

## Level 5 Operations Manager

## New Apprenticeship Standard

At Skills Training UK we go further in fully understanding what it is that our employer clients want to achieve from their training. We work as their partner in delivering on that vision, developing stronger employees who work well as individuals and as part of a team.



This apprenticeship is for someone working in a private, public or third sector organisation of any size who manages teams and/or projects. For example they are creating and delivering operational plans, managing projects, leading and managing teams, managing change or resources. Their key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems, and building relationships internally and externally.

**Typical Job Roles: Operations Manager, Regional Manager, Divisional Manager, Department Manager and specialist managers.**

### Professional Qualification

The Managers will additionally be able to select relevant units during the course of their Apprenticeship which lead to the achievement of the CMI Level 5 Diploma in Leadership and Management.

### Employer Commitment

An employer must be prepared to provide the learner with the opportunity to carry out work and be part of projects which will enable the learner to produce substantial evidence towards their qualification.

In order to ensure the successful progression of the learner we request that employers participate in joint reviews of the learner's progress at regular intervals throughout the apprenticeship. This ensures continued and positive progress through the apprenticeship. It will also provide the opportunity to discuss and agree how any issues are to be resolved and how additional stretching and challenging activities can be built in.

### Duration

Typically this apprenticeship will take 2 ½ 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 work place at least once per month in order 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 progress support.

The trainer-assessor will work with the learner and the employer in order to ensure that all learning needs are being met for both parties, in order to ensure successful progression against all elements of the apprenticeship. The knowledge modules and professional CMI qualification will require formal teaching sessions which may take place within an appropriate area within the workplace or off site.

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## << Eligibility

The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grade 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 specified 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 Standard. Learners will be supported by Skills Training UK to achieve this professional qualification alongside the Apprenticeship Standard.

### Knowledge and Skills

- Organisational Performance – delivering results
  - Operational Management – for example knowledge of management approaches and models and the skills to create plans, set KPIs and manage resources
  - Project Management – for example knowledge of the tools and techniques for project management and the skills to plan, organise and manage resources
  - Finance – understanding 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, build and motivate high performing teams and other skills including managing performance and delegating
  - Building Relationships – knowledge of techniques for managing partner, 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. Able to challenge and give constructive feedback.

### ● Personal Effectiveness

- Self-Awareness – including understanding own impact and emotional intelligence
- Management of Self – time management, prioritising 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 structured, competency based interview
- 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 via 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 can 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.

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Delivery Model																																
	Induction	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	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	
<b>Off the Job</b>		Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Assignment writing	Project brief and scope	Project review and update	Project review and update	Project review and update	Project review and update	Project evaluation and analysis	Portfolio preparation	
<b>Expected hours</b>		8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	
<b>Teaching and Learning Trainer Assessor</b>	Induction	Developing self - sources of development, 360 reviews, SWOT analysis, PDP action plans	Managing people - developing and supporting a high performing team. SMART targets. Appraisals	Communication in a business environment - written and verbal communications	Chair and lead meetings - preparation, organisation, delivery and follow up	Making effective decisions, decision matrix	Data analysis - benchmarking, trend analysis, what if scenarios	Leading people - responsibilities, inclusivity, agile and professionalism	Creating operation plans. range and scope, goal setting and KPI's	Operational management - turning goals into KPI's, continuous improvement theory, monitoring outcomes and evaluation of key objectives	Finance - monitoring budgets, compliance and fiscal control, value for money and decision matrix	Procuring supplies within operational budgets	Improving your presentation skills, review of PDP	Professional networking and opportunities	Managing self - goal setting, urgent vs important, prioritisation, time management techniques	Resource Planning - Identifying resources, implementing change, monitor and evaluate use of resources	Recruitment and selection-workforce planning and managing a skills gap	Induction process and the benefit to the company	Making effective decisions, decision matrix, Review of PDP	Project Management - Planning a project, setting goals and actions	Project management - use of project management tools PRINCE2, Gantt charts	Project management - Contingency and disaster management	Effective delegation and the impact of a leader	Meeting stakeholder needs - Identifying stakeholders, power levels of stake holders	Start of project - decision made with line manager, Review of PDP	Building a team, planning scope and range of project	Update of project and milestones	Update of project and milestones	Update of project and milestones	Completion of project. Success and learning points	Gateway preparation	
<b>Expected hours</b>	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
<b>Self-Study Learner</b>		Online research and study	Online research and study - SWOT	Online research and study- Leadership vs Management	Online research and study - SMART targets or KPI's?	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Online research and study	Revision for end point interview	
<b>Expected hours</b>		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
<b>Employer/On Site Employer/ Learner</b>		1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, practical training, shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching	1-1 with mentor, Practical training, Shadowing/ coaching		
<b>Expected hours</b>		20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	
<b>Total Hours</b>	3	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	31	35	35	11	