

# The Swarm Training Programme

Operations or Departmental Manager

Level 5



This apprenticeship develops the leadership and management skills of senior managers within any organisation.

## The Programme

An Operations or 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.

### Typical job titles:

Typical job titles: Operations manager, Regional manager, Divisional manager, Department manager and Specialist managers

**Level:** Level 5

**Duration:** 18- 24 Months

### Qualifications & CPD:

Optional Diploma: Level 5 Diploma for Leaders and Managers

## The Standard

Apprenticeship Standards are based on occupational standards. An occupational standard is a short and concise document that describes what someone who is competent in the occupation normally does – ‘duties’, and the ‘knowledge, skills and behaviours’ (KSBs) required to carry out these duties competently; along with any qualifications that must be taken and alignment with professional recognition if applicable.

## Knowledge

**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.

**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.

**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.

**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.

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

**Self-Awareness:** Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.

**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.

**Decision Making:** Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.

## Skills

**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 and recommendations accordingly.

**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.

**Decision Making:** Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques.

**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.

**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.

## Behaviours

**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.

## Delivery Timeline

### Phase 1: On Programme Training and Learning

#### Developing the Knowledge

The knowledge training is primarily delivered via classroom workshops & webinars (numbers dependent) or 121 via tuition. The content of this is based on the main knowledge outcomes that provide a depth of understanding for the skills.

Employer collaboration/involvement is key to supporting some of the workshops/content as many will need to be bespoke to meet the employer specifics.

## Skills development and Portfolio building

Evidence to demonstrate the performance of knowledge, skills and behaviours will be supported via 121 tuition and mentoring with evidence collected via our E portfolio system.

The development of the 13 skills aims will be done throughout the programme and evidence of performance will be gathered to create a showcase portfolio required by the End Point Assessment.

### Reviews

Every twelve weeks the tutor will conduct a progress review with the learner and line manager to support in keeping the progress on track, identify any issues and plan the next phase of collaborative learning.

### English & Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

## Phase 2: Gateway and End-Point

### Assessment

#### Gateway

When all learning has been completed and evidence in the portfolio has been gathered, the next process is to conduct the Gateway review. The gateway review is when the learner, employer and provider agree the learners readiness to progress to End point Assessment.

#### The End- Point Assessment Process

##### EPA Gateway requirements:

- Completion of the off-the job learning components of the programme.
- Confirmation from the employer that the apprentice is ready. It is recommended that the training provider is consulted by the employer to inform the decision.
- Apprentices without Level 2 English and maths will need to achieve this level prior to taking end-point assessment. For those with an education, health and care plan or a legacy statement the apprenticeships English and maths minimum requirement is Entry Level 3 and a British Sign Language qualification is an alternative to English qualifications for those whom this is their primary language.
- Completion of a portfolio of evidence.

The EPA consists of two distinct assessment methods:

Professional Discussion.

Work-Based Project.

The EPA must be completed within a 20-week period, after the apprentice has met the EPA gateway requirements.

Assessment methods can be completed in any order, allowing EPAOs flexibility in scheduling and cost-effective allocation of resources. EPAOs must ensure that each assessment method is scheduled for an apprentice within their maximum 20-week EPA period. It is recommended that the professional discussion and examination components be completed on the same day however this is not a requirement.

The full details of the end assessment plan can be found on institute of apprenticeships website.

## Employer Support:

- Dedicated Senior Account Manager
- Quarterly Cohort Reviews with Senior Account Manager
- Employer Showcase in Swarm media and news
- Access to view Learners progress via our E-portfolio

## Costs:

Full Apprenticeship Cost Per Learner: £7000  
(Maximum Funding Band)

For more information please don't hesitate to contact us.

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