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Level 5 Operations Manager

Leadership and management training for
operational managers



Operations Manager Apprenticeship Standard

The Level 5 Operations Manager Apprenticeship is designed for those supervisors or managers looking to move to a more senior management role. It will introduce learners to key concepts that will equip them with the skills, creativity and vision that can be incorporated into their day-to-day responsibilities and guide their business in today's fast-moving competitive environment.

This level 5 management apprenticeship has been created for middle managers from any area in a business with three to five years of management experience.

At the end of this training programme, you will be awarded a full and relevant Level 5 qualification once a passing grade has been achieved at the End-Point Assessment.

Entry requirements

You must have been a UK, EEA, or EU resident for at least the past three years to undertake this training programme.

In addition, you must be able to commit to the full length of the programme, and be able to meet the programme modules through your job role.

If you do not have a level 2 or equivalent in Maths and English, you will be required to work towards achieving these qualifications as part of your apprenticeship.

What is the duration and how will you learn?

Over the duration of 21 months, you will receive a combination of face-to-face and online training and support.

You will undertake an online assessment that will help us to understand your learning style and needs, then we will tailor your learning experience accordingly.

We ensure that you stay on track to complete your programme on time by managing your progress through our state-of-the-art e-portfolio system, Aptem.

Off the job training

As part of the apprenticeship, alongside your job role, a **minimum of 6 hours per week** of your time in work must be dedicated to improving new skills, knowledge and behaviours.

This can be any time devoted to learning and improving new skills, knowledge and behaviours without interruption, and can include:



Online teaching



Digital learning resources



One to one tuition



Workplace assessment

End-point assessment

Learnt knowledge, skills and behaviours will be assessed by an independent assessor in your end-point assessment (EPA). This typically involves elements such as:



Written project report with presentation and questions



Professional discussion underpinned by a portfolio of evidence

Your apprenticeship journey



You will learn how to: (Key areas)



Support team development

- ✓ Lead the team and individual training needs and support continuous professional development
- ✓ Delivery effective coaching and mentoring
- ✓ Manage and set goals and accountabilities for individuals and teams
- ✓ Motivate team members and individuals through collaborative activities



Develop yourself

- ✓ You will take accountability and ownership of your own and the team's tasks and workload
- ✓ Develop new skills and approaches to people management, for example recruitment, performance management, reward, and talent management and resource planning
- ✓ Develop presentation skills and become better 'storyteller'
- ✓ Learn new influencing, negotiation and conflict resolution and mediation skills



Link theory with practice

- ✓ Legislation and organisational policies relating to equity, diversity and inclusion in the workplace and their impact on the organisation and stakeholders
- ✓ Learn about the effectiveness of project management tools and techniques and put these into practice
- ✓ Ethics and values-based leadership theories and principles, for example employee wellbeing
- ✓ Change management concepts and methods for implementing change within the organisation

The 5 pillars of wider learning

Sustainability



Sustainability is about protecting the future of our environment.

Why do we need to learn about sustainability within an apprenticeship?

Through learning about the world and how to best keep it sustainable, you can be encouraged to safeguard and enhance our natural resources.

Developing your attitudes and behaviours to be more environmentally conscious, you can protect the future of our environment.

CIAG



CIAG provides us with careers information, advice, and guidance.

Why is the support of CIAG important within an apprenticeship?

To be inspired, as a learner, to be proactive and to believe in your ability to achieve your aspirations.

This support will help you learn about career pathways available to you, and will:

- Increase your knowledge about the world of work
- Inspire you to succeed
- Improve your social mobility and life chances
- Help you make informed decisions

Cultural capital & personal development



Cultural capital and personal development is about boosting your employability and work and life skills.

Why do we need to understand cultural capital and personal development within an apprenticeship?

Learning about real-life situations and navigating through them will provide you with essential knowledge, that you may need to ensure future success.

This can include: resilience, confidence, time management, finance management, and much more- all important work, behaviour, attitude, and life skills.

British values, safeguarding & prevent duty



We have a responsibility to keep learners safe during their learning, but we are also responsible for what happens beyond that, too.

British values:

As our learner, you should understand: your right to make safe choices; the rule of law is there to protect you; you should be respected for who you are (regardless of age, race, gender and background); and you live in a democracy allowing you to be involved in decisions that protect you.

Safeguarding:

We can ensure that you are supported by the right people at the right time.

Prevent duty:

We can recognise when targets are preyed upon by extremists and we act, report and get help to stop their recruitment.

Equality, diversity & inclusion



Promoting equality, diversity and inclusion entails fair treatment and equal opportunities for all learners.

The impact of embedding these integral areas into your learning programme means that you will be more aware of your social responsibility to protect the vulnerable in our wider society. This will enable an inclusive mindset in your work and home life, as you develop and grow in your career.

Understanding how to protect those in our society from abuse and extreme idealisms, will further enable our future living and working lives becoming safer and fairer.

Level 5 Operations Manager

Modules of learning

Strategic Thinking

- Assess the relationship between an organisation's strategic objectives and operational planning.
- Evaluate the use of approaches to operational planning.
- Assess methods of managing and leading the delivery of an operational plan.
- Detail how to create an operational plan in line with organisational objectives.
- Identify strategic direction in response to changing markets.

Humanistic Leadership

- Investigate the role ethics and morality play in effective leadership and explain the difference between morality and ethics, in relation to leadership.
- Identify the process of ethical decision making in practice.
- Analyse motivational techniques to improve performance.
- Analyse conflict management models and the approaches used to resolve different scales of workplace conflict.

People Leadership

- Describe the challenges of managing multiple teams.
- Analyse a range of performance management techniques.
- Review techniques for identifying and dealing with under-performing individuals in the workplace
- Explain how to ensure recruitment and selection processes are fair.
- Outline a range of approaches to delegation in the workplace and how to make them effective.

People Development

- Review techniques for assessing current and future team capabilities and requirements.
- Evaluate the use of theoretical models for developing, managing and leading team.
- Examine the use of coaching and mentoring models to support team development.
- Analyse the role of the manager in workforce development.
- Outline good practice for enabling and supporting high performing teams.

Influencing Engagement

- Review the types of stakeholder relationships within organisations.
- Analyse the role of the manager in managing stakeholder relationships.
- Examine the benefits and challenges for organisations working with different stakeholder groups.
- Define how building commercial relationships is achieved through the effective use of networking, influence, and negotiation abilities.
- Justify strategies for communicating planned change to stakeholders.

Leadership

- Assess behavioural and learning styles to ascertain the workplace implications.
- Review development needs for current and future roles.
- Analyse the importance of continuous personal and professional development in achieving organisational objectives.
- Explain how to effectively manage your time, balance your responsibilities, and exercise self-leadership.
- Determine how your industry affects the diversification of your leadership role.

Leading Innovation

- Analyse the environmental factors and internal factors which influence change in organisation.
- Examine the potential impact of change in organisations.
- Evaluate the use of theoretical models for managing change.
- Review the role of leadership in gaining the commitment of others to change.
- Select the best strategies to overcome barriers to change.

Business Financials

- Assess financial management practices within the workplace.
- Differentiate between budget setting and financial forecasting.
- Evaluate budget setting approaches used by organisations.
- Specify corrective actions to be taken in response to budgetary variance.
- Discuss reporting procedures for budgets and other financials.

Learning Foundations and CIAG

- Identify the details of your own chosen pathway and how you will be supported to collect and build a robust portfolio of leading evidence and undertake preparations for both an observation and knowledge test at end point assessment.
- Determine how, online safety, equality and diversity, safeguarding and Prevent are part of a duty of care, understanding the application in the context of leading.
- Assess how your progress is reviewed, how we support any additional learning needs and appeals procedures (where appropriate).
- Research and discuss some of the topics you may be learning as part of your overall qualification.

Project Execution/Project Impact

- Examine the factors that need to be considered when developing a plan for the management project.
- Compare and contrast the tools and techniques used in project management to plan and coordinate a project.
- Evaluate the use of risk analysis tools and techniques and process for mitigating risk.
- Describe the information used to monitor and communicate project progress.
- Review the process for assessing a project's efficacy using data from several sources.
- Evaluate the effectiveness of capturing and managing project-related knowledge.
- Describe the effective strategies of reporting on project outcomes.

Organisational Governance/Operational Success

- Examine the impact of legal and organisational policy on leadership and review how a leader may embody the culture and values of the organisation.
- Examine the impact of legislative requirements on organisations with respect to equality, diversity and inclusion.
- Analyse the role and responsibilities of a manager in relation to equality, diversity and inclusion.
- Evaluate the impact of a change on own team including the effect on individuals, teams and operations and assess the importance of sound financial management practices.
- Examine methods for enhancing both individual and group performance as well as the availability of more accurate business performance forecasts.

Sustainability Culture/Influence with Impact

- Discuss organisational approaches to corporate social responsibility and sustainability and review the main concepts underlying sustainability and its relevance in today's world.
- Outline systemic behaviours in society and how they relate to key sustainability concepts.
- Explain key environmental, social, and governance issues.
- Articulate how sustainability fits into a competitive business strategy and explain how effective use of influencing skills establish business relationships.
- Identify what is the difference between power and influence and outline how to build trust as a leader.
- Evaluate though effective how leaders can influence, teach and inspire through the effective use of storytelling.

Organisational Awareness

- Detail how to conduct an analysis of the commercial environment and identifying areas for improvement.
- Review the impact of organisational context on operational leadership.
- Evaluate business development tools, their uses and how they inform decisions.

Business Continuity

- Describe the importance of contingency planning.
- Detail the role of contingency planning in business continuity, disaster recovery and risk management.
- Review the leadership skills required for strategic risk management.

Project Blueprint

- Identify scope of a proposed management project.
- Examine the factors that need to be considered when developing a plan for the management project.
- Describe a range of different project management models and methodologies.
- Determine the key reasons to initiate a project by an organisation.

People Power

- Evaluate opportunities for developing talent within a team.
- Analyse coaching and mentoring approaches and how these can be used to improve performance.
- Review methods for assessing and measuring employee engagement.

Making an impact, now and in the future

Your career is a path, not a programme. We want to understand your career goals for the future now, so that we're best placed to assist, guide and inform you on your options.

Where do I see myself in my career in 12 months?

What support do I need to get there?

What targets and milestones can I set now to aid me in achieving this?





Integrity



Fun



Diversity



Connecting



Committed



Make an impact

We're all about making an impact, be that individuals making an impact through their day-to-day work, or by organisations making their impact on our economy.

As a national training provider, we make this impact throughout the UK, with expertise in childcare, healthcare, clinical and business skills apprenticeships.

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