

catch
22

OPERATIONAL/ DEPARTMENTAL MANAGER

LEVEL 5


Ofsted
Good
Provider

OPERATIONAL 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/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.



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ENROLMENT TIMELINE



Catch22 Apprenticeships 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, the below steps will be followed to confirm the eligibility of everyone who wishes to enrol upon one of our apprenticeship programmes:



Potential apprentice is emailed a link to complete Initial Assessments for Maths & English. Then a Skill Scan is completed with the potential apprentice and the employer, which can be done either online or in person. These assessments determine the eligibility for the apprenticeship to proceed.



If eligible, all enrollment documentation is completed by the employer and apprentice.



The apprentice is invited to attend an Induction Session, which is delivered by one of the Apprenticeship Training team via Microsoft Teams.



Learning then commences from the date of the apprentice's attendance at the Induction Session.

YOUR JOURNEY

OPERATIONAL/DEPARTMENTAL MANAGER LEVEL 5

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



REMOTE 1-1 or a FACE to FACE

These sessions will occur each month and will be delivered either remotely via Teams or in person at the Apprentice's workplace. They will last between 1 and 3 hours.

TOPERATIONAL/ DEPARTMENTAL MANAGER LEVEL 5

Month	Session Title	Session Contents	Self-Learning
1	Welcome to your Apprenticeship Personal Development	<ul style="list-style-type: none"> Welcome to the Programme Icebreakers Explanation of Apprenticeship Explanation of webinars/workshops Learnings Styles SWOT Analysis Learnings/Behavioural styles Importance of personal development Smart targets and creating a PDP 	<ul style="list-style-type: none"> Complete OneFile courses: <ul style="list-style-type: none"> Learner Induction Course Online Safety Course Continuous Development Course SWOT Analysis & Personal Development Assessment Activity
2	Learning Styles & Time Management	<ul style="list-style-type: none"> Learning & Behavioural Styles Why time management is important Prioritising work activities Time management Techniques; Eisenhower Grid, 4D's, Lakeins ABC 	<ul style="list-style-type: none"> Learning and Behavioural Styles Knowledge Statement Managing & Prioritising your Workload Assessment Activity (Includes Onefile Course)
3	Self Awareness	<ul style="list-style-type: none"> What is emotional intelligence Understanding own impact on others The importance of being aware of own behaviour Self-reflection tools The link between self-awareness and improved performance What is Unconscious Bias <p>GATEWAY PROGRESS REVIEW</p>	<ul style="list-style-type: none"> Emotional Intelligence Knowledge Statement Self Awareness Knowledge Statement
4	Project Management 1	<ul style="list-style-type: none"> Project roles and responsibilities Project governance requirements Stakeholder analysis and mapping The components of a project's budget Risk analysis tools and techniques Project Scope 	<ul style="list-style-type: none"> Project Management Knowledge Statement Project Specification Assessment Activity <ul style="list-style-type: none"> Project Proposal PID Risk Assessment
5	Leadership & Motivation	<ul style="list-style-type: none"> Leadership styles; <ul style="list-style-type: none"> Situational Leadership Lewin's leadership Styles Action Centred Leadership Goleman's 6 Leadership Styles Leadership Approaches; <ul style="list-style-type: none"> Distributed Leadership Developmental Leadership Motivational Techniques 	<ul style="list-style-type: none"> Leading Teams Knowledge Statement Developing a High Performing Team Assessment Activity OneFile Course – Leadership Approaches

6	Operational Management	<ul style="list-style-type: none"> Strategy v Operational Plans Organisational Strategy Operational Planning Business Development Tools - PESTLE, VMOST, Porters 5 Forces, Maturity Model <p>GATEWAY PROGRESS REVIEW</p>	<ul style="list-style-type: none"> Operational Management Assessment Activity Business Development Tools Knowledge statement Business Development Tools OneFile course
7	Project Management 2	<ul style="list-style-type: none"> Monitoring and communicating project progress Managing project issues Managing resources (Resource Levelling & Resource Smoothing) Managing project timescales Stretch & Challenge - Understanding Project Methodologies 	<ul style="list-style-type: none"> Work Based Project Assessment Activity <ul style="list-style-type: none"> Gantt chart Stakeholder comms plan Budget management WBS Critical Path Analysis OneFile course
8	Change Management & Business Development	<ul style="list-style-type: none"> Initiating change Barriers to change and overcoming them Change Management Models Monitoring and assessing change Business development approaches 	<ul style="list-style-type: none"> Managing Change Assessment Activity
9	Communication in the Workplace	<ul style="list-style-type: none"> Communication Models (Fayol, Shannon & Weaver) Communication and workplace culture The barriers to effective communication <p>GATEWAY PROGRESS REVIEW</p>	<ul style="list-style-type: none"> Communicating Organisational Strategy & Team Purpose
10	Managing People & Teams Managing Conflict	<ul style="list-style-type: none"> Different Teams Team Roles Setting team objectives Appraisals and 1-2-1 performance reviews Performance Management Techniques MIS for performance management Conducting 1-2-1s to manage performance Disciplinarys and Grievance Challenging Conversations Negotiation Influencing Managing Conflict Transactional Analysis 	<ul style="list-style-type: none"> Performance Management Techniques Knowledge Statement Managing Team Performance Assessment Activity Managing Individual Performance Assessment Activity Managing Conflict Assessment Activity

Month	Session Title	Session Contents	Self-Learning
11	Study Month		
12	Talent Management & Coaching in the Workplace	<ul style="list-style-type: none"> Talent Definition Benefits of talent Management Links to Developmental Leadership Approach Talent management models Coaching v Mentoring Benefits of coaching and mentoring Using coaching & mentoring to improve performance Coaching skills for Talent Management <p>GATEWAY PROGRESS REVIEW</p>	<ul style="list-style-type: none"> Talent Management Onefile Course Recognising & Managing Talent Assessment Activity (Through 1-2-1's, Appraisals etc) Developing a Team Member through Coaching Coaching Reflection Log
13	Problem Solving & Decision Making	<ul style="list-style-type: none"> Identifying problems and their causes in the workplace The steps to problem-solving and decision-making The nature, scope and impact of problems Gathering and interpreting data to influence decisions Creative approaches to generating solutions Planning and communicating decisions The impact of ethics and values on decision-making 	<ul style="list-style-type: none"> Problem Solving & Decision Making Assessment Activity Theories and models knowledge statement
14	Human Resource Planning & Recruitment	<ul style="list-style-type: none"> Purpose of strategic HR planning Assessing current HR capacity Forecasting HR requirements Gap analysis Developing HR strategies to support organisational strategies Recruitment options Recruitment processes 	<ul style="list-style-type: none"> Human resource planning Strategic plans for future capacity
15	Study Month	GATEWAY PROGRESS REVIEW	
16	Organisational Structure & Culture	<ul style="list-style-type: none"> Organisational structure Organisational culture <ul style="list-style-type: none"> Belbin's Team Roles Competing Organisational Cultures Team dynamics 	<ul style="list-style-type: none"> Knowledge Statement <ul style="list-style-type: none"> Organisational culture Organisational structure

17	Finance	<ul style="list-style-type: none"> The key components of a budget The process of setting a budget Information needed to set a budget Contingency budgeting Forecasting Models 	<ul style="list-style-type: none"> Knowledge Statement: <ul style="list-style-type: none"> Types of Budgets Costings Budgeting Process Forecasting Models Assessment Activity: <ul style="list-style-type: none"> Managing a Budget & Forecasting
18	Gathering and Managing Data	<ul style="list-style-type: none"> Data storage Technology & Data Management Governance and compliance requirements of financial management <p>GATEWAY PROGRESS REVIEW</p>	
19	Networking Commercial Awareness & Building Relationships	<ul style="list-style-type: none"> Partner, stakeholder and supplier relationship management including negotiation, influencing, and networking work collaboratively both inside and outside of the organisation 	<ul style="list-style-type: none"> Knowledge Statement: <ul style="list-style-type: none"> Negotiating & Influencing Skills Negotiating Assessment Activity
20	Business Ethics	<ul style="list-style-type: none"> CSR Ethical practices Legal and organisational frameworks Codes of Ethics Environmental Issues 	<ul style="list-style-type: none"> Knowledge statement: <ul style="list-style-type: none"> CSR Legal & organisational Frameworks for Ethical Practices
21	Gateway Preparation	<ul style="list-style-type: none"> Showcase Portfolio showcase building Professional Discussion Mind Maps <p>GATEWAY PROGRESS REVIEW</p>	<ul style="list-style-type: none"> Preparing for gateway
22 - 23	Gateway	<ul style="list-style-type: none"> Gateway meeting with Employer/Apprentice, share EPA documents Refresher session around Mock Test Scenarios, Revision Guidance and resources, use of mind maps and revision techniques to prepare for final test 	<ul style="list-style-type: none"> Roles and Responsibilities The Gateway, including The CMI EPA Portal (Skilsure) Information needed, including Employer & Apprentice contact details and uploading documents into Skilsure Timelines and roles post-Gateway
24	End Point Assessment		

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 1 year and 1 week and the apprentice, employer and training provider feel the apprentice is ready for their EPA. The gateway period is roughly 3 months, and this allows the apprentice to prepare and agree a date with the EPAO to when the assessment will take place.

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

English and Maths at Level 2

Completion of knowledge, skills and behaviours

Minimum of 20% OTJT recorded

Gateway declaration signed by apprentice, line manager and apprenticeship trainer



WHAT IS END POINT ASSESSMENT?

End Point Assessment (EPA) is made up of a range of synoptic assessments which are completed at the end of the apprentices' programme, 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. There are 3 available grades for this standard; **fail, pass and distinction**.

Assessments which form EPA activities – Operations/Departmental Manager Level 5

Project Proposal, presentation and questioning	4000-word project report, 20-minute presentation and 40-minutes questioning.
Professional Discussion	60-minute professional discussion around portfolio.



DELIVERY TYPES:



WEBINARS

These will be delivered via the Microsoft Teams platform and will be a maximum of 2 hours. They may be delivered on an individual basis or with a group of apprentices. The trainer will deliver a session on a particular topic and you will have the opportunity to have input through discussion and the use of the in-platform chat facility. These webinars will provide you with learning that counts towards your off the job training and will also provide you with tasks to complete for your apprenticeship learning. Please note that webinars will be recorded and be stored securely on Onefile to evidence your learning and participation.



1:1 SESSIONS

These will be either face to face or carried out remotely via Microsoft Teams. They will provide you with dedicated time with your trainer to discuss your progress towards achieving your apprenticeship and any aspects where you may feel you need extra support or guidance. Your trainer 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 trainer can also guide you towards additional resources that stretch your knowledge and understanding of relevant topics. Off the job training will also be reviewed to make sure you are on track to meet the minimum 20% 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 their 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, which can include developing softer skills or enhancing your maths, English and digital skills. Reviews are usually recorded and then stored on OneFile.



ONEFILE ONLINE COURSES

These online courses are designed to provide essential knowledge information to continue to stretch and challenge you throughout the apprenticeship. They are designed to be completed in your own time and will have knowledge checks for each. These courses can also contribute to your apprenticeship standard in conjunction with work set by your trainer. 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 Catch22 staff involved in your training can have access. These will not be shared outside of OneFile without your permission.

Group webinars will also be recorded and made available as a resource on OneFile. Other apprentices may access these files if they are unable to attend the live sessions.

SYSTEMS

OneFile is the e-portfolio for your Apprenticeship. This is where you will store your evidence, log your 20% 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.



For the duration of your Apprenticeship, you will be given an Microsoft365 account, which provides you access to a wide range of Microsoft Office applications such as Outlook, Word, Excel and the Teams collaboration and communication tool. Teams will be integral to how you will engage and communicate with your trainer and take part in online webinars with other apprentices. You will be provided with a separate user guide to support you in setting this amazing tool up.



BKSB is a web based platform used to obtain initial assessments and diagnostic assessments on English and Maths which then provide an individual learning plan on how to fill learners' skills gaps. Our trainers use BKSB to support one-to-one learning to improve English and Maths skills no matter what apprentices previous achievements in these subjects are. Independent learning on BKSB is encouraged to allow apprentices to work at their own pace through learning resources, skills checks and revision scenarios.



NEXT STEPS...

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

- Chartered Manager Degree Apprenticeship

On completion, apprentices can register as full members with the Chartered Management Institute and/or the Institute of Leadership & Management, and those with 3 years' of management experience can apply for Chartered Manager status through the CMI.

INTERESTED?

If you are interested in starting your apprenticeship journey? Please contact us at
apprenticeship@catch-22.org.uk



catch-22.org.uk

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