OPERATIONS OR DEPARTMENTAL MANAGER

Reference Number: ST0385

Details of standard

Occupation

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

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.

Requirements: 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.
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.
Personal effectiveness – managing self	
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	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 and recommendations accordingly.
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 though 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

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

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 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.

Level

Level 5.

Review date

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

Find an apprenticeship

Postcode (optional)

Version log

VERSION	CHANGE DETAIL	EARLIEST START DATE	LATEST START DATE	LATEST END DATE
1.2	End-point assessment plan revised	21/10/2020	Not set	Not set
1.1	The funding band for this standard has been reviewed as part of the apprenticeship funding band review. The new funding band is £7000	04/03/2019	20/10/2020	Not set
1.0	Retired	01/06/2016	03/03/2019	Not set