Training in a different class

Personal Effectiveness
- Self-awareness, including understanding own impact and emotional intelligence
- Management of self-time management, prioritisation and approaches to planning
- Decision making—problem solving and decision making techniques, including data analysis

Behaviours
- Takes responsibility—developing resilience and accountability, as well as determination when managing difficult situations
- Inclusive—being open, approachable and able to build trust with others. Seeks views of others and values diversity
- Agile—developing as a flexible, creative, innovative and enterprising manager, positive and adaptable and open to new ways of working.
- Professionalism—being fair, consistent, impartial, open, honest and operating within organisational values.

Independent End Point Assessment
To successfully complete the apprenticeship, the learner needs to pass an End Point Assessment. This assessment is an independent assessment which has several stages:
- A knowledge test using scenarios and questions
- A portfolio—this is a collection of evidence from real work projects
- A work-based project, presentation of the project and Q&A
- An interview—this is carried out as a face to face or Skype call with an assessor from the end point assessment body. To verify the learner’s knowledge and competence

The assessor from the end point assessment body will then decide whether to award successful apprentices with a pass, a merit or a distinction.

Professional Recognition
- On completion, apprentices will register as full members with the Chartered Management Institute and/or the Institute of Leadership and Management, and those with 3 years of management experience can apply for Chartered Manager status through the CMI.

Eligibility
- The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grades C or higher. Apprentices without level 2 English and Maths will need to achieve this level prior to taking the End Point Assessment.

Requirements: Knowledge, Skills and Behaviours
Below are examples of what the Level 5 Operations Manager includes. By selecting specific units, learners can also work towards achievement of the CMI Level 5 Diploma in Leadership and Management and in doing so they will also have covered most of the Knowledge and Skills required for the Level 5 Operations Manager. Learners will be supported by Skills Training UK to achieve the professional qualification alongside the Apprenticeship standard.

Knowledge and Skills
- Organisational Performance—delivery results
  - Operational management—example knowledge of management approaches and models and the skills to plan, set KPIs and manage resources
  - Project management—example knowledge of the tools and techniques for project management and the skills to plan, organise and manage resources
- Finance—undertaking and developing skills in business finance and skills in monitoring budgets and financial forecasting
- Interpersonal Excellence—managing people and developing relationships
  - Leading People—knowledge of leadership styles and the skills to be able to lead, delegate and mentor teams, as well as support the management of change
  - Managing People—for example how to recruit, develop and motivate high-performing teams and other skills including managing performance and delegating
- Building Relationships—knowledge of techniques for managing partners, stakeholder and supplier relationships and effective negotiation and influencing skills
- Communication—developing effective communication techniques and skills for chairing meetings and presenting using a range of media.

Duration
- Typically, this apprenticeship will take 2 years to complete.

Training and Support from Skills Training UK
During the apprenticeship the learner will have a dedicated trainer-assessor who will visit them within the workplace at least once per month. The trainer-assessor will work with the learner and the employer in order to ensure the successful progression of the learner. The trainer-assessor will visit the workplace on average once every 3 months to support their learning, development of competency and generation of evidence. This will also be supported between visits by off-site information, advice, guidance and academic progression support. The trainer-assessor will work with the learner and employer in order to ensure that all learning needs are being met for both parties in order to ensure successful progression and professional recognition.
## Delivery Model

| Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | Month 13 | Month 14 | Month 15 | Month 16 | Month 17 | Month 18 | Month 19 | Month 20 | Month 21 | Month 22 | Month 23 | Month 24 |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Assignment writing | Evidence gathering, analysis and presentation | Assignment writing, management and leadership | Assignment writing, managing and decision making | Evidence gathering, coaching and mentoring | Assignment writing, Leading people | Evidence gathering, Coaching and mentoring | Assignment writing, Leading people | Evidence gathering, Training and development | Assignment writing, Leading people | Evidence gathering, Training and development | Assignment writing, Leading people | Evidence gathering, Training and development | Assignment writing, Leading people | Evidence gathering, Training and development | Assignment writing, Project management | Evidence gathering, Project management | Assignment writing, Performance | Evidence gathering, Project management | Assignment writing, Project management | Assignment writing, Project management | Assignment writing, Project management | Assignment writing, Project management | Assignment writing, Project management |
| Expected hours | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Module/Teaching and Learning by Centre | Virtual meeting or video | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing | Online research: Writing |
| Expected hours | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Self-Study Learner | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills | Online research: Financial and IT skills |
| Expected hours | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Employer/On Site Employer/ Learner | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning | 1 with mentor, Personal development and career planning |
| Expected hours | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 |
| Total Hours | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 32 | 736 |