

Level 5 Operations/ Departmental Manager Apprenticeship Curriculum Design		Phase 1			Phase 2			Phase 3				
		Unit I Management of Self	Unit A Operational Management	Unit G Communication	Unit D Leading People	Unit B Project Management	Unit J Decision Making	Unit E Managing People	Unit C Finance	Unit F Building Relationships	Unit H Self Awareness	
A: Operational Management												
Knowledge	A.1 Operational management approaches and models including creating plans to deliver objectives and set KPIs											
	A.2 Business development tools e.g. SWOT and approaches to continuous improvement											
	A.3 Operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance											
	A.4 Management systems, processes and contingency planning											
	A.5 How to initiate and manage change, identifying barriers & solutions											
	A.6 Data security, management & effective use of technology in an organisation											
Skills	A.7 Input to strategic planning											
	A.8 Create plans in line with organisational objectives											
	A.9 Support, manage and communicate change by identifying barriers and overcoming these											
	A.10 Demonstrate commercial awareness and the ability to identify and shape new opportunities											
	A.11 Create and deliver operational plans including setting KPIs and monitoring performance against plans											
	A.12 Produce reports, providing management information based on the collation, analysis and interpretation of data											
B: Project Management												
Knowledge	B1 How to set up and manage a project using relevant tools and techniques											
	B2 Process management											
	B3 Approaches to risk management											
	B4 Use relevant project management tools											
Skills	B5 Plan, organise and manage resources											
	B6 Monitor progress against project plan											
	B7 Identify risks and their mitigation											
C: Finance												
Knowledge	C1 Business finance											
	C2 How to manage budgets											
	C3 Financial forecasting											
Skills	C4 Monitor budgets											
	C5 Provide financial reports											
	C6 Consider the financial implications of decisions and adjust approach/recommendations accordingly											
D: Leading People												
Knowledge	D1 Different leadership styles											
	D2 How to lead multiple and remote teams and manage team leaders											
	D3 How to motivate and improve performance											
	D4 How to support people using coaching and mentoring approaches											
	D5 Organisational cultures and diversity and their impact on leading and managing change											
	D6 How to delegate effectively											
Skills	D7 Support the development of people through coaching and mentoring and the management of change											
	D8 Communicate organisational vision and goals and how these to apply to the department and teams											
	D9 Support development through coaching and mentoring											
	D10 Enable and support high performance working											
	D11 Support the management of change within the organisation											
E: Managing People												
Knowledge	E1 How to manage multiple teams											
	E2 How to develop high performing teams											
	E3 Performance management techniques											
	E4 Talent management models											
	E5 How to recruit people											
	E6 How to manage and develop people											
	E7 Manage talent and performance											
	E8 Develop, build and motivate teams by identifying their strengths and enabling development within the workplace											
Skills	E9 Delegate and enable delivery through others											
	F: Building Relationships											
	Knowledge	F1 Approaches to partner, stakeholder and supplier relationship management and engagement including negotiation, influencing and effective networking										
		F2 Collaborative working techniques to enable delivery through others										
		F3 How to share best practice										
		F4 How to manage conflict at all levels										
	Skills	F5 Build trust, and use effective negotiation and influencing skills										
		F6 Manage conflict										
		F7 Identify and share good practice										
		F8 Work collaboratively with others both inside and outside of the organisation										
F9 Use specialist advice and support to deliver against plans												
G: Communication												
Knowledge	G1 Interpersonal skills											
	G2 Different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately											
	G3 Communicate effectively (verbal, non-verbal, written, digital)											
	G4 Show flexibility in communication style											
	G5 Chair meetings											
	G6 Present using a range of media											
	G7 Use active listening											
	G8 Give constructive feedback and challenge where necessary											
Skills	H: Self Awareness											
	H1 Own impact through self-awareness											
	H2 Emotional intelligence											
	H3 Different learning and behaviour styles											
	H4 Reflect on own performance											
H5 Reflect on own working style and its impact on others												
I: Management of Self												
Skills	I1 Use of time management techniques and tools											
	I2 Approaches to planning including managing multiple tasks											
	I3 Create a personal development plan											
	I4 Use time management and prioritisation techniques											
J: Decision Making												
Skills	J1 Understand organisational values and ethics and their impact on decision making											
	J2 Problem solving and decision making techniques including data analysis											
	J3 Undertake critical analysis and evaluation to support decision making											
	J4 Use effective problem solving techniques											

K: Behaviours	Takes Responsibility	Inclusive	Agile	Professionalism
K1 Takes Responsibility				
K2 Inclusive				
K3 Agile				
K4 Professionalism				