

# greyscale ACADEMY

OPERATIONS / DEPARTMENTAL MANAGER

Level 5

Standard



# OPERATIONS / DEPARTMENTAL MANAGER

# COURSE CONTENT

## MANAGING TEAMS AND PROJECTS IN LINE WITH AN ORGANISATIONAL STRATEGY

An operational / departmental manager will be managing people and / or projects to achieve targets and goals in line with the organisations' strategy. This may include creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring.

Grey Seal will support managers to have the knowledge, skills and behaviours to deliver on their responsibilities and personally develop within their role. They will learn new ideas, theories and methods as well as consolidating existing knowledge and experience. Having this knowledge and with the support of their Trainer they will have the confidence to put new knowledge into practice within their role. They will understand how to research and plan effectively, deliver on projects and ongoing operations, and be able to critically assess their own and their team's performance for continuous improvement.

Communication is key so Managers will learn different methods and styles for a variety of people and

situations. Managers will be stretched to achieve more within their role, build confidence and have the tools to address areas they feel are weaker.

This course will enable experienced Managers to be highly effective not just during the course but will give a solid basis for future development whether this is further courses or focused CPD as Managers will understand how to assess themselves and construct their own development plan.

To develop fully rounded managers we cannot focus on knowledge alone. Managers need to be able to use the information they learn to develop skills and behaviours enabling them to be highly effective.

Our Trainers are experienced Managers who will train the knowledge and support Managers to use this in their roles . Each module supports the knowledge skills and behaviours to be effective in the subject area. They fall under three main strands but can be delivered in different order.



# PART A ORGANISATIONAL PERFORMANCE – DELIVERING RESULTS

## MODULES

## KNOWLEDGE

## SKILLS

### Operational Management

Operational management approaches and models, including creating plans to deliver objectives and set KPIs. Understanding and managing change

- Management tools and approaches to continuous improvement
- Operational business planning techniques, including how to manage resources
- Development of sales and marketing plans
- Management systems, processes and contingency planning
- How to initiate and manage change by identifying barriers and know how to overcome them
- Data security and management, and the use of technology

- Support, manage and communicate change by identifying barriers and overcoming them
- Demonstrate commercial awareness, and able to identify and shape new opportunities
- Input, create and deliver operational plans, including setting KPIs, monitoring performance
- Producing reports, providing management information based on the collation, analysis and interpretation of data

### Project Management

Set up and manage a project using relevant tools and technique

- Project management tools and techniques
- Process management
- Approaches to risk management.

- Plan, organise and manage resources
- Monitor progress
- Identify risk and how to mitigate

### Finance

Set up and manage a project using relevant tools and techniques

- Understand financial management including managing risk
- How to set and manage a budget
- Understand forecasting and how to interpret reports

- Monitor budgets and provide reports
- Consider financial implications of decisions and adjust approach and recommendations accordingly

# PART B INTERPERSONAL EXCELLENCE - MANAGING PEOPLE AND DEVELOPING RELATIONSHIPS

## MODULES

### Leading People

Be able to lead people, communicate and develop others

## KNOWLEDGE

- Understand different leadership styles
- Understand the role coaching plays in the workplace
- Understand the importance of organisational culture
- Understand equality, diversity and inclusion

## SKILLS

- Communicate organisational strategy and team purpose
- Use coaching to support the development of others
- Be a role model
- Manage change effectively

### Managing People

Management models, HR, legal, goal setting, performance

- People and team management models
- HR procedures and legal requirements
- Performance management for individuals

- Build an effective team
- Set, monitor and provide feedback on operational objectives for a team
- Set, monitor and provide feedback on personal goals for team members

### Building Relationships

Relationship and conflict management

- Approaches to customer / stakeholder relationship management
- Cross team working
- Importance of emotional intelligence
- Importance of conflict management

- Build trust across a team
- Negotiate and influence
- Manage conflict
- Provide feedback to the team

### Communication

Different forms of communication and how to use them effectively

- Forms of communication and how to use them
- How to chair a meeting
- How to manage challenging conversations

- Communicate effectively
- Chair a meeting, present information
- Actively listen

# PART C PERSONAL EFFECTIVENESS - MANAGING SELF

## MODULES

### Self-Awareness

Reflection, emotional intelligence and learning styles

## KNOWLEDGE

- Understand own impact on others
- Understand different learning and behaviour styles and their implications in the workplace

## SKILLS

- Reflect on own working style
- Reflect on own performance
- Plan development activities to suit learning styles of self and team

### Management of Self

Time management and planning

- Approaches to planning own workload
- Time management techniques and tools
- Know how to plan personal development

- Use time management and prioritisation techniques
- Create a personal development plan
- Critically review and reflect

### Decision Making

Solve problems and make decisions

- Understand problem solving and decision making techniques

- Critically analyse and evaluate data to solve problems and make decisions

# ON-PROGRAMME ASSESSMENT

# ASSESSMENT GATEWAY

## COURSE DESIGN AND TRAINING SCHEDULE

This apprenticeship has an integrated approach to the assessment of knowledge, skills and behaviours.

The on-programme assessment will give an indication of performance against the final outcomes defined in the standard.

The programme will cover the breadth and depth of the standard using suggested on-programme assessment methods that integrate the knowledge, skills and behaviour components, and which ensure that the apprentice is sufficiently prepared to undertake the work based project and move to **End Point Assessment**.



**It is recommended but not required that the On-programme assessment includes:**

- Provision of underpinning knowledge and training with regular assessments to an equivalent standard, quality and scope which can be evidenced.
- Registration with a relevant professional body to provide access to management resources, wider networks, and CPD activities
- Regular performance reviews undertaken by a senior manager
- Development of a portfolio of evidence including reports, evidence of tasks undertaken, demonstrations, presentations, assignments, emails, observations\*
- Undertaking a work based project typically during the last 6 months of the apprenticeship
- Feedback from line manager, direct reports, peers and customers/stakeholders through 360 degree feedback (or equivalent mechanism)\*

*\*It is recommended that wherever possible the evidence collected makes use of video or audio technologies*

Assessment Gateway The employer will make the decision as to when the apprentice is ready, based on their being competent and performing in their role. This decision will be supported by input from the training provider.

## PROJECT

Towards the end of the programme, the apprentice will undertake a synoptic work-based project, which will bring together elements of their learning from different parts of the programme and show their accumulated knowledge and understanding of management and its application in their organisation.

The topic/coverage of the project will be agreed between the employer, provider and apprentice, and will be of benefit to the business. The portfolio of evidence and work based project will demonstrate the skills and behaviours. Assessment will monitor ongoing performance of the apprentice, and the training provider and employer must support the apprentice and provide guidance as required. There will be regular reviews (at least quarterly) between employer and training provider with a formal assessment of progress.

# END POINT 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 and finance	30%
Structured competency based interview	Knowledge and application of learning relating to: of leading people; managing people; building relationships; communication; operational management; project management and 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 and professionalism	20%
Assessment of the Work-based Project followed by a presentation on 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	Evidence of CPD, training and personal development activities and how learning was applied to the role and workplace	10%



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