



Davidson Training UK Ltd
Training for Growing Businesses

OPERATIONS/DEPARTMENTAL MANAGER APPRENTICESHIP STANDARD LEVEL 5 (LEVEL 5 DIPLOMA FOR LEADERS AND MANAGERS)

HANDBOOK Version4 March 2020

HANDBOOK

This Handbook has been produced for all learners and employers for the Operations/Departmental Manager Apprenticeship Standard Level 5

Davidson Training UK Limited

Qualification aim

An Operations/Departmental Manager is generally someone who is able to manage teams and/or projects, and has responsibility for planning, delivering and achieving departmental goals and objectives. They are accountable to a more senior manager, Head of Department or small business owner, and are responsible for the operational and/or policy delivery of the organisation's strategy.

It is applicable to professional managers from all sectors - the private, public or third sector - and all sizes of organisation.

It will typically take 18 months to complete, although the exact duration will be dependent on the previous experience of the individual.

This apprenticeship has been designed to provide access to development opportunities for as wide a range of individuals as possible. This includes individuals who are at the start of their career and who wish to take their first steps into professional management, as well as those who may already have developed practical experience but who wish to develop their theoretical understanding of management skills.

This apprentice handbook describes your 'learner journey' through the programme and provides everything you need to know about the programme. Please make sure that you keep a copy of this handy for reference throughout the course

Benefits

- Develop your ability to lead, motivate and inspire to drive better results.
- Use core management techniques to provide practical leadership and operational management skills.
- Benchmark your managerial capability against other professionals.
- Raise your professional profile within your organisation.
- Targeted learning and development is delivered in alignment with the latest apprenticeship standards – ensuring all learning is relevant, with no gaps in knowledge.
- It will maximise confidence and readiness for End Point Assessment.

Results for Apprentices

- Apprentices gain a range of key management skills
- Put new skills into practice in own role
- Build leadership capabilities
- Motivate and engage teams, manage relationships confidently
- Develop leadership skills using own knowledge, values and motivation

Impact for employers

- Targeted learning and development in complete alignment with the latest apprenticeship standards – ensuring that all learning is relevant, with no gaps in knowledge.
- Maximises Apprentice's confidence and readiness for End Point Assessment.
- Rewards Apprentice's engagement and drives completion with ILM digital credentials.

What opportunities for progression are there?

The qualification will allow you to progress in your career or onto further Management qualifications:

- ILM Level 6 Award in Management
- Chartered Manager Degree Apprenticeship (England only)
- ILM Level 7 Qualifications in Leadership and Management
- Management related degree

Entry requirements

There are no entry requirements for this qualification however you must be in a position to meet the assessment demands of the qualification, which are work- based and reflective in nature. As this qualification is work-based, Apprentices must be employed in an appropriate role.

Age restrictions

This qualification is not approved for under 16s.

What you will learn:

Leading and Managing People

This unit will provide Apprentices with a knowledge of leadership styles, how to lead different teams, how to improve performance, the importance of organisational culture, and equality, diversity and inclusion in the workplace. It will provide Apprentices with the skills to communicate organisational vision and goals, facilitate high performance working and support team through change.

Managing People

This unit will provide Apprentices with a knowledge of how to manage multiple and remote teams, improve team performance and recruit staff members. It will provide Apprentices with the skills to manage team performance, talent and delegate work.

Building Relationships

This unit will provide Apprentices with an understanding of relationship management, collaborative working and conflict management. It will provide Apprentices with the skills to build and maintain relationships with internal and external stakeholders.

Communication

This unit will provide Apprentices with a knowledge of interpersonal skills and how to apply different forms and techniques of communication. It will provide Apprentices with the skills needed to effectively communicate in a range of situations in a number of different formats.

Operational Management

This unit will provide Apprentices with a knowledge of management models, continuous improvement, management systems, and change management, use of technology and data security. It will provide Apprentices with skills to implement an operational plan, manage change, demonstrate commercial awareness and create management reports.

Project Management

This unit will provide Apprentices with a knowledge of how to set up, manage and review a project. It will provide Apprentices with the skills to plan, manage and evaluate a project.

Financial Skills

This unit will provide Apprentices with a knowledge of financial management, setting and maintaining budgets and financial forecasting. It will provide Apprentices with skills needed to set, manage and review a budget.

Decision Making

This unit will provide Apprentices with the knowledge and skills to self-reflect, understanding emotional intelligence and learning styles.

Management of Self

This unit will provide Apprentices with the knowledge and skills to manage their time and plan their personal development.

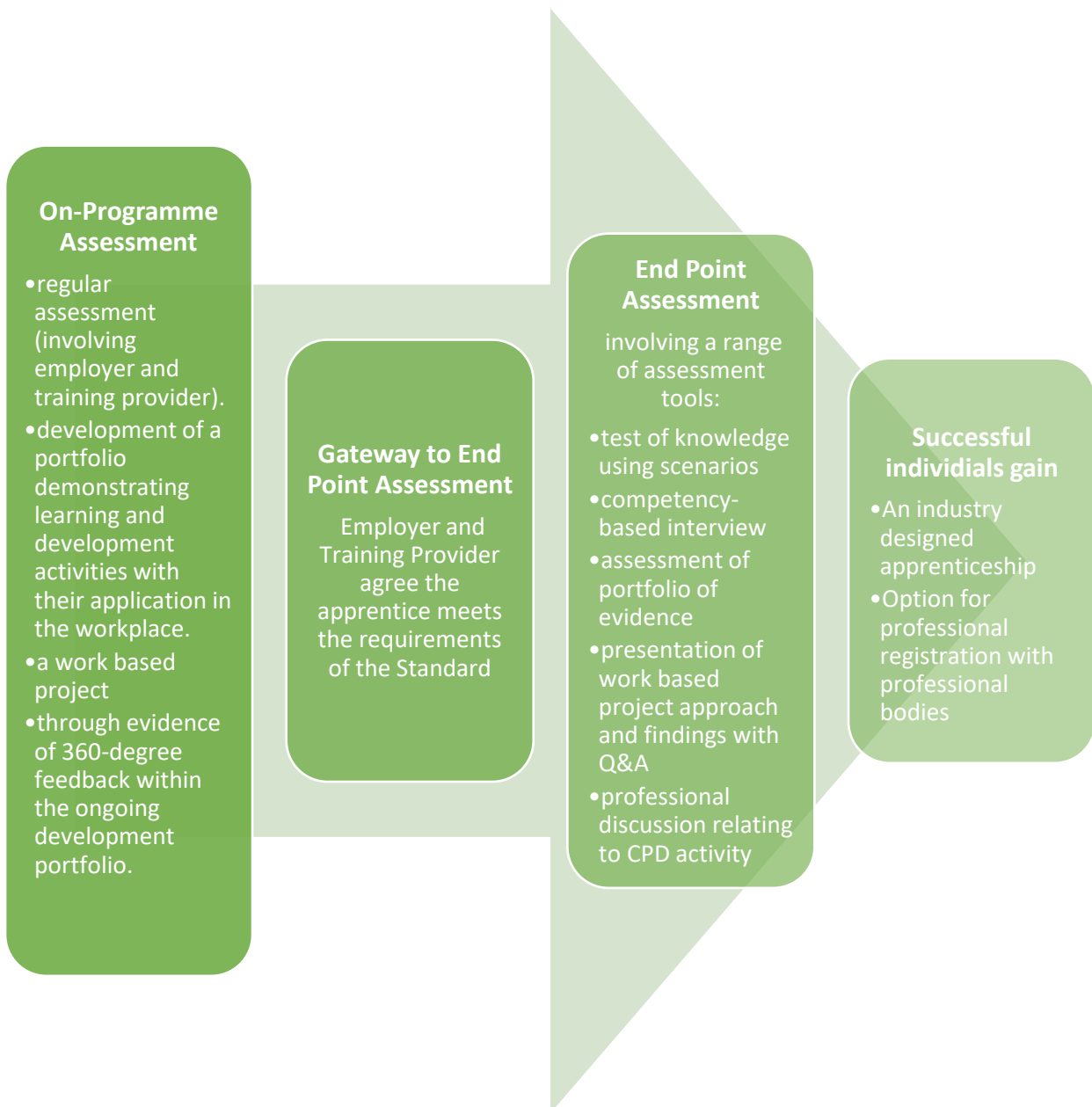
Problem Solving and Decision Making

This unit will provide Apprentices with the knowledge and skills to solve problems and make decisions

You will also cover the following Behaviour Units that are a part of the Operations/Departmental Manager Apprenticeship Standard.

- Takes Responsibility
- Inclusive
- Agile
- Professionalism

The Assessment Model as follows:



On Programme Assessment

This is typically a 18 month apprenticeship with an integrated approach to the assessment of knowledge, skills and behaviours.

The On-Programme Assessment approach will be agreed between the training provider and employer. The assessment will give an ongoing 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.

On-programme assessment includes:

- Completion and achievement of a relevant Level 5 Diploma in Leaders and Managers. This ensures the development and assessment of the knowledge areas required by the standard in a consistent manner, and is valued by employers and individuals..
- 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.

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.

English and Maths Functional Skills

Apprentices without level 2 English and Maths will need to be assessed at this level prior to taking the end-point assessment. It is also recommended that the apprentice is supported to become digitally literate where this is important to their role.

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 and this will be supported by input from the training provider.

End-point assessment – What is this?

End-point assessment is a new way of assuring quality in the apprenticeship system. It replaces the existing model of continuous assessment resulting in qualifications.

The decision on readiness to progress to the End Point Assessment will be taken by the line manager and apprentice with input from the Training Provider.

What does it comprise of?

Knowledge Test

The knowledge requirements will be tested using a structured series of questions to assess the apprentice's knowledge to ensure all aspects are given coverage.

A series of different scenarios and situations will be used, with a series of questions requiring responses which will demonstrate the apprentices' knowledge of that particular topic.

The knowledge test will be delivered online and is likely to be multiple choice.

Structured Competency Based Interview

The knowledge requirements will be tested using a structured series of questions to assess the apprentice's knowledge to ensure all aspects are given coverage.

The interview can be conducted using a range of media (telephone interview, live media, online or written), whichever is the most appropriate for the apprentice.

The Portfolio

The completed portfolio will be assessed by the Independent Assessor who makes their own judgement on the quality of the work. It will comprise a collection of evidence (preferably in an online portfolio with written, audio and video evidence) which might include:

- Written statements
- Project plans
- Reports
- Observations (by Training Provider)
- Professional Discussion between Provider and Apprentice
- Presentations
- Performance reviews
- Feedback from line manager, direct reports, colleagues, customers and stakeholders (captured through discussion)
- Peer feedback – 180/360 degree assessment type approach

The evidence contained in the portfolio will comprise of complete and/or discrete pieces of work that cover the totality of the Operations/Departmental Manager Apprenticeship Standard. This will be a range of materials and documents generated over the period of the apprenticeship and which provide evidence of the apprentices' ability to apply and demonstrate management and leadership concepts.

It will demonstrate their very best work, enabling them to demonstrate how they have applied their knowledge and understanding in a real work environment to achieve real work objectives.

The portfolio will also show how the apprentice has demonstrated the behaviours, especially around contact with others, team work and areas where they have exceeded the requirements of the role. This can be in the form of manager's reports, emails, customer comments, peer review etc.

The employer and the training provider will assist the apprentice to develop their portfolio to ensure that it is complete and that it covers the totality of the Standard.

Presentation on Work based Project with Q&A session

The Work Based Project represents the skills, knowledge and behaviours in the Standard. It provides a substantive evidence base from a business related project to demonstrate the application of skills and knowledge. The project will take place towards the end of the apprenticeship – likely to be during the 6 months.

Each project must enable the following to be demonstrated:

- The application of knowledge and skills to meet the outcomes in the standard
- The approach to planning and completion of the project
- The application of behaviours from the standard

It is designed to assess apprentices in a consistent way, irrespective of their workplace and training provider. The employer and training provider will work together with the apprentice to agree a project that is achievable within the employer's business constraints whilst meeting the needs of the Standard. The project should be conducted as part of the apprentice's normal work.

The employer should make allowance, in terms of time and resource, for the project to be undertaken. Any elements which need to be undertaken outside of normal work should be agreed between the employer, apprentice and training provider so that apprentices are not disadvantaged in any way from performing their job and meeting the requirements of the project.

The completed project work will be submitted to the independent assessor who will ensure that it demonstrates competence across the Apprenticeship Standard.

The Presentation

The presentation focuses on the outcomes of the Work Based Project. It will be given to a panel comprising the independent assessor, training provider and employer.

The apprentice will deliver a 15 minute presentation which describes the objectives and outputs of their work based project, and will demonstrate:

- What the apprentice set out to achieve
- What they have produced in the project
- How they approached the work and dealt with any issues
- Confirm the demonstration of appropriate interpersonal and behavioural skills

The presentation will be assessed, and guidance on the nature of the presentation and assessment criteria will be agreed to ensure consistency in approaches and that all key areas are explored. The primary focus of the presentation will be on the work undertaken during the project, however during the question and answer session the panel will be able to explore the apprentices' broader experiences to demonstrate that the knowledge and skills defined in the standard have been met.

Practical requirements for the presentation:

- The presentation will take place following the completion for the project and the preparation of the final report.
- The apprentice will receive appropriate notice of their presentation time (a minimum of 7 days' notice).
- A structured brief will be used to support the presentation to ensure a consistent approach.
- The presentation will be of 15 minutes duration.
- The Q&A session will be for 15 minutes duration.
- The presentation will be conducted face to face or via live media, whichever is the most appropriate for the apprentice and employer.
- The apprentice must be put at ease to enable them to do their best.

Question and Answer session

The apprentice will provide responses to a series of competency based questions put to them by the panel members. The questions will require the apprentice to draw on their experiences throughout their apprenticeship but will also focus on the findings/recommendations made within their Work Based Project activity.

Professional Discussion relating to Continuing Professional Development

The apprentice will provide evidence of any additional learning/CPD undertaken during the apprenticeship, which will include:

- Activity undertaken during the Level 5 Diploma or learning activity.
- Details of any formal or informal learning undertaken.
- Details of any professional discussions undertaken or support provided through Professional Bodies.

The Independent Assessor will undertake a professional discussion with the apprentice to identify the objective of the activity, and reflect on the outcome and how learning gained was applied.

Operations/Departmental Manager Apprenticeship Standard End Point Assessment

(All apprentices must participate in all elements of the EPA and achieve a minimum of 50% for each component)

Assessment Method	Area Assessed	Assessed By	Weighting
Knowledge Test using scenarios and questions	Knowledge of leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	30%
Structured competency based interview	Knowledge and application of learning relating to of leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	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	Independent Assessment Organisation	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.	Independent Assessment Organisation	20%
Professional Discussion	Evidence of CPD, training and personal development activities and how learning was applied to the role and workplace	Independent Assessment Organisation	10%

End Point Assessment Grading

The final assessment and grading will be undertaken by the Independent Assessor. Marks will be allocated across the areas being assessed, with a maximum possible mark of 100.

The assessor will award marks based on their assessment of the components within the End Point Assessment.

The marks will be based on how the evidence presented contributes to:

- What the apprentice has shown they can do against the requirements of their job role.
- How the apprentice has approached and the way they have completed the task(s).
- Who the apprentice has worked with demonstrating personal and interpersonal qualities they have brought to all their work relationships.

End Point Assessment Evidence	Weighting	Maximum Mark	Minimum Mark to be attained
On-line knowledge test using scenarios and questions.	30%	30	15
Structured Competency based interview	20%	20	10
Assessment of Portfolio of Evidence	20%	20	10
Work based project, presentation and Q&A session	20%	20	10
CPD Log/Professional Discussion	10%	10	5

Marks will be combined to give the final grading

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

The Independent Assessment Organisation will be responsible for the End Point Assessment. They will have had no involvement in the delivery of the on-programme activities, and no previous contact with the apprentice, and will be fully independent and impartial.

End Point Assessment – Summary of roles and responsibilities.

Assessor	Role
Independent Assessment Organisation	To carry out the independent End Point Assessment and assess whether the apprentice has met all the requirements of the standard.
Employer	To support the apprentice in the workplace and ensure readiness for the End Point Assessment. To attend the panel presentation and question and answer session, provide further supporting evidence/endorsements as required.
Davidson Training UK Limited	To provide administrative support for the End Point Assessment.

Initial assessment

An initial assessment will be made before the start of the programme to identify:

- If you have any specific training needs.
- Support and guidance you may need when working towards your qualification.
- Any previous, relevant qualifications or learning where Recognition of Prior Learning can be applied.

We are required to demonstrate commitment to equal opportunities and can give guidance in making arrangements if you require reasonable adjustments or special considerations in respect of assessment. This will be done as early as possible in the programme and needs to be approved by ILM before implementation.

Induction

You will receive an induction of at least two hours (this can be split over two visits if necessary) and will include written information covering:

- An outline of the qualification and the related support available.
- Expectations of, and benefits to, the individual and where relevant, their employer.
- Format of the programme – content, hours, attendance, delivery methods, etc.
- The assessment requirements, including assessment criteria.
- Learning and study skills, including reference to use of library, internet and any open or online learning to be used.
- Information on tutorial support, advice and guidance, equal opportunities, appeals procedures, authenticity and plagiarism.

The First Step

We aim for you to complete your Apprenticeship with the use and ease of eLearning, encouraging you to prepare and submit evidence and email it to your Trainer/Assessor. They will assess and upload your evidence into an ePortfolio. That way you will never have to worry about losing your portfolio.

If you do not have access to a computer that is no problem, as your Trainer/Assessor has a laptop and iPad that you can use during your training sessions.

If you do not have access to the internet to email work to your Trainer/Assessor, that is not a problem, we will issue you with a USB stick so that you can save your work and the Trainer/Assessor can upload it when they visit you.

All Trainer/Assessors have access to the internet at all times.

How will you do it?

You will have to show that you are capable by the following methods examples below:

- Personal Statement- a true story of what happened
- Professional Discussion- talking with your Trainer/Assessor and recording this via Dictaphone.
- Questioning- answers to your Trainer/Assessor questions
- Observation- Your Trainer/Assessor watching you and writing it down or recording it onto Dictaphone.
- Witness testimony- Someone in charge saying that you are fab!
- Product Evidence- Workplace material you prepare (e.g. delivery note, reports, spreadsheets, project management)
- Photographic, video and audio evidence that can be e mailed or uploaded as evidence
- Storyboards and concept mapping – Fun ways to learn and get your evidence across
- Assignments
- Scenario based assessments

Your Individual Learner Development Plan

Every one works at different speeds. WE KNOW THIS!

We are going to set you targets that are specific to your needs, training you as we go on what you need to know. This will also be linked to the Employer Training Needs Analysis (ETNA).

Reviews

Every 12 weeks your trainer and employer will check that you are on target. If you are not then your plan will be amended and any additional training and development needs will be addressed.

Internal Verification

During your training your Internal Quality Assurer will come and check up on your progress.

Putting it all together

When all the parts of your qualification have been finished, your portfolio of evidence is given to the Internal Verifiers for checking. If they are happy, and so is your employer, you will enter the gateway for End Point Assessment (EPA).

The qualification can be adapted to suit your exact job description and your organisation's needs, however it is flexible and easily fits in with your normal every day work.

You have to complete 20% off-the-job training and this will be discussed and planned with your employer. This could be in the way of mentoring, job shadowing, spending time on set tasks and assignments or researching.

Evidence:

Possibly the hardest part of the course to understand. **BUT** once you understand what evidence is, the going is easy. The best way to describe a piece of evidence is to look at it as proof that you have carried out a function that is required for the qualification.

Functional Skills explained

Functional skills are a part of the Apprenticeship.

You will be required to complete a Functional Skills initial assessment test. These are completed on-line to enable us to assess your level of literacy and numeracy. They are not there as a test to decide whether you can complete the qualification, but to give a clear indication of the where we may need to give you additional support and training.

English

The English functional skill is there to encourage you to demonstrate speaking and listening, reading and writing skills in a range of contexts for various purposes. You will complete a speaking and listening task which involves doing a short presentation. You will also do 2 online tests to assess how well you can read different text in different situations and obtain and relay information from the text and answers questions. One test is to assess your writing skills and the other to assess your reading skills.

Mathematics

In whatever area of training, numbers feature significantly. You will find a wealth of examples in the workplace as well as outside of work. It could be calculating a customer's bill, measuring ingredients for a recipe, working out the amount of stock that was used for a particular day, counting stock. Each and every day numbers feature heavily in our working life. Math's functional skills will allow you to demonstrate your knowledge when working with numbers in different situations.

Assignments and Independent Learning

A lot of our apprentices start to panic about the assignment and the level of work required.

Remember that these assignments are reflective in nature, in other words, we want to know what you think of the things you have been learning and how you think you can apply these ideas to your workplace.

No one has ever failed because they weren't able to write anything! We will talk you through the assignments on the course and give you lots of support and advice about what you need to do. Most people have plenty to say once they get started and we often have more problems with people writing too much than too little!

Assignment/Independent Learning/Skills Details

An essential element of this programme is the opportunity for apprentices to embed their learning in the workplace. It's important to us that you don't just understand the theories and ideas you are learning but that you also have the opportunity to try things out and reflect on issues in the context of your own work experience and environment.

Consequently the assignment/independent learning/skills aspects of the course are as much about you having the opportunity to do this as they are about obtaining the qualification.

Data Security

All work we receive is dealt with as confidential. It is only seen by the designated trainer/assessors and internal/external verifiers for the programme. A sample of assignments are required by the external verifier for quality assurance purposes.

All work and assignments are stored by Davidson Training on a secure computer whilst you are an 'active' apprentice.

Plagiarism

Plagiarism is passing off someone else's work as your own. Access to the internet and the ease of copy and paste has made it easier than ever to plagiarise, sometimes people don't even know that what they are doing is plagiarism.

Quoting someone else or referencing their work is not plagiarism as long as you credit the original source of the information. Ensure that you do your own work and do not plagiarise work from others. If you are not sure what is meant by plagiarism speak to one of the trainers who will clarify.

Finally we do have an appeals process if you feel that we have not treated you correctly with regard to assessment. Full details of these can be found in your enrolment paperwork and within your portfolio.

