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creating tomorrow's.

**Cogent skills**  
for science industries

# Level 5 Operations / Departmental Manager Apprenticeship



## Introduction

The Operations / Departmental Manager Apprenticeship is an Apprenticeship that has been developed by a group of employers led by Serco and Civil Service Learning, in liaison with a number of Providers and organisations including the Chartered Management Institute (CMI).

The Apprenticeship includes work-based learning, business education (where CMI's Level 5 Diploma is incorporated) and the opportunity for membership of the Chartered Management Institute on completion of the Apprenticeship.

## About the Level 5 Operations / Departmental Manager Apprenticeship (i.e. roles they'd undertake, responsibilities, day to day info)

An Operations / Departmental Manager is someone who manages teams and/or projects, and achieves operational or departmental goals and objectives, as part of the delivery of the organisations strategy. The Managers are accountable to a more senior manager or business owner.

The Apprenticeship is suitable for those working in the private, public and third sector and in all sizes organisation, specific responsibilities and job titles will vary, but the knowledge, skills and behaviours needed will be the same.

### About the CMI

Cogent Skills Training (CST) are working with the Chartered Management Institute (CMI) who are the only chartered professional body in the UK that is dedicated to promoting the highest standards in management and leadership excellence. Therefore we are confident that our Apprenticeship programme has added value and credibility.

### What's included in the delivery of the Apprenticeship (training, work based learning)

Candidates will study the whole of the Apprenticeship Standard which specifies the knowledge, skills and behaviours required for a Manager. This may be achieved via a range of different delivery models including day release, block release and online professional development. This integrated approach is agreed with the apprentice's employer/line manager to agree the mode of delivery that best suits the business before the start of programme.

New employees must be in employment for the duration of the Apprenticeship. The apprentice's job role must allow sufficient opportunities for the apprentice to undertake activities and tasks related to the Standard, and to implement learning acquired through their studies. Candidates must have access to real work including supervision of team members which is productive and gives them opportunities to develop, practice and evidence knowledge and skills to meet the Standard.

### Typical Job Roles

- Supervisor
- Project Manager
- Foreperson
- Shift Manager
- Department Manager
- Senior Management



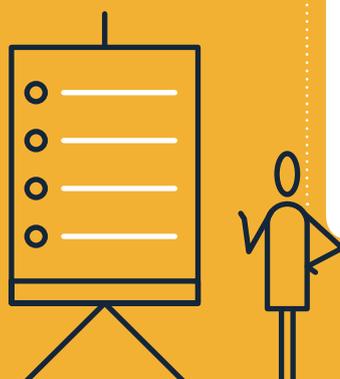
### Entry Requirements

Entry requirements for this role are determined by the employer, however typically GCSEs or Functional Skills in Maths, English (Grade C or above) are desirable. It's also desirable that the potential apprentice is employed in a suitable job role and has undertaken a prior qualification in team leading or first line management.

### Duration of Apprenticeship

It will typically take between 12-27 months to complete this Apprenticeship, although the exact duration will be dependent on the previous experience of the individual and their current Maths and English attainment. CST will liaise with the employer and potential Apprentices to establish the duration of the programme. However, a minimum of 12 months of learning must be undertaken to ensure attainment of sufficient skills, knowledge and experience and we will implement a 3 month preparation period for end point assessment at the end of the 12 months.

**12-27 months**



# Support for Apprentices

Apprentices who undertake a programme of study with CST will be supported by a qualified Tutor/Assessor who will ensure and maintain the welfare and safety of learners throughout their programme.

Once enrolled Apprentices will be able to access Cogent Learn – a virtual learning environment with resources to support the apprenticeship programme including induction materials, policies and a range of workplace competence materials including:

- the business environment
- the regulatory environment
- environmental management
- statistics

Our programme support arrangements ensure short, medium and long term objectives are monitored through a review process that involves the Tutor/Assessor, Employer & Apprentice during which any concerns are addressed to keep progress on track. The range of intervention strategies implemented by CST staff ensures we can act quickly to put in place additional support, when and where needed.

Examples of support include:

- Professional tutor with a background in a senior leadership role
- Online material (CMI dedicated resources online)
- Journals, documents etc
- Programme support
- Intervention strategies



- summary of achievements pre-assessment
- gateway to end-point assessment
- final assessment & grading

Once enrolled Apprentices will have to access to CMI's on-line resource tool that provides valuable and current publications to support them with their research and study, including:

- E-learning modules – from developing a management style to the principles of project management.
- Leader videos – experts talk about overcoming real-life management issues
- Thinkers – summaries of the ideas of major theorists to help problem solving
- Interactive scenarios – what decisions would you make on these management challenges?
- Published articles – a database of articles from Professional Manager
- Checklists – hundreds of practical tick lists of activities to ensure a best practice approach
- E-journals – journals, publications and research documents offering latest industry insight
- Document outlines and research summaries on key business initiatives such as devising a marketing plan

Our programme support arrangements ensure short, medium and long term objectives are monitored through a review process that involves the Trainer, Employer & Apprentice and any concerns are addressed to keep progress on track. The range of intervention strategies implemented by CST staff ensures we act quickly to put in place additional support, when and where needed.

## How Employers can get involved

All apprentices must have 20% off-the-job training time which must be evidenced and recorded. This can be achieved in a way that benefits both the apprentice and the organisation. There are a number of ways the requirements for off the job training can be met, including:

**One to one performance review**

**Shadowing a senior worker**

**Attendance at internal & external training courses**

**Research and study periods during working hours**

**Project set up and reviews**

**Recording CPD activities**

**Keeping a reflective log of work activities and lessons learnt**

**Examining a company policy's strengths and weaknesses**

**Exam preparation and portfolio development of project activities**

**Day release for knowledge qualification**

**Block release for knowledge qualification**

Employers will need to be committed to mentor and support learners towards their apprenticeship to gain employability skills in line with organisational strategies and individual goals.

# Summary of Assessment Stage

There are a number of elements that make up assessment for the apprenticeship, including formative, on-programme assessment and a summative end-point assessment.

Evidence of on-programme assessment must be collated in a portfolio of evidence. The portfolio will be expected to contain evidence of the application of knowledge and demonstration of skills and behaviours relating to leading and management, 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.

The portfolio must however include evidence of:

- Regular reviews of performance between the apprentice and line manager;
- Feedback from line manager, peers and direct reports;
- A Continual Professional Development (CPD) Log.

Where the apprentice is studying the Level 5 Diploma in Management and Leadership as part of the knowledge requirements for the apprenticeship, the qualification will count towards achievement of the Standard (depending upon which combination of units are taken).

The End Point Assessment requires apprentices to demonstrate they have achieved the standard.

The Assessment Model is as follows:

## On-Programme Assessment

- regular assessment (involving employer and training provider)
- development of a portfolio demonstrating learning and development activities with their application in the workplace.
- a work based project
- evidence of 360-degree feedback within the ongoing development portfolio
- successful completion of a management diploma L5 (if used) or equivalent knowledge building activity



## Gateway to End Point Assessment

Employer and Training Provider agree the apprentice meets the requirements of the standard.



## End Point Assessment

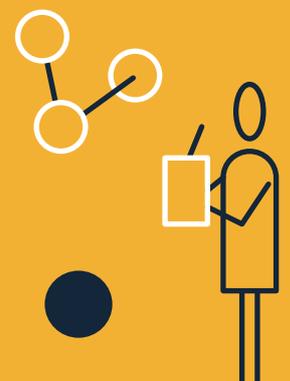
Involving a range of assessment tools:

- test of knowledge using scenarios
- competency-based interview
- assessment of portfolio of evidence
- presentation of work based project approach and findings with Q&A
- professional discussion relating to CPD activity



## Successful Individuals Gain:

- an industry designed apprenticeship
- an industry recognised management diploma Level 5 (if used)
- option for professional registration with professional bodies



# Final Assessment and Grading

The following sets out the key assessment information for the End Point Assessment. Achievement of the apprenticeship will depend on apprentices successfully completing a number of assessment activities. The methods used will ensure that the apprentice is assessed across the whole of the published Operations/Departmental Manager Standard. All candidates must participate in all elements of the End Point Assessment and achieve a minimum of 50% for each component.

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 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 Workbased 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%

## Progression Opportunity

On completion, apprentices may choose to register as Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression.

The marks will then be combined to give the final grading:

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

The independent assessor will review the evidence for each apprentice and grade the apprentice on the following scale: fail/pass/merit/distinction. Marks will be allocated across the areas being assessed, with a maximum possible mark of 100. Apprentices must participate in all elements of the end-point assessment and achieve a minimum of 50% for each component.

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