. OAL can make exemptions to this ruling should reasons for the fail are deemed to be outside the control of the apprentice.

1.9 EPA fees

Fees are worked out on an individual basis to ensure that employers and apprentices get the best value for money. For approved centres our fees can be found in the online Portal. Non-approved centres should contact us directly for a bespoke quote.

At OAL there are no hidden fees. Our fees are inclusive of all support, documentation and materials. This includes access to our team of experts to support the induction of apprentices, preparation for EPA, handbooks and assessment specifications and materials.

1.10 Standard Knowledge, Skills and Behaviours

Key to table

- MCQ Multiple choice questions
- CI Competence-based interview
- WBP Work based project presentation
- PD Professional discussion

Knowledge statement
Assessed
 by

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 (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.	MCQ CI WBP
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.	MCQ CI WBP
Finance	Understand business finance: how to manage budgets, and financial forecasting.	MCQ/CI WBP

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.	MCQ/CI WBP
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.	MCQ/CI WBP

Knowledge statement

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.	MCQ/CI WBP
Communication	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.	MCQ/CI WBP

Personal Effectiveness – managing self

Self - Awareness	Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.	MCQ/CI WBP
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.	MCQ/CI WBP
Decision Making	Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.	MCQ/CI WBP

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.	WBP
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Skills

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.	WBP
Finance	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach/recommendations accordingly.	WBP

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.	WBP
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 though others.	WBP
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.	WBP
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.	WBP

Skills

Personal Effectiveness – managing self

Self-Awareness	Able to reflect on own performance, working style and its impact on others.	WBP
Management of Self	Able to create a personal development plan. Use of time management and prioritisation techniques.	WBP
Decision Making	Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques	WBP

Behaviours

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