



OPERATIONS/DEPARTMENTAL MANAGER LEADERSHIP & MANAGEMENT - LEVEL 5

Working as an operations/departmental manager you will be managing teams and/or projects, and achieving operational or departmental goals and objectives. Your 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.

This professional development programme is most suited to you if you are working in a management role, such as:

- Operations Manager
- Regional Manager
- Divisional Manager
- Department Manager

ABOUT THE PROGRAMME

This professional development programme will enhance and hone your knowledge in:

- Operational Management
- Project Management
- Finance
- Interpersonal Excellence
- Personal Effectiveness

You will be marked and assessed on your competency and ability to put your knowledge into practice. The units are broken down below:

- **Operational Management:** You'll understand operational management approaches and models, business development tools, and approaches to continuous improvement. You'll understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. You'll also gain knowledge of management systems, processes and contingency planning.
- **Project Management:** You'll know how to set up and manage a project using relevant tools and techniques, and understand process management. You'll also understand approaches to risk management.

- **Finance:** You'll begin to understand business finance: how to manage budgets, and financial forecasting
- **Interpersonal Excellence:** This unit focuses on leading people with different leadership styles, how to manage multiple teams and build a high performing team. You'll understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.
- **Personal Effectiveness:** You will be become a strong self-manager and be able to understand emotional intelligence and how to prioritise activities, you'll demonstrate your planning skills and begin to understand problem solving and decision making techniques.

You will also be marked on the skills that you have acquired during your professional development programme:

- You'll show that you're able to input into strategic planning and create plans in line with organisational objectives.
- You'll need to show you can plan, organise and manage resources to deliver the required outcomes.
- You'll be marked on your ability to monitor progress, and identify risk and their mitigation.
- You'll be able to use relevant project management tools.
- You'll show you can build trust with and across the team, using effective negotiation and influencing skills, and manage any conflicts.
- You'll show you're able to monitor budgets and provide reports, and consider financial implications of decisions, and adjust approach/recommendations accordingly.
- You'll be able to support development through coaching and mentoring, and enable and support high performance working.

PROFESSIONAL RECOGNITION

On completion, you can register as a full member 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.

LENGTH OF PROGRAMME

It will take an average of 2.5 years to complete this level 5 professional development programme.

PROGRAMME DELIVERY

You will receive dedicated time with your tutor through 1 to 1 coaching, group training sessions and remote support via e-mail, phone and Skype as required. Specific programme delivery will be agreed between your employer, Babington Group and your line manager. All physical and digital course materials will also be provided, enabling you to learn anytime, anywhere.

MAXIMUM FUNDING BAND

£9,000

For Levy paying employers, the full cost of the training and assessment can be covered. For non-Levy paying employers, they may be required to contribute up to 10% of the cost of training and assessment.

Skills Gap Analysis

Programme: Management L5

Programme Elements	
Operations/ Departmental Manager Apprenticeship	<p>An operations/departmental manager is generally someone who is able to manage teams and/or projects, and has responsibility for planning, delivering and achieving departmental goals and objectives. They are accountable to a more senior manager, head of department or small business owner, and are responsible for the operational and/or policy delivery of the organisation's strategy.</p> <p>It is applicable to professional managers from all sectors - the private, public or third sector - and all sizes of organisation. It will typically take up to 2 ½ years to complete, although the exact duration will be dependent on the previous experience of the individual.</p>
Functional Skills in Mathematics	<p>Learners will complete Functional Skills in Maths. Assessments are designed to measure the competent application of skills within real-life scenarios. Assessments are task based with no portfolio to complete. Learners will need to work towards Level 2 Functional Skills and achieve before completing the Apprenticeship. 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.</p>
Functional Skills in English	<p>Learners will complete Functional Skills in English. Assessments are designed to measure the competent application of skills within real-life scenarios. Assessments are task based with no portfolio to complete. Learners will need to work towards Level 2 Functional Skills and achieve before completing the Apprenticeship. 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.</p>
Duration	30 Months
Entry Requirements	
Prior Attainment	<p>An operations/departmental manager is generally someone who is able to manage teams and/or projects, and has responsibility for planning, delivering and achieving departmental goals and objectives. They are accountable to a more senior manager, head of department or small business owner, and are responsible for the operational and/or policy delivery of the organisation's strategy.</p>
Job Role Duties	<p>Roles/occupations may include: Supervisor, Team Leader, Project Officer, Shift Supervisor, Foreperson, and Shift Manager</p> <p>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.</p>

Delivery Methods	
Off the Job Training	<p>It is expected that Apprentices spend 20% of the total duration of their programme undergoing off the job training. Off-the-job training is defined as learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of an apprenticeship. This can include training that is delivered at the apprentice's normal place of work but must not be delivered as part of their normal working duties.</p> <p>Off the Job training may include all the following (non-exclusive) activities:</p> <ul style="list-style-type: none"> • Individual and Group teaching • Practical training; shadowing; mentoring; industry visits and attendance at competition • Coaching • Distance learning • e-learning • Feedback and Assessment • Guided study • Learning with peers/networked or collaborative learning <p>Apprentices may be required to attend their nearest accredited centre to undertake examinations.</p>
On the job Training	<p>On the job guided learning hours 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 the apprentice spends being guided whilst undertaking normal activities as part of their job role, and which provide opportunities to learn, develop and practice skills.</p>
Progression Opportunities	<p>On completion, apprentices may choose to register as Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression.</p>

Skills Gap Analysis | Management

An apprenticeship is a genuine job with an accompanying skills development programme. Through their apprenticeship, apprentices gain the technical knowledge, practical experience and wider skills they need for their immediate job and future career. The apprentice gains this through a wide mix of learning in the workplace, formal off-the-job training and the opportunity to practise new skills in a real work environment.

Apprentices must have a job role (or roles) with an employer that provides the opportunity for them to gain the knowledge, skills and behaviours needed to achieve their apprenticeship.

For Babington to access funding from an employer's digital account or from government-employer co-investment we must assess that it is the most appropriate learning programme and have evidence that the apprentice is either in a new job role or if in an existing job role, there is a need for significant new knowledge and skills.

By completing the Skills Gap Analysis below this will support Babington in ensuring that the apprentice is suitable and eligible for programme.

Scoring Rules

Yes: Indicates you are fully confident in your skills, knowledge and behaviours regarding the unit and/or learning outcome.

Requires further development: Indicates you have some skills, knowledge and behaviours regarding the unit and/or learning outcome, but require further support and development as part of your On or Off the Job Training.

No: Indicates you have no skills, knowledge and behaviours regarding the unit and/or learning outcome, and should this unit be chosen, could be completed as part of your Off the Job Training.

Knowledge

Modules	Learning Outcome	Can the learner demonstrate good levels of knowledge in this unit?		
		Yes	Requires further development	No
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.			

	<p>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.</p>			
	<p>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.</p>			
	<p>Communication Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.</p>			
Personal Effectiveness – managing self	<p>Self -Awareness Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.</p>			
	<p>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.</p>			
	<p>Decision Making Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.</p>			

Skills

Modules	Learning Outcome	Can the learner demonstrate good levels of knowledge in this unit?		
		Yes	Requires further development	No
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

Modules	Learning Outcome	Can the learner demonstrate good levels of knowledge in this unit?		
		Yes	Requires further development	No
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			

Results of the Skills Gap Analysis	Scores		
	Yes	Requires further development	No
Totals:			
Score Percentage:			
<p>Do the above results show that the learner requires further development or above on at least 50% of criteria?</p> <p>Any score above 50% demonstrates the learner requires significant development in their skills, knowledge and behaviours.</p>	Yes <input type="checkbox"/>		No <input type="checkbox"/>

Learner Name:			
Learner Signature:		Date:	
Provider Name:			
Provider Signature:		Date:	