

A man with short dark hair and glasses, wearing a light pink dress shirt and a blue patterned tie, stands in the foreground with his arms crossed. He is smiling slightly. In the background, two other people are visible in an office setting, but they are out of focus.

Operations / Departmental Manager

A comprehensive development programme
for new and existing managers.

Suitable for:

- Office Managers
- Sales Managers
- Production Managers
- Customer Service Managers
- Marketing Managers
- IT Managers
- Transport Managers

Operations & Department Managers

To be an effective operations or department manager you will need to be good at managing people, projects, quality and finance and this programme is designed to help you achieve that. It comprises seven inter-related blocks of study, which collectively aim to develop your self-awareness as a manager, your leadership skills, communications and relationship building skills, your project management, operations management and finance skills. The programme is suitable for existing managers or those new to the role.

Delivered over 20 months, the programme utilises a blend of taught sessions, portfolio workshops, webinars, skills coaching sessions and content-rich workbooks. By harnessing an accelerated learning approach, learners are able to consume the pre-course reading at a convenient time and directed activities will be set for application of skills in the workplace.

Successful completion of the programme results in the Level 5 Operations/Departmental Manager Apprenticeship and the ILM (Level 5) Certificate in Leadership & Management. You will also be studying members of the Institute of Leadership & Management during the programme and will have opportunity to apply for full membership on completion with post nominal letters applicable.

Programme Structure

The programme is arranged in seven study blocks as shown below.



Training Days are delivered live online (face-to-face when permitted) and run from 9.30am to 1.00pm.

Course Workbooks comprise a set of pdf writable books which provide reinforcement of taught sessions, a means of keeping up to date should a session be missed and an opportunity for learners to read ahead.

Group Coaching Sessions feature in every block and are designed to transfer training room theories into practical activities and skills.

Portfolio Workshops provide support for building a portfolio of evidence that showcases your talent in leading a team. The portfolio is part of the assessment strategy for the programme. These workshops help learners to identify and select suitable evidence.

Knowledge Tests will be issued at strategic points to check knowledge retention before moving onto new topic areas. It is important that knowledge is embedded throughout the programme because the sequencing of the programme builds and stretches learners so tests will help us to identify any areas in need of a recap and revision activities.

English and Maths will be embedded throughout the programme and aligned naturally to each topic. Additionally, specific training dates are scheduled for learners who need to achieve English and Maths at Level 2 before the end of the programme.

Review Meetings will take place every 12 weeks to discuss the on/off the job skills application, review progress and agree a new action plan.

Course Details and Dates (13/11/23 to 31/03/25)

| | duration | Tutor | Cohort 8 |
|-------------------------------------|---------------|-----------------|-------------------|
| Induction | 9.30 – 1pm | Kevin | 13 Nov |
| Block 1: Self Awareness | | | |
| Self-awareness 1 | 9.30 – 1pm | Kevin | 27 Nov |
| Self-awareness 2 | 9.30 – 1pm | Kevin | 06 Dec |
| Self-awareness 3 | 9.30 – 1pm | Kevin | 11 Dec |
| Management of Self 1 | 9.30 – 1pm | Kevin | 15 Jan |
| Management of Self 2 | 9.30 – 1pm | Kevin | 29 Jan |
| Management of Self 3 | 9.30 – 1pm | Kevin | 13 Feb |
| Review Meeting with GEL | 1hr | Michaela | 05 Feb |
| Problem Solving 1 | 9.30 – 1pm | Kevin | 20 Feb |
| Problem Solving 2 | 9.30 – 1pm | Kevin | 06 Mar |
| Problem Solving 3 | 9.30 – 1pm | Kevin | 20 Mar |
| Portfolio Workshop | 9.30 – 1pm | Kevin | 03 Apr |
| Block 2: Leading People | | | |
| Leading People 1 | 9.30 – 1pm | Kevin | 17 Apr |
| Leading People 2 | 9.30 – 1pm | Kevin | 01 May |
| Leading People 3 | 9.30 – 1pm | Kevin | 15 May |
| Review Meeting with GEL | 1hr | Michaela | 29 Apr |
| Block 3: Managing People | | | |
| Managing People 1 | 9.30 – 1pm | Jason | 29 May |
| Managing People 2 | 9.30 – 1pm | Jason | 12 Jun |
| Managing People 3 | 1.30 -5pm | Jason | 03 Jul |
| Portfolio Workshop | 1.30 -5pm | Kevin | 11 Jul |
| Review Meeting with GEL | 1hr | Michaela | 22 Jul |
| Block 4: Communications | | | |
| Communications 1 | 9.30 – 1pm | Mark | 31 Jul |
| Communications 2 | 9.30 – 1pm | Mark | 13 Aug |
| Block 5: Building Relations | | | |
| Building Relationships 1 | 9.30 – 1pm | Mark | 28 Aug |
| Building Relationships 2 | 9.30 – 1pm | Mark | 11 Sep |
| Building Relationships 3 | 9.30 – 1pm | Mark | 24 Sep |
| Review Meeting with GEL | 1hr | Michaela | 14 Oct |
| Portfolio Workshop | 9.30 – 1pm | Kevin | 02 Oct |
| Block 6: Project/Operations | | | |
| Operations Management 1 | 9.30 – 1pm | Jason | 23 Oct |
| Operations Management 2 | 9.30 – 1pm | Jason | 05 Nov |
| Operations Management 3 | 9.30 – 1pm | Jason | 20 Nov |
| Project Management 1 | 9.30 – 1pm | Kevin | 04 Dec |
| Project Management 2 | 9.30 – 1pm | Kevin | 18 Dec |
| Project Management 3 | 9.30 – 1pm | Kevin | 08 Jan |
| Review Meeting with GEL | 1hr | Michaela | 06 Jan |
| Portfolio Workshop | 9.30 – 1pm | Kevin | 21 Jan |
| Block 17: Finance | | | |
| Finance 1 | 9.30 – 1pm | Kevin | 05 Feb |
| Finance 2 | 9.30 – 1pm | Kevin | 19 Feb |
| Finance 3 | 9.30 – 1pm | Kevin | 04 Mar |
| Portfolio Mapping & Matrix Workshop | 9.30 – 1pm | Kevin | 19 Mar |
| Gateway Declarations Signed | By All | | 31 Mar |
| Project Brief & Final Portfolio | To GEL | | 31 Mar |
| Proposal Reviewed & Accepted | By IEPA | | 31 Mar |
| Pre-EPA Project Workshop 1 | 9.30 – 1pm | Kevin | 02 Apr |
| Pre-EPA Project Workshop 2 | 9.30 – 1pm | Kevin | 16 Apr |
| Pre-EPA Project Workshop 3 | 9.30 – 1pm | Kevin | 30 May |
| Pre-EPA Project Workshop 4 | 9.30 – 1pm | Kevin | 14 Jun |
| Project Proposal & Presentation | To GEL | | |
| End Point Assessment | | | |
| Presentation | 20 mins | City & Guilds | Jun/Jul 25 |
| Presentation Q&A | 40 mins | City & Guilds | Jun/Jul 25 |
| Professional Discussion | 60 mins | City & Guilds | Jun/Jul 25 |
| EPA Result & Grade | From | City & Guilds | Jun/Jul 25 |

Block 1: Self Awareness

DiSC Behavioural Profiling
Emotional Intelligence (EQ)
Your impact on others
Time Management
Personal Development Planning
Problem-solving & decision making

Block 2: Leading People

Understanding leadership approaches
Leading multiple & remote teams
Improving performance at work & Coaching
Organisational culture
Equality, diversity & inclusion

Block 3: Managing People

Developing high-performing individuals & teams
Performance & talent management
Skills gaps, appraisals & objectives
Recruitment & Interviewing Skills
Delegation Skills

Block 4: Communications

Different forms of communications
Developing inter-personal skills
Listening skills
Overcoming communications barriers
Chairing meetings & presentations

Block 5: Building Relations

Customer & stakeholder relationship management
Collaborative working techniques
Managing conflict at work
Negotiation & Influencing skills

Block 6: Operations/Projects

Operations management & strategy
Business development techniques
Continuous improvement
Initiating & managing change
Data management & reporting
Project governance, set-up & reports
Project management techniques

Block 7: Finance

Purpose of financial management
Setting budgets
Managing budgets
Financial forecasting
Financial tools for managers

Progress Review meetings

These take place every 12 weeks with you, your mentor and GEL to discuss your progress with KSBs

- Review 1 due on 05/02/24
- Review 2 due on 29/04/24
- Review 3 due on 22/07/24
- Review 4 due on 14/10/24
- Review 5 due on 06/01/25
- Gateway Review by 31/03/25

End Point Assessment (EPA)

EPA is the formal assessment for the apprenticeship comprising a portfolio of evidence, project presentation with Q&A and a professional discussion interview with an Independent End Point Assessor (IEPA). We recommend Academy 4 Project Management (A4PM).

Tutor Team

We have scheduled your topics with trainers who are experts in their topic area. They will bring the subject to life and share their experience with you. The training days are a blend of teaching, group discussion, individual and group practical exercises and Q&A. They are intended to be participative and enjoyable with learning embedded through application of your skills in the workplace.



Kevin Holt: Kevin is an experienced trainer and assessor of leadership and management development programmes, including quality management, change management and behavioural profiling using DiSC. He is an enthusiastic trainer who believes in accelerated learning techniques and engages in practical development activities whenever he can.



Jason Chatwin: Jason's experience was gained from a variety of sectors from Retail, Leisure, Banking & Finance to Health Care and MoD. He is a Trainer, Assessor and Verifier and a specialist in Alternative Dispute Resolution and Coaching. He is an inspirational trainer with a talent for making learning a pleasurable experience, even when the subject is regulatory and dry.



Mark Sansome: Mark delivers a range of our leadership & management courses with a strong focus on personal development, communication and emotional intelligence courses. He is an engaging, confident and articulate trainer who delivers practical training sessions which learners find motivating and are enthused to reach for higher goals.



Paul Archer: Paul Archer is a speaker and training consultant, specialising in sales, coaching, mentoring and customer care. His style is energetic and inspiring and all of his workshops and events are packed full of practical ideas. He is the author of 6 e-books and many sales articles within his industry.

Your trainers will expect you to have read any pre-course handout and they will set you post-course activities to help you put your knowledge into practice in the workplace.

Assessor Team

GEL will nominate a programme mentor who will be available to answer queries about the study topics, provide support and guidance for the course workbooks and additional support with the portfolio evidence. GEL staff are available to help with any scheduling issues, access to Moodle and arranging 1-2-1 support meetings.



Mike Robinson: Mike is our Lead Assessor and Internal Verifier (IV) for leadership and management qualification programmes. He will be assessing ILM assignment work submitted via Moodle and providing supportive feedback and guidance.



Bob Smallwood: Bob is the principal assessor for this programme and will provide feedback on assignments and portfolio work. He is also available to provide 1-2-1 support and guidance when needed.



Grant Cozens: Grant is an assessor for leadership & management apprenticeships and also provides support to learners in portfolio workshops and/or 1-2-1 support.



Michaela Cozens: Michaela manages the Training Administration Team at GEL. She conducts learner reviews for GEL's management apprenticeship programmes and is available to provide learner support. Her team will provide day-to-day support for any programme queries.

Admin Support Team

For general programme enquiries, please contact a member of the GEL Training & Events Team:



Rebecca Brinton
01452 733532

Assessment

- **On programme assessment** comprises three ILM work-based assignments. These are required to achieve the **ILM Level 5 Certificate in Leadership and Management**
- **Gateway** is a period of self-assessment before End Point Assessment. There are 4 dates allocated to complete the creation of the portfolio of evidence and prepare/practise your presentation.
- **End Point Assessment (EPA)** is an independent, holistic assessment of your knowledge, skills and behaviours. It assesses your competence against the national standards required to achieve the **Operations/Departmental Manager Standard** and comprises:
 - Project Proposal, Presentation with Questions (50%)
 - Professional Discussion and Portfolio (50%)

EPA Grades are awarded as Pass or Distinction.

Progression

Completion of this programme means you are eligible to progress to the ILM (L7) Award or Certificate in Leadership & Management or you might want to specialise your L5 skills into coaching.

- ILM (L5) Certificate in Effective Coaching & Mentoring
- ILM (L7) Award in Leadership & Management

Eligibility

To be eligible to receive funding subsidy, the following criteria must be met

- Must be over 19 years old and resident/work in England
- Must have the Right to Work in England
- Must be employed on Day 1 of the programme
- Must not be in receipt of other funding that you use with this training
- Must result a change in your job responsibilities

Cost

The Government have valued the programme at £7,000

Levy-paying organisations can use their levy funds to pay for this programme through their digital account.

Non-Levy organisations can access 95% funding through the apprenticeship digital service via GEL.

Next Steps

If this programme is for you or any members of your team, please contact us on **01452 221777** or email info@glosterprize.co.uk.

In-House

Please contact us if you would like to discuss a bespoke in-house programme for your organisation. A minimum of 6 learners is recommended.

Application Approval

Once your application has been approved by your organisation, we will contact you to arrange for a pre-induction “sign up meeting” at a mutually convenient location. See below for the information you will need to supply:

Sign Up Deadline: **9th November 2023**

Each learner will need to meet with GEL to complete the paperwork required by the Education and Skills Funding Agency (ESFA).

Paperwork

The following documents will need to be completed and signed by each learner:

- Application Form (includes Data capture and sharing consent form)
- Apprenticeship Commitment Statement
- Apprenticeship Learning Agreement
- Initial Assessments and prior accreditation eligibility check
- ILM registration application

Information & Documents

The following information will be needed, and you will be required to provide evidence to support your self-declaration as follows:

- National Insurance Number
- Identification e.g. Driving Licence or Passport
- Job description
- Employment Contract details (for eligibility purposes)
- Functional Skills Level 2 - Maths (If you hold GCSE Grade A-C a copy of your original certificate is required.)
- Functional Skills Level 2 - English (If you hold GCSE Grade A-C a copy of your original certificate is required.)

Help & Support

The following members of staff will be able to answer any queries you might have about the pre-induction sign up session, Operations/Departmental Manager assessment plan, the on-programme assignments and support etc.

Kevin Holt
Managing Director

kevin.holt@glosenterprise.co.uk
01452 733530

Michaela Cozens
Operations Director

michaela.cozens@glosenterprise.co.uk
01452 733546

Rebecca Brinton
Office Manager

rebecca.brinton@glosenterprise.co.uk
01452 733532

Induction: **13th November 2023** (9.30am to 1.00pm)

Workplace Mentor Training

Each learner's nominated mentor is eligible to attend a half-day course to learn about the role and responsibilities of supporting and mentoring a learner.

Course Aims & Objectives

- To provide Mentors/Line Managers with the knowledge, skills, tools and techniques for mentoring others during their Management Development Programme.
- To create a forum of mentors, who can help each other to develop by sharing best practice.

Content:

Below are the topics that will be covered during the half-day training session.

The role of the mentor in apprenticeships.

- The voice of the employer during the programme

The learner's journey and how mentors can provide support.

- The shape of the apprenticeship programme and curriculum design
- The course content – knowledge, skills and behaviours
- How learners will be assessed
- The End Point Assessment (EPA)

Tripartite Review meetings

- Frequency (every 12-weeks)
- New knowledge gained in training (off the job)
- Application of skills at work (on the job)
- Learner progress
- Action plan

The demands of Functional Skills

- For learners without exemption for English and maths
- For learners with skills gaps in English and maths
- Resources, mock papers and the exam

Mentor resources

- What is available from GEL on Moodle
- Peer support
- Mentor forum/meetings

Validation

Each participant will be required to support at least one learner undertaking a Management Development Programme.

Mentors Course: Date 15 Nov 2023 (2.00 to 4.30pm)