
Operations/ Departmental Manager Apprenticeship

What you need to know



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ILM – your ultimate Management Apprenticeship partner

ILM is the UK's leading specialist provider of leadership and management apprenticeships – last year, we qualified over 14,000 management apprentices – seven times more than any other management body. Combined with our experience in the development of apprenticeship standards, this makes us the first choice for training providers and employers

who are looking to engage with reformed apprenticeships. With our expert team of assessors, we are ideally placed to offer End Point Assessment. No organisation is better qualified to provide you with the end-to-end services required to deliver world-class apprenticeships in leadership and management.

New Management Apprenticeship Standards

Currently there are two types of apprenticeships in England – 'frameworks' and 'standards'. Framework apprenticeships are being phased out and replaced with employer-designed Apprenticeship Standards, which are sometimes referred to as 'Trailblazers'.

The Level 5 Operations/Departmental Manager apprenticeship is one of these new Trailblazer standards and has been designed by a group of employers, led by Serco and Civil Service Learning. ILM has worked alongside these employers to advise on the development of the Standard and associated Assessment Plan.

Standards and assessment plans

Employer groups are required to produce two key documents which must be approved by the Department for Education (DfE) before a Management apprenticeship standard can go live: The Standard is a two-page document which outlines the occupation and the knowledge, skills and behaviours required for competence.

The Assessment Plan describes the features of the End Point Assessment which apprentices must successfully complete in order to be awarded their apprenticeship certificate. The Standard and Assessment Plan for this apprenticeship can be downloaded [from the ILM website](#).

The Operations/Departmental Manager Apprenticeship

Who is it for?

The Operations/Departmental manager apprenticeship is suitable for someone who manages teams or projects and is responsible for achieving operational or departmental goals and objectives as part of their organisations strategy.

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

Occupations may include:

- Operations manager
- Regional manager
- Divisional manager
- Department manager
- Specialist manager

Key facts

Level

This is a Level 5 apprenticeship.

Duration

Typically this apprenticeship will take 2 ½ years.

Entry requirements

The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grade C or higher.

Maths and English

Apprentices will need to achieve Level 2 in English and Maths prior to taking their End Point Assessment. Additional funding is available for the delivery of these subjects, which are available as part of ILM's Management Apprenticeship Standard packages.

Delivery

There are three key stages to the delivery of the apprenticeship:

- On Programme
- Gateway
- End Point Assessment

On Programme

This is the substantive part of the apprenticeship and includes both on-the job and off-the-job training and assessment. Throughout this stage, the apprentice will develop the skills, knowledge and behaviours outlined in the two-page Standard. It is important that quality checks are built in to ensure full coverage of the Standard.

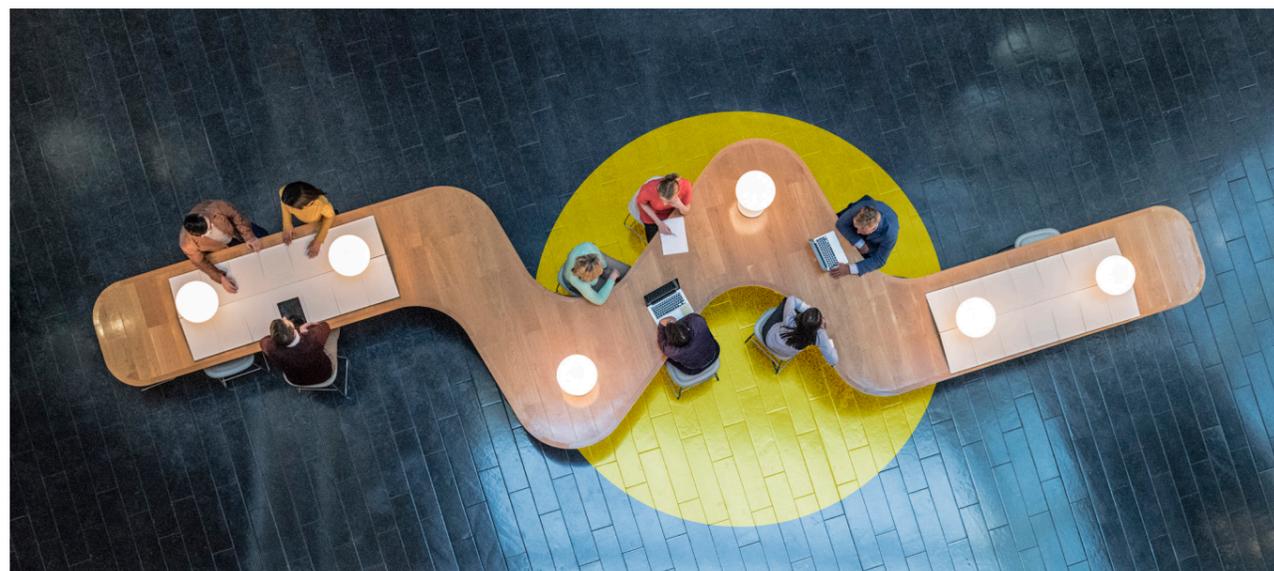
While it is not mandatory to deliver a qualification as part of the apprenticeship, it is recommended that you do so. The employer group which designed the Standard recommends a Level 5 Management qualification equating to a minimum of 37 credits or 370 hours Total Qualification Time (TQT). We have mapped the ILM Level 5 NVQ Diploma in Management and Leadership, the ILM Level 5 Diploma in the Principles of Leadership and Management and the ILM Level 5 Diploma in Leadership and Management, selecting appropriate units to ensure 100% coverage of the skills and knowledge within the Standard.

Mapping documents are available as part of the [ILM Management Apprenticeship Standards toolkit](#).

One of the key features of Management Apprenticeship standards is flexibility. Providers and employers now have more choice in how they deliver the On Programme component of the apprenticeship. A blend of qualifications, resources and employer/provider-designed support materials can be used to deliver bespoke apprenticeship programmes that meet the needs of every type of employer.

ILM Resources

Writing management apprenticeship programmes to the new standards? Bring apprenticeship learning to life with ILM's innovative new digital learning and assessment platform - [SOLAR](#)



Gateway

The Gateway is the opportunity for the provider and employer to sit down and agree whether or not the apprentice is ready to take their End Point Assessment. The structure for the Gateway is not defined within the Assessment Plan, so it's important that you agree how this will look. We advise that you do this at the start of the apprenticeship, so that you have clearly defined measures on how to determine readiness. Things you should consider are:

- Has the apprentice been on programme for a minimum of 12 months?
- Has the apprentice completed their Level 2 English and Maths qualifications?

- Has the apprentice been assessed against all of the knowledge, skills and behaviours?
- Has the apprentice had the opportunity to take mock tests, practice interviews?
- Has the apprentice completed their Level 5 Diploma in Management (if applicable)?

Fully funded

The DfE has confirmed that the funding they provide can be used towards the cost of delivering ILM qualifications and resources as part of this apprenticeship.



End Point Assessment

The End-Point Assessment (EPA) for the Operations/Departmental Manager apprenticeship is made up of five components:

- Knowledge Test using scenarios and questions
- Structured competency based interview
- Assessment of portfolio of evidence
- Assessment of and presentation on work-based project
- Professional discussion relating to CPD activity

The EPA can only be carried out by an independent Apprentice Assessment Organisation (AAO). Organisations that wish to be an AAO need to apply to the Skills Funding Agency to carry out the role. They must apply separately for each Apprenticeship Standard they wish to assess. The AAO cannot be the Provider or the employer, and cannot have been directly involved in the delivery of the apprenticeship.

The tendering process to offer EPA for the Operations/Departmental Manager Apprenticeship Standard opened in September 2016 and ILM has applied to be an AAO for this. As we have been approved in the past, we are confident that we will be met with approval. We will provide a separate guide to ILM End Point Assessment once this is confirmed.

Each AAO will develop their own assessment materials and guidance, however they must assess the Standard in accordance with the guidance set out in the Assessment Plan. The following table, taken from the Assessment Plan, describe each of the assessment components in more detail. It also provides guidance on how grading will be applied to the assessment.



Assessment

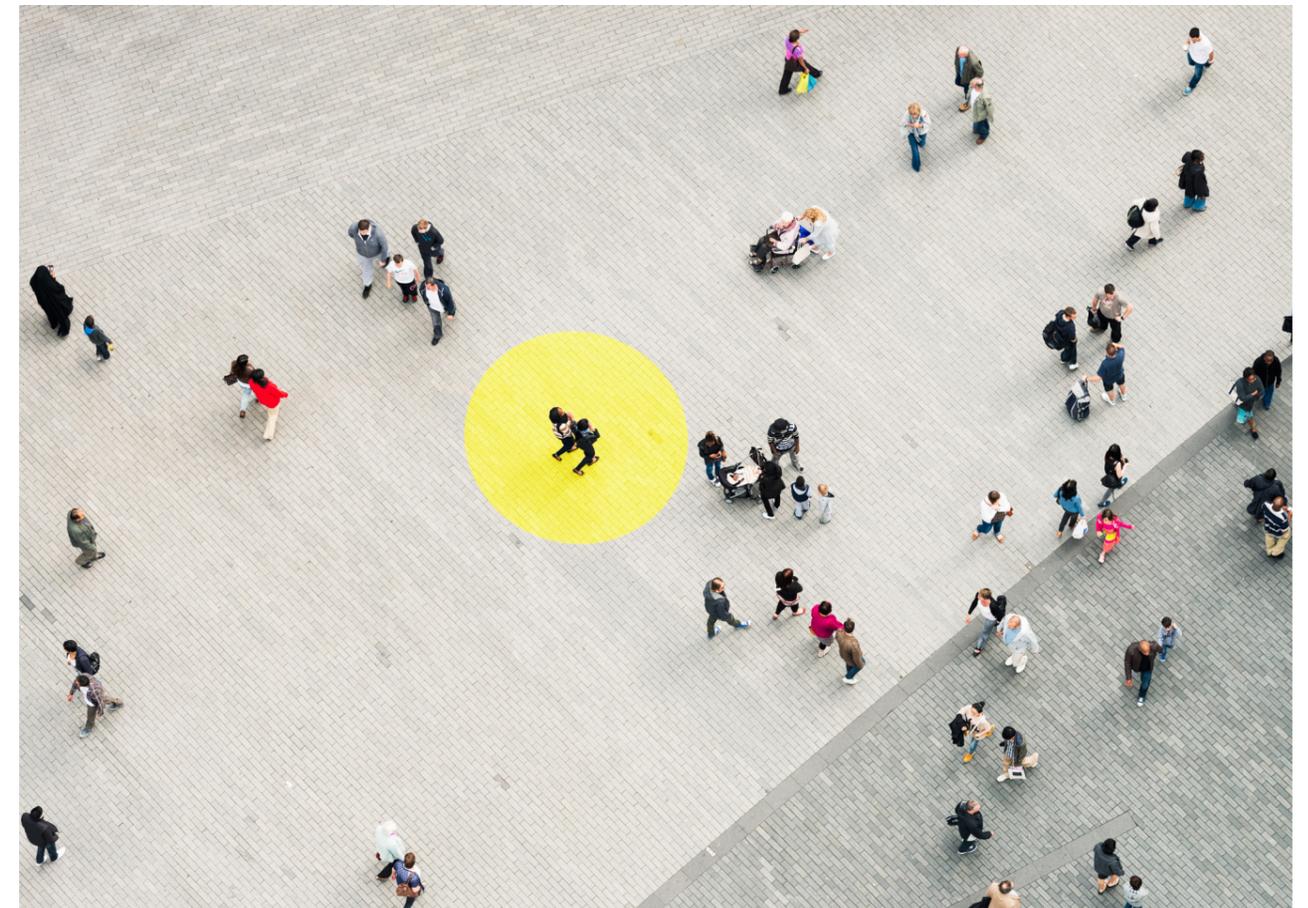
Assessment Method	Area Assessed	Weighting
Knowledge Test using scenarios and questions	Knowledge of leading people, managing people, building relationships, communication, operational management, project management, finance	30%
Structured competency based interview	Knowledge and application of learning relating to leading people, managing people, building relationships, communication, operational management, project management, finance	20%
Assessment of portfolio of evidence	Application of knowledge and demonstration of skills and behaviours relating to leading people, managing people, building relationships, communication, operational management, project management, finance, self-awareness, management of self and decision making, taking responsibility, inclusivity, being agile, professionalism	20%
Assessment of and presentation of the work-based project – with Q&A session	The approach, implementation and outcomes of the work based project, and how learning was applied	20%
Professional discussion relating to CPD activity	Evidence of CPD, training and personal development activities and how learning was applied to the role and workplace	10%

EPA Evidence	Weighting	Maximum Mark	Minimum Mark*
Knowledge Test using scenario and questions	30%	30	15
Competency-based interview	20%	20	10
Assessment of portfolio and evidence	20%	20	10
Work-based project, presentation and Q&A session	10%	20	10
CPD log/Professional discussion	10%	10	5

*Apprentices will need to achieve at least 50% within each part of the End Point Assessment to be able to pass the apprenticeship. The marks, which already include the weighting for each component, will then be combined to give the final grading:

Assessment

Grade	Total Mark
Distinction	70+
Merit	60+
Pass	50+
Fail	Less than 50



Funding

The Operations/Departmental Manager standard has been awarded a funding cap of **£9,000** per apprentice. There are also certain incentives available for recruitment of 16-18 year old apprentices and small businesses, as well as incentives for completion of the apprenticeship.

For the latest information on apprenticeship funding, [please visit our website](#)

www.i-l-m.com/apprenticeships



Apprenticeship Standard

Occupation

An Operations/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 are likely to include creating and delivering operational plans, managing projects, leading

and managing teams, managing change, financial and resource management, talent management, coaching and mentoring.

Roles/occupations may include: Operations Manager, Regional Manager, Divisional Manager, Department Manager and specialist managers.

Entry requirements

The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grade C or higher.

Knowledge, skills and behaviours

Knowledge	What is required (through formal learning and applied according to business environment)
	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.

Apprenticeship Standard

Knowledge	What is required (through formal learning and applied according to business environment)
	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.
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.
Operational management	Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (e.g. 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.

Apprenticeship Standard

Knowledge	What is required (through formal learning and applied according to business environment)
Finance	Understand business finance: how to manage budgets, and financial forecasting.
	Personal Effectiveness – managing self
Awareness of self	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	What is required (acquired and demonstrated through continuous professional development)
	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.

Apprenticeship Standard

Skills	What is required (acquired and demonstrated through continuous professional development)
	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.

Apprenticeship Standard

Behaviours	What is required (developed and exhibited in the workplace)
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.

Apprenticeship Standard

Duration

Typically this apprenticeship will take 2 ½ years.

Qualifications

Apprentices without Level 2 English and Maths will need to achieve this level prior to taking the End Point Assessment.

Progression

On completion, apprentices may choose to register as full members with the Institute of Leadership & Management and/or the Chartered Management Institute, to support their professional career development and progression.

Level

Level 5.

Review date

This standard should be reviewed within three years of its approval.

Find out more

Visit our dedicated apprenticeships pages www.i-l-m.com/apprenticeships

[The gov.uk Apprenticeship pages](#) include information on building an apprenticeship programme, standards, funding and more

Watch [our webinar](#) on the new leadership and management Apprenticeship Standards

Still confused?

Book a free one hour apprenticeship standards briefing with one of our expert team

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About ILM

ILM is a City & Guilds Group business, bringing a wealth of expertise in professional training, qualifications, learning content, technology and assessment.

Together we set the standards for corporate learning, on-the-job development, and skills recognition around the world.

All ILM qualifications are awarded by The City and Guilds of London Institute, which was founded in 1878 and is incorporated by Royal Charter. The City & Guilds Group is a charity. Any profits we make are reinvested to deliver our shared purpose - to enable people and organisations to develop their skills for personal and economic growth.