

Manager

Apprenticeship

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Operations or Departmental Manager

LEVEL 5

This apprenticeship will develop knowledge, skills and behaviours in creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, human resource planning, talent management, coaching and mentoring.

Apprentices working towards this level are likely to be in the following roles:

- · Operations Manager
- · Regional Manager
- · Divisional Manager
- Department Manager
- · Specialist Manager

This apprenticeship is for individuals in/or aspiring towards the role of Operations or Departmental Manager with responsibility for managing a large, or number of teams, an operation or department and/or a project to achieve operational and strategic objectives.



ENROLMENT TIMELINE

Learn Plus Us believe in "right learner, right course". By that we mean it is crucial that all apprentices are accurately matched to an apprenticeship programme that suits their job description, their prior learning and ability to achieve all aspects of the course. Therefore, anyone wishing to enrol on one of our apprenticeship programmes must complete the following steps to confirm eligibility:

Potential apprentices will attend an Information, Advice & Guidance (IAG) session with a member of our Client Engagement team to discuss their previous qualifications and experiences. They will also discuss their current job role as well as their aims and aspirations for the future. This session allows us to ensure that they are matched to a suitable apprenticeship programme. IAG sessions also provide information about the apprenticeship programme, including; Functional Skills, Off the Job training and End Point Assessment. Following this, they will be sent a welcome email with enrolment details. The email will include a link to Century; our dedicated Maths & English platform where they will be invited to complete some initial assessments.

They will then attend a sign-up session with one of our enrolment administrators. During this session they will be guided through the application process, which includes:

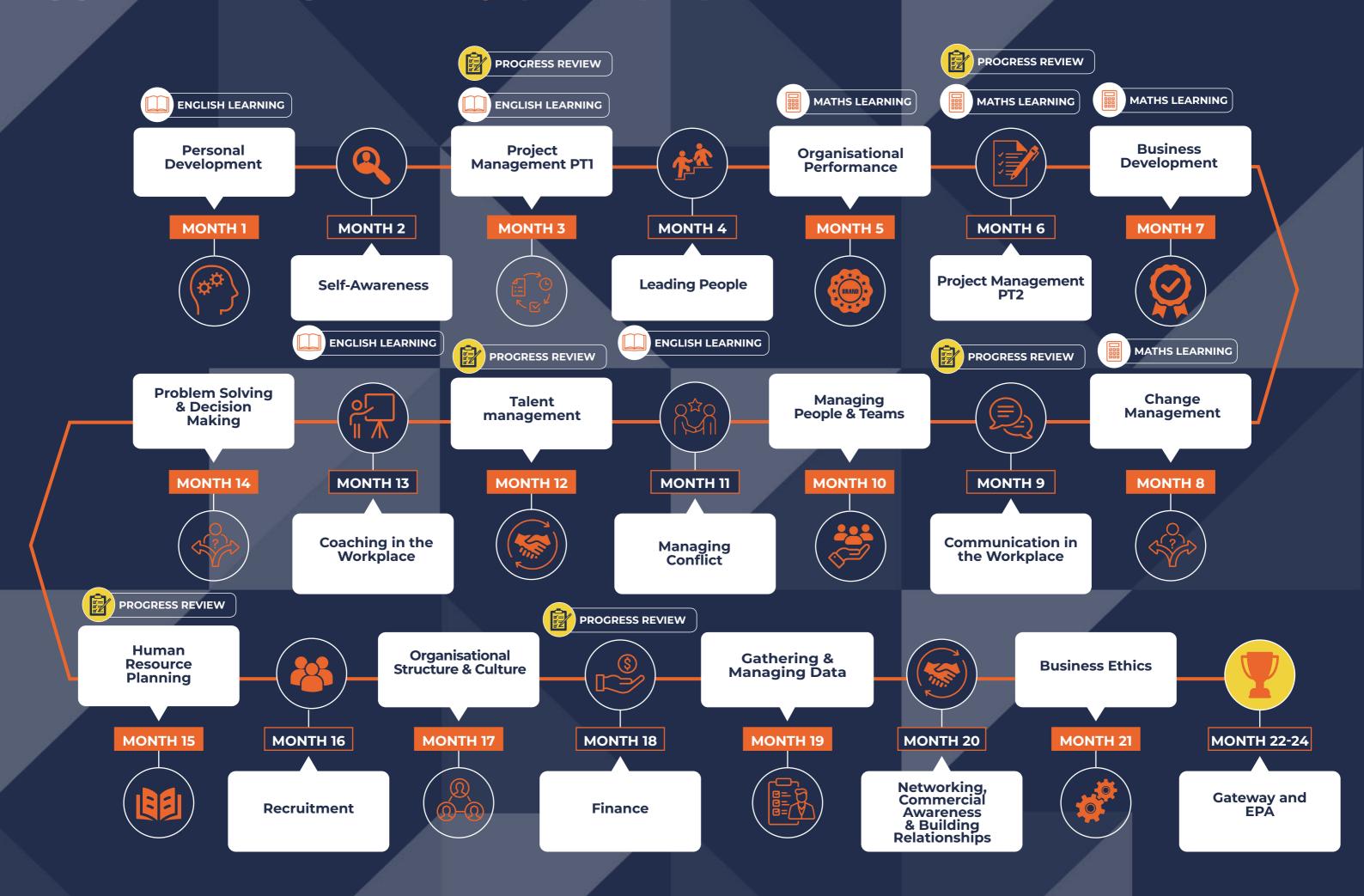
- An application form
- Initial assessments (Maths & English)
- Skill Scan
- This is Me form
- Additional Learning Support Application (if required)

Once the sign-up session is complete, the potential apprentice will attend their first teaching and learning session. An individualised training plan is created and shared with the apprentice and their employer confirming their planned start and end dates of the apprenticeship, all learning modules to be delivered along with the planned hours for these and the chosen End Point Assessment organisation.

Learning will commence from the planned start date, and they will be supported throughout the duration of their programme to learn, achieve and excel.

Apprenticeship Journey (example)

These learning topics will be delivered via webinar sessions with your tutor. They will be via the Microsoft Teams platform and will be a maximum of two hours.



Session Title & Month/s	"Intent" (Session Contents) Knowledge, Skills, Behaviours & Functional Skills	"Impact" (Learner will be able to)	"Off-the-Job Training"	
T Personal Development	 Understand different learning and behaviour styles Able to create a personal development plan Able to reflect on own performance Functional Skills Communicate information, ideas and opinions clearly and effectively, providing further detail and development if required Express opinions and arguments and support them with relevant and persuasive evidence Use language that is effective, accurate, appropriate to context and situation Compare information, ideas and opinions in different texts, including how they are conveyed Identify implicit and inferred meaning in texts Use correct grammar (e.g. subject-verb agreement, consistent use of a range of tenses, definite and indefinite articles) and modality devices Spell words used in work, study and daily life, including a range of specialist words 	 Will be able to complete a personal Development Plan to develop workplace and personal skills and enhance career development. Will be able to use own knowledge to create personal development plans for team members and inspire others to achieve Will be able to identify key points in verbal communication and extract specific information 	Personal Development course on OneFile List all daily, weekly, monthly work tasks & activities Research development opportunities within own organisation Research external CPD activities to enhance career development 16-20 Hours	
2 Self-awareness	 Understand own impact and emotional intelligence Understand different learning and behaviour styles Able to reflect on own performance Enable and support high performance working Use a range of reference materials and appropriate resources Understand organisational features and use them to locate relevant information in a range of straightforward and complex sources Analyse texts, of different levels of complexity, recognising their use of vocabulary and identifying levels of formality and bias Write text of an appropriate level of detail and of appropriate length to meet the needs of purpose and audience 	 Will be able to manage and regulate own emotions Will have increased confidence therefore able to motivate team more Reduced stress levels therefore higher morale, better leadership skills and will inspire team Will be more approachable Increased ability to use reflection and convey ideas and opinions Increased ability with written communication, understanding of recipients perspective 	Complete an emotions trigger list and reflect on how you can manage your emotions. Complete the Johari Window activity 16-20 Hours	L
	 Organise writing for different purposes using appropriate format and structure Convey clear meaning and establish cohesion using organisational markers 			

Project Management PT1	
4 Leading People	
5 Organisational Performance	

how to use relevant tools and techniques. Understand process management Understand approaches to risk management Plan, organise and manage resources to deliver required outcomes Able to use relevant project management unctional Skills Follow an argument, identifying different points of view and distinguishing facts from opinions. Identify different styles of writing and writer's voice Use different language & register persuasive techniques, supporting evidence, specialist words, suited to audience and purpose. Construct complex sentences consistently and accurately, using paragraphs where appropriate Understand different leadership styles. Know how to lead multiple and remote teams and manage team leaders Know how to motivate and improve performance Know how to delegate effectively Able to communicate organisational vision and goals and how these to apply to teams Enable and support high performance working unctional Skills **Number Skills and Rounding** Decimals **Percentages and Calculations** Fractions

Know how to set up and manage a project,

right information at the right time Will be able to identify project risks both direct and indirect Will be able to complete a business case and project initiation document to submit to project sponsors and owners Will be able to communicate using the correct style of writing. Will be able to apply measure in everyday tasks within the setting Will be able to use correct leadership style for correct situations and achieve more effective results Build morale and have a more motivated team Be able to develop others skills Be able to adopt soft skills to adapt, be self and socially aware improving ability to work worth others Will be able to apply measure

in everyday tasks

Will be able to complete a

justify validity of project

stakeholders and create

communication plan to

ensure right people have the

Will be able to identify

feasibility study and CBA to

Hold a Team meeting where your team can complete the Leadership Coat of Arms activity Explore how development Leadership is or can be implemented in your organisation and write a business case for further development

Complete the

OneFile Project

Manage Course

Review previous

project plans and

manager reference

liaise with line

project topic

16-20 Hours

Complete OneFile course Leadership Approaches

opportunities and their benefits

Complete OneFile course Leadership, Empowerment & Delegation

16-20 Hours

Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs

- 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 data security and management, and the effective use of technology in an organisation
- Able to input into strategic planning. Able to create plans in line with organisational

- Will be able to effectively measure team members and operational performance against organisational strategy implementing action plans where necessary.
- Be able to manage resources, physical and human, to ensure operational objectives are met
- Be able to support the growth of their organisation through sales and marketing
- Will be able to measure indoor space to ensure requirements are met according to the H&S at Work Act.

Coaching from line manager to review operational plan and make amendments for more streamlined processes

Develop a marketing campaign for your organisation's services or products

Complete OneFile course – Project Methodologies

16-20 Hours

Project Management PT2	 Know how to set up and manage a project. Know how to use relevant tools and techniques Plan, organise and manage resources to deliver required out-comes Monitor progress Identify risks and their mitigation Able to use relevant project management tools Use of specialist advice and support to deliver against plans Functional Skills Collecting and Representing Data Ratio and Proportion Properties of Angles and Shapes 	 Will be able to plan and implement a project monitoring the performance throughout. Managing project risks, resources and stakeholders. Be able to effectively communicate with project stakeholders Be able to manage a project budget Will be able to use statistical data to provide project reports 	Arrange a steering group meeting for project Review previous project evaluations Receive mentoring from line manager 16-20 Hours	10 Managing People & Teams	Know how to delegate effectively Know how to manage multiple teams. Know how to develop high performing teams. Understand performance management techniques Develop, build and motivate teams by identifying their strengths and enabling development within the workplace Able to delegate and enable delivery though others	 Will be able to cross manage different teams or have differing challenges and locations. Be able to set boundary's for relationship building Able to delegate and develop others 	Read ILM resource Managing People, identify different delegation techniques Research own organisations performance management techniques and evaluate their effectiveness
7 Business Development	 Knowledge of management systems, processes and contingency planning Understand how to initiate and manage change by identifying barriers and know how to overcome them Able to build trust, and use effective negotiation and influencing skills Producing reports, providing management information based on the collation, analysis and interpretation of data Use of specialist advice and support to deliver against plans Functional Skills Scale Diagrams 	 Will be able to identify when change is required to ensure operational and strategic objectives are met Be able to identify new opportunities, enter new markets, and expand their products or services Be able to identify long term value and sustainability for their organisation. Attract investors Will be able to create charts to display data 	Read ILM workbook Operational Management section 2 Research previous business development with own organisation 16-20 Hours	11 Managing Conflict	Know how to manage conflict at all levels Able to manage conflict	Be able to manage conflict in varying situation at all levels Understand and be able to follow legal and organisational frameworks for managing conflict	Research own organisations framework for managing conflict at all levels with a range of stakeholders Speak with HR department regarding process for managing conflict 16-20 Hours
8 Change Management	 Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs Understand how to initiate and manage change by identifying barriers and know how to overcome them Support, manage and communicate change by identifying barriers and overcoming them Able to support the management of change within the organisation Able to build trust, and use effective negotiation and influencing skills Use of specialist advice and support to deliver against plans 	 Be able to communicate change at all levels using a change management tool. Overcoming barriers and communicating progress to stakeholders Will be able to implement and manage change to ensure operational and strategic objectives are met Be able to deliver long term value and sustainability for their organisation. Will be able to solve some maths questions without a calculator. 	Read ILM workbook Operational Management section 2 Research previous business development with own organisation 16-20 Hours	12 Talent management	 Understand talent management models 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 though others 	 Will promote organisational development, increasing morale and motivation within team Develop talent to reach their potential in the organisation. Develop a highly skilled workforce providing a competitive advantage 	Complete OneFile 'Talent Management' course record answers to questions. 16-20 Hours
S Communication in the Workplace	 Understand approaches to partner, stakeholder and supplier relationship management Know how to share best practice Understand interpersonal skills. Understand different forms of communication & techniques (verbal, written, non-verbal, digital) and how to apply them appropriately Able to identify and share good practice Able to communicate effectively (verbal, written, digital) Able to be flexible in communication style. Use of active listening Functional Skills Communicate information, ideas and opinions clearly and effectively, providing further detail and development if required Express opinions & arguments, support them with relevant and persuasive evidence Language that is effective, accurate, appropriate to context, situation Identify the different situations when the main points are sufficient and when it is important to have specific details Punctuate writing correctly using a range of punctuation markers 	 Be able to define the goals of team members clearly. Understand team members' goals and desires and solve their grievances. Help foster an open and good rapport between teams, which will increase productivity and efficiency. Will be able to communicate at all levels using correct and appropriate language Be able to challenge others putting forward data, facts and viewpoint in a professional manner Be able to write reports 	Conduct research around communication patterns and identify how these can been seen and used effectively within your organisation. Read pages 344 > 346 of Laurie Mullins Management & Organisational Behaviour Complete OneFile 'Transactional Analysis' course Create a communication plan for the next 12 months 16-20 Hours	13 Coaching in the workplace	 Know how to support people using coaching and mentoring approaches Know how to delegate effectively Develop, build and motivate teams by identifying their strengths and enabling development within the workplace Able to delegate and enable delivery though others 	Will be able to identify talent & develop in self and others to have the following skills: Inclusive leadership Effective communication Psychological safety and trust Emotional intelligence Active listening Ability to give (and receive) feedback. Empathy Goal-oriented Increased productivity, efficiency, and effectiveness. Improve employee motivation, engagement, and morale. Demonstrate commitment to learning and development	Read Coaching resources on OneFile Shadow colleague Peers YouTube clip - Coaching examples Complete scenario coaching session

Problem Solving & Decision Making	 Understand problem solving and decision making techniques, including data analysis Use of specialist advice and support to deliver against plans Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques 	 Will be able to identify a problem quickly, able to use effective problem solving techniques to resolve problems engaging others in the decision making process. Will be able to critically analyse problems which will identify the root cause and be able to implement processes/ changes and ensure fixes are maintained. Be open to seeking advice and guidance when dealing with problems Will be able convert data into percentages for MIS to give a clear representation of the impact of a problem and the impact of resolutions 	Research opportunities for specialist advice ie: Gov.Uk, ACAS Receive coaching/ mentoring from line manager regarding managing operational problems Contact HR for information regarding delegation of responsibility policy Review how previous problems and issues were resolved Shadow line	Organisational Structure & Culture	Understand organisational cultures and diversity and their impact on leading and managing change	 Will understand the changing nature of culture and how organisational can be influenced, positively and negatively. Will have the knowledge to be able to develop a positive culture within team/department which should increase morale and motivation in turn increasing quality and productivity. Be able to develop a high performing team which trusts each other 	Analyse the culture of own organisation and assess if the culture is positive or can changes be made to improve the culture. Create a report on your findings. Read chapter 19 of Mullins – Management and Organisational Behaviour 16-20 Hours
15	 Understand talent management models and develop people Demonstrate commercial awareness, and able to identify and shape new opportunities Able to consider financial implications of decisions and adjust approach/recommendations accordingly Use of specialist advice and support to deliver against plans 	Be able to forecast human resource requirements and plan for future replacement/ cover Be able to analyse the fluctuation of staffing levels and make informed decisions Be able to maintain and target the right talent to employ and develop Retain experienced and	manager or peers in management meetings 16-20 Hours Read section 5 of ILM resource > managing people' Shadow line manager or peer during the recruitment process Read the documents around	18 Finance	 Understand business finance and how to set budgets. Know how to manage budgets. Understand financial forecasting Able to monitor budgets. Able to provide reports. Able to consider financial implications of decisions and adjust approach / recommendations accordingly 	Be able to support the setting of operational budget, understanding the forecasting timespan and be able to forecast future budget performance Be able to monitor own budget maintaining costs and reporting on performance Be able to utilise organisational software for monitoring and forecasting on budgets Transfer skills to project for EPA	Shadow line manager when setting, monitoring and forecasting on budgets Arrange meeting with Finance to learn about how organisational budget is agreed, the factors which influence a budget and timelines for forecasting.
Human Resource Planning		talented staff Increase organisational competitiveness through a highly skilled workforce	recruitment on Gov.uk https://www. gov.uk/browse/ employing-people/ recruiting-hiring Create a presentation on why self-reflection is important and deliver to your team. 16-20 Hours	19 Gathering & Managing Data	 Understand data security and management, and the effective use of technology in an organisation Producing reports, providing management information based on the collation, analysis and interpretation of data Able to undertake critical analysis and evaluation to support decision making 	 Will have a sound understanding of organisational and legal frame works surround data security, what data is covered by GDPR and the consequences of breach of GDPR Will be able to use organisational technology to mitigate risks of data breach 	Research MI used within your department/ organisation 16-20 Hours
16 Recruitment	Understand performance management techniques, how to recruit and develop people Able to consider financial implications of decisions and adjust approach/recommendations accordingly Use of specialist advice and support to deliver against plans	Be able to recruit high standard of staff, following organisational and legal frameworks Be able to effectively use recruitment tools applicable to own organisation	Read section 5 of ILM resource >managing people' Shadow line manager or peer during the recruitment process Read the documents around recruitment on Gov.uk https://www. gov.uk/browse/ employing-people/ recruiting-hiring Create a presentation on why self-reflection is important and deliver to your team.	20 Networking, Commercial Awareness & Building Relationships	 Understand negotiation, influencing, and effective networking Able to work collaboratively with others both inside and outside of the organisation Demonstrate commercial awareness, and able to identify and shape new opportunities Be able to deliver an effective presentation 	 Be able to have effective relationships with all levels of stakeholders Be able to negotiate and influence others, increasing productivity and/or service delivery To grow own connections within their industry Be aware of changes within their sector and be able to act promptly to implement improvements, changes and mitigate risk 	Read and review the Negotiating & Partnership leaflet Research and review an appropriate Network to join (LinkedIn) Create a 6 slide presentation using teams and deliver to team 16-20 Hours

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Business Ethics

- Understand data security and management, and the effective use of technology in an
- Understand approaches to risk management Understand organisational cultures and
- Understand organisational cultures and diversity and their impact on leading and managing change
- K10.1 Understand organisational values and ethics and their impact on decision making
- Understanding of CSR and its implications
- Be able to implement and develop a culture where CSR is embedded in all operational activities
- Be able to create a steering group for communal activities to promote CSR

Research and review own organisations CSR policies. Identify current CSR practices and propose further practices and communal activities to promote organisations ethical practices.

Review own organisations website and review where CSR can be promoted

https:// webinarcare. com/bestcorporate-socialresponsibilitysoftware/ corporate-socialresponsibilitystatistics

16-20 Hour



GATEWAY & EPA

Session Title	"Intent" (Session Contents)	Transferable skills
22 23 24 GATEWAY AND EPA	 Proposal signed off by EPA Create Project Report Create Project Presentation Create prompt notes for discussion Practice presentation EPA: Submit Project Report & Presentation within 12 weeks from Gateway (submission date provided by EPAO) 20min presentation with 40min Q&A 60 min Professional Discussion underpinned by portfolio showcase evidence (as per evidence matrix) 	 Productivity Verbal communication Written communication Active listening Problem solving Meets deadlines Understanding and carrying out written instructions Teamwork Planning Organising Basic maths & literacy skills. Time management Gathering information Recall Using initiative Following procedures Partnership working Passion Integrity



END POINT ASSESSMENT INFORMATION

WHAT IS GATEWAY?

Gateway is triggered when the apprentice has achieved all knowledge, skills and behaviours set out in the assessment plan, has been on programme for a minimum of I year and I day and the apprentice, employer and training provider feel the apprentice is ready for their EPA. The gateway period is dependent on the chosen EPAO and the standard being studied, and this allows the apprentice to prepare and agree a date with the EPAO to when the assessments will take place.

Note: Gateway can only be achieved once the following has been met:

English and Maths at Level 2 (or equivalent) must be achieved

Completion of knowledge, skills and behaviours

Minimum off the job training recorded

Gateway declaration signed by apprentice, line manager and apprenticeship tutor



WHAT IS END POINT ASSESSMENT?

End Point Assessment (EPA) is the final stage of an apprenticeship and it is made up of a range of synoptic assessments which are completed at the end of the apprentice's learning, once they have achieved gateway requirements. EPA takes place to ensure the apprentice has the knowledge, skills and behaviours outlined in the apprenticeship standard in order to be occupationally competent.

Assessments have been designed by employers in the sector and will be conducted by an Independent End Point Assessor (IEPA) who works for an End Point Assessment Organisation (EPAO). All assessments must be passed for the apprentice to achieve. Once the apprentice has completed all of their assessments, they will be awarded an overall grade (depending on the apprenticeship programme). This will either be Fail, Pass or Distinction.

Assessments which form EPA activities - Operations or Departmental Manager

Project Proposal, presentation and questioning	4,000-word project report, 20-minute presentation and 40-minutes questioning.
Professional Discussion	60-minute professional discussion around submitted portfolio evidence.



DELIVERY



WEBINARS

Delivered via the Microsoft Teams platform for a maximum of 2 hours. They may be delivered on an individual basis or with a group of apprentices. The tutor will deliver a session on a particular topic and you will have the opportunity to have input through discussion using the in-platform chat facility. These webinars count towards your off the job training and will also provide you with tasks to complete for your apprenticeship learning.



1:1 SESSIONS

Either face to face or remote via Microsoft Teams. This is dedicated time with your tutor to discuss your progress and any areas where you may feel you need extra support or guidance. Your tutor will also provide you with feedback on any work that has been set and guide you towards the next steps in your apprenticeship programme. Your tutor can also guide you towards additional resources to stretch your knowledge and understanding of relevant topics. Off the job training is reviewed to make sure you are on track to meet the minimum requirement. All other work set will be reviewed and any additional support provided if needed. If any assessments are planned to take place during the 1:1 visit these will be recorded and added to your OneFile portfolio as evidence towards completion of your apprenticeship.



PROGRESS REVIEWS

These can either be face to face or remote and will require the involvement of your line manager. The reviews take place at least every 12 weeks and is intended to provide an update on progress towards completion of your apprenticeship. Your manager will provide input in order to make sure that the apprenticeship is meeting the needs of your employer and that you are gaining the skills, knowledge and behaviours to improve your working practices. Targets will be set for completion of varying tasks including; developing softer skills or enhancing your maths, English or digital skills. Reviews are usually recorded and then stored on OneFile.



ONEFILE ONLINE COURSES

These online courses are designed to provide essential information to continue to stretch and challenge you throughout the apprenticeship. These courses can also contribute to your apprenticeship standard in conjunction with work set by your tutor. They will help build your knowledge and can expand your understanding of the industry, as well as contributing to your off the job training.

*Please note that any webinars, 1:1 meetings and progress reviews will be recorded, and securely saved and stored to your OneFile account, where only you, your manager and Learn Plus Us staff involved in your training have access. These will not be shared outside of OneFile without your permission. Group webinars will also be recorded.

ESOL SUPPORT



"Teaching for me is not just a job – it is a vocation, a mission, a quest. There is no bigger reward, in my opinion, than that of seeing your learners progress and achieve their goals!"

Ava, Senior ESOL Tutor

At Learn Plus Us we are proud to have a highly skilled and dedicated ESOL team who are experienced at adapting their teaching to meet the specific English language needs for learners. Whilst we offer ESOL for Work courses separately to apprenticeship delivery, we do provide the option for apprentices to access ESOL support during their apprenticeship should they need it. We also offer in-house learning support for those with other additional learning needs or barriers to learning.

SYSTEMS

OneFile is the e-portfolio for your Apprenticeship. This is where you will store your evidence, log your off-the-job-training, and track your progress towards achievement. Gone are the days of ring binders and plastic wallets, this is your one stop shop for Apprenticeship programmes.

CENTURY is an award-winning assessment, teaching and learning
Al platform that has been developed by a team of experienced
teachers, neuroscientists and technologists. This platform is where
you will complete your initial assessments in English and Maths
and it is used to determine the starting point for all potential apprentices. It will
provide you with an individualised teaching and learning experience based on the
results of your initial assessments.

NEXT STEPS

Following successful completion of your apprenticeship, you will be able to progress to the following:

- Chartered Manager Degree Apprenticeship
- Apprentices can register as full members with the Chartered Management Institute and/or the Institute of Leadership & Management, and those with 3 years management experience can apply for Chartered Manager status through the CMI.
- Apprentices can also register for full membership with the Institute for Leadership and Management through ILM.

INTERESTED?

If you are interested in starting your apprenticeship journey? Please contact us at sales@learnplusus.co.uk

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