

**OPERATIONS OR DEPARTMENTAL  
MANAGER**

## What is an Operations or Departmental Manager Apprenticeship?

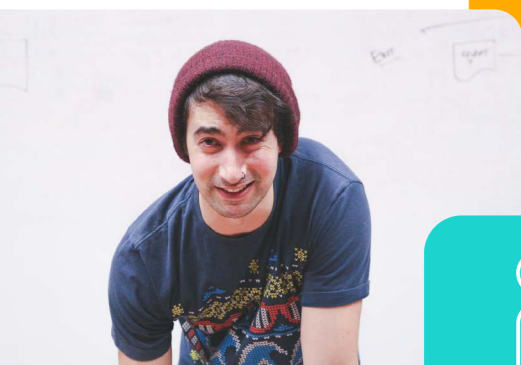
An operations or departmental manager is someone who manages teams and/or projects, and achieves operational or departmental goals and objectives, as part of the delivery of the organisation's strategy. They are accountable to a more senior manager or business owner.

During your apprenticeship, which typically lasts 24-28 months, you will develop your knowledge, skills and behaviours in managing teams and projects, operational planning and management, communication skills and personal and professional development.

This apprenticeship is a stepping stone into more senior, executive or strategic management roles, or advancing onto level 6 and level 7 qualifications.

### Topics covered:

- Management of self
- Self-awareness
- Leading and managing people
- Operational management
- Communication
- Project management
- Decision making
- Building relationships
- Finance
- Agile thinking
- Inclusivity



### What qualifications will you gain?

In addition to the apprenticeship, 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.

### Who is it for?

This apprenticeship is suited to individuals who are new to middle or senior management or have been in management for a while but have not had formal training. Typically, applicants will have 5 GCSE's or equivalent at grade C or above. If not already achieved, then Level 2 in English and maths will be required prior to end point assessment.

### Want to know more?

Read more about the programmes we offer on our website at [www.rhgconsult.co.uk](http://www.rhgconsult.co.uk) or contact us directly and we will be happy to answer your questions and give you more detail on the apprenticeship programmes we offer, how to access funding or even how to hire staff.



## The apprenticeship standard journey



### What do our learners say?

"The apprenticeship has been a valuable learning experience. It has transformed my way of thinking and enhanced my natural skills and strengths to confidently approach situations in my workplace. I will continue to apply the knowledge in my current role and look forward to progressing into potential future roles"

Zahida Parveen

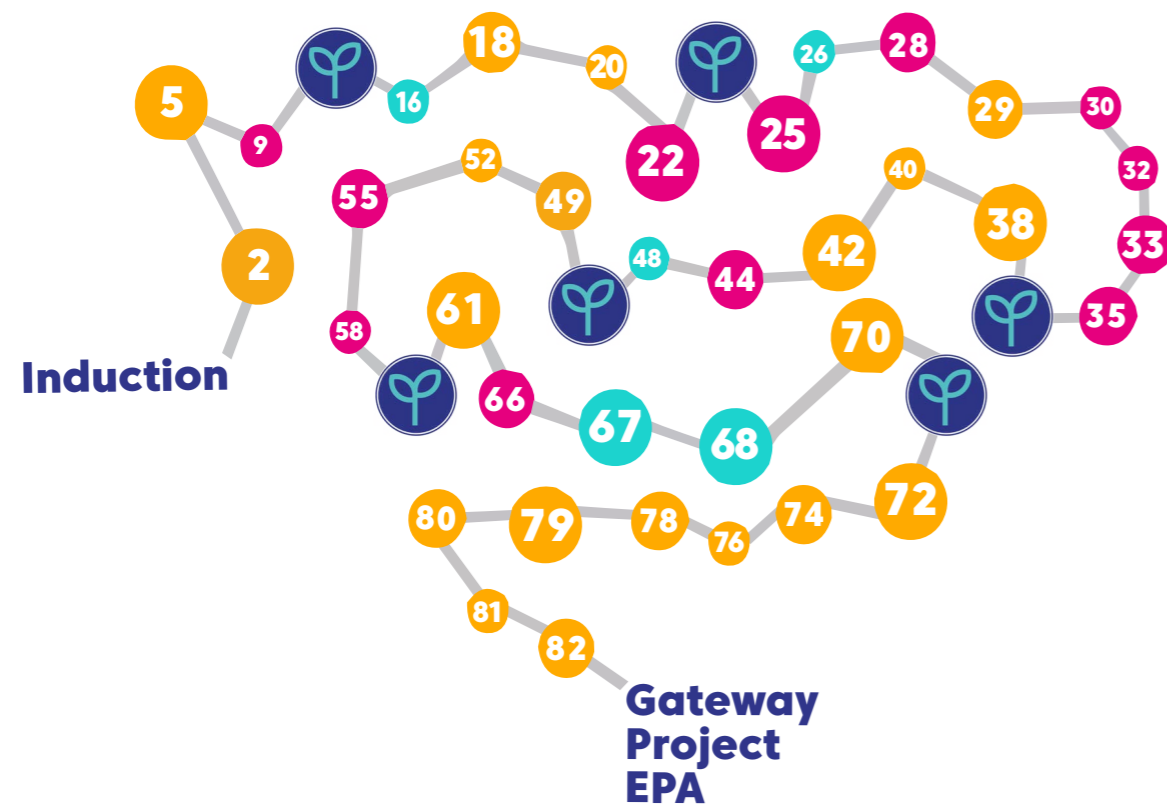


It has transformed my way of thinking



# OPERATIONS OR DEPARTMENTAL MANAGER APPRENTICESHIP

## Mindmap of weekly timescales



Week No.	Learning Unit
1	INDUCTION
2	Emotional intelligence
5	Learning and behaviour styles
9	Reflecting on own performance and creating a PDP
	PROGRESS REVIEW
16	Professionalism
18	Leadership styles
20	Motivating to improve performance
22	Supporting people through coaching and mentoring
	PROGRESS REVIEW
25	Delegating effectively
26	Being inclusive
28	Managing multiple and high performance teams
29	Performance management techniques
30	Develops, builds and motivates teams
32	Talent management
33	Setting targets and monitoring performance
35	Creation and delivery of operational plans
	PROGRESS REVIEW
38	Understanding operational business planning techniques
40	Data security and management
42	Organisational culture and diversity
44	Communicating organisation vision and goals
48	Takes responsibility
	PROGRESS REVIEW
49	Partner, stakeholder and supplier relationships
52	Collaborative working techniques
55	Negotiating and influencing skills
58	Sharing good practice
	PROGRESS REVIEW
61	Understanding interpersonal skills
66	Communication skills including chairing meetings
67	Agile working
68	Managing difficult situations
70	Business development tools
	PROGRESS REVIEW
72	Approaches to continuous improvement
74	Management systems processes and contingency planning
76	Managing change
78	Project management
79	Risk management
80	Time and resource management
81	Problem solving and decision making
82	Business finance
84	GATEWAY
96	EPA





## End point assessment explained



Apprentice



Employer/  
Training provider



Independent  
assessor

Creates and submits a portfolio of evidence, completes a project proposal, delivers a presentation with questioning and completes a professional discussion.

Ensures the apprentice has covered all the knowledge, skills and behaviours and evidenced them all in their portfolio, project proposal and presentation.

Assess and grades the apprentice based on the professional discussion underpinned by the portfolio of evidence, their project proposal, presentation and questioning.



## What to include in your portfolio of evidence?

Your portfolio of evidence will showcase your knowledge, skills and behaviours across the following learning outcomes – Personal and Professional Development, Managing Teams, Operational Planning and Management, Communication Skills, Planning and Delivering Projects. Typical evidence could be workplace documents and records, witness statements, annotated photographs, video clips, written assignments and case studies, and professional discussions.

## Professional discussion underpinned by a portfolio of evidence

The independent assessor will review your portfolio of evidence for context and ask you competency based questions to confirm your depth of knowledge, skills and behaviours as an Operations or Departmental Manager. The professional discussion will last approximately 1 hour.

### Did you know?

Both components of the final end-point assessment must be passed for the apprentice to be deemed competent. Satisfactorily meeting the criteria is a pass, exceeding them can lead to a distinction.

## Project Proposal, Presentation and Questioning

At Gateway you will submit your project title and scope to the end point assessment organisation. Your project proposal may be based on any of the following:

- The need to review and implement a change plan to improve efficiency within the workplace
- The continuous improvement review of a current process, service or product to ensure it is still fit for purpose and meets the current needs of the business
- The need to implement a direct saving (e.g. percentage decrease in direct costs, reduction in headcount) across their team, department or organisation following a re-forecast activity

You will have up to 3 months to complete your project proposal (the project does need to be completed within that time frame) and submit your project proposal report of 4,000 words +/- 10%.

Your presentation will support your project proposal and must be submitted at the same time as your project report.

Your presentation will cover:

- Operational management such as business tools, management systems, identifying and overcoming barriers, identifying opportunities and interpretation of data
- Project management such as using tools and techniques to plan and deliver outcomes, approaches to identifying and managing risks.
- Finance such as monitoring budgets and financial implications
- Leading people and supporting management of change
- Building relationships
- Communication skills
- Managing self, such as prioritising activities and time management
- Decision making and using evaluation techniques to support the process
- Progress of the implementation of the project proposal to date

Your presentation will typically last 20 minutes followed by questions lasting 40 minutes. (+/- 10%).

## Grading

A professional discussion underpinned by a portfolio of evidence and the Project proposal, presentation and questioning are weighted equally to give an overall of grade of Fail/Pass/Distinction.

## FAQs

We have compiled a list of frequently asked questions so whether you're looking to grow your team by hiring new members, or upskill your current workforce, you can gain maximum benefits from apprenticeship schemes.

### Background

The Apprenticeship Levy was introduced from 6 April 2017 to inspire employees to expand existing and introduce new apprenticeship schemes.

Here at RHG, we help employers to deliver high-quality, professional apprenticeship programmes to grow existing employees by closing skills gaps and hire new team members.

### What is the Apprenticeship Levy?

The Apprenticeship Levy is a compulsory levy on employers that is used to fund the delivery of and increase the quantity and quality of apprenticeships within the UK.

### Who has to pay the levy?

From April 2017, UK employers within the private and public sector with a bill of over £3 million pay the Apprenticeship Levy.

Non-levy paying employers will contribute 5% towards the cost of training and assessing apprentices, with the government paying the remaining 95%.

### How much do organisations pay?

The levy is set at 0.5% of an organisation's pay bill, however employers receive a £15,000 annual allowance to offset against the levy.

### How are levy payments made?

HM Revenue and Customs (HMRC) will collect monthly payments. Businesses are required to calculate and report the levy that they owe each month.

### What happens to the levy?

The payments made by levy-paying organisations go into the Digital Apprenticeship Service account where employers can get access to funding as well as find relevant apprenticeships and training providers.



### How can funds be accessed?

Levy-paying employers can access their Apprenticeship Levy contributions through their Digital Apprenticeship Service (DAS) account to pay for their apprenticeship training.

For non levy-paying organisations please contact us or visit <https://www.apprenticeships.gov.uk/employer/funding-an-apprenticeship-non-levy#>

### How are funds spent?

The funding can be put towards the cost of training and assessments within the apprenticeship and can only be used with an approved training provider who is on the register of apprenticeship training providers.

## Are there any funding rules?

Yes, and a key one is that apprentices must be permitted to dedicate at least 6 hours of their working week to off the job training.

### Who can become an apprentice?

The apprenticeship scheme is available for both new and existing employees to enable you to develop existing team members, as long as they meet eligibility criteria. There are no age restrictions on the apprenticeship scheme.

### Is there a time limit to spend the levy funds?

Levy funds will expire 24 months after they enter the account unless they are spent on apprenticeship training.



## Did you know?

A 10% top-up is applied by the government to funds added into the account. So for every £1 an employer adds, the organisation has £1.10 to spend on apprenticeships.



### **How do I find out more?**

Contact us today to discuss how you could fill skills gaps within your existing team, hire new team members through the apprenticeship scheme or for more information about the Apprenticeship Levy.

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