



DEVELOP TALENT.  
REACT TO CHANGE.  
STAY COMPETITIVE.  
EMBRACE NEW TECH.

Apprenticeships are versatile, serving as pathways for current employees to upskill or as a means to recruit new talent into apprentice roles. We offer top-tier, cost-effective solutions aimed at cultivating a skilled and sustainable workforce tailored to the long-term success of your company



[WWW.BPIF.TRAINING](http://WWW.BPIF.TRAINING)



TRAINING

# OPERATIONS OR DEPARTMENTAL MANAGER

An Operations or Departmental Manager is someone who manages teams and/or projects, and achieving operational or departmental goals and objectives, as part of the delivery of the organisations strategy. They are accountable to a more senior manager or business owner. Key responsibilities may include creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management and mentoring.

---

**Level:** 5 (Equivalent to Foundation Degree)

**Typical Duration:** 24 months

**Maximum Funding:** £9,000

---

## KEY THEMES INCLUDE:

The course has been designed to cover 25 key areas of knowledge, skills & behaviour required to be an effective Operations or Departmental Manager.

- Law in business
- Managing self and team
- Professional Development
- Communication
- Delegation
- Problem solving
- Project management
- Operational management
- Finance management
- Behaviours
- Interpersonal skills
- Risk management
- Negotiation and Persuasion
- Leading people

## TYPICAL JOB TITLES INCLUDE:

Operations Manager | Regional Manager | Divisional Manager  
Department Manager | Specialist Managers

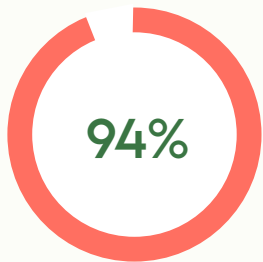
# BENEFITS

## BENEFITS FOR EMPLOYERS INCLUDE:

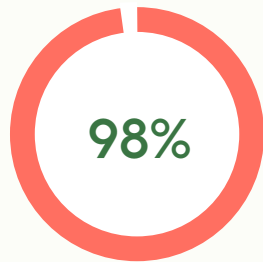
- ◆ Develop greater strategic thinking
- ◆ Improved business performance
- ◆ Increased motivation for delegates
- ◆ Helps with career progression planning
- ◆ Helps with succession planning
- ◆ Develop improved communication and interpersonal skills
- ◆ Visible commitment and investment for delegates and their teams
- ◆ Delivered digitally by an experienced team of trainers using government funding

## BENEFITS FOR EMPLOYEES INCLUDE:

- ◆ Improved knowledge, skills and behaviours to improve performance
- ◆ Help with career progression
- ◆ Increased job satisfaction
- ◆ Increased confidence
- ◆ Raised profile within your organisation
- ◆ Platform for further learning and progression
- ◆ Recorded workshops that fit in around your working pattern
- ◆ Connected learning tracked digitally by an online portfolio



of Employers felt that BPIF Training delivers training that is up-to-date, relevant and meets industry standards.



of Apprentices would recommend BPIF Training to a friend.



of Employers would recommend BPIF Training to another employer.

## WHAT ARE THE KEY SKILLS YOU HAVE ACQUIRED DURING YOUR APPRENTICESHIPS?



I have learned about individuals different earning types, and how training can be tailored to them, ensuring that the employee is benefiting from the support provided. I have also come to learn my own strengths and weakness and how I can use those to my advantage and develop my areas of improvement.



# KNOWLEDGE, SKILLS & BEHAVIOURS

Assessment method I: Professional discussion, underpinned by a portfolio of evidence

## KNOWLEDGE - UNDERSTAND OF THE FOLLOWING:

- Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance.
- Understand data security and management, and the effective use of technology in an organisation.
- Understand different leadership styles, how to lead multiple and remote teams and manage team leaders.
- Know how to motivate and improve performance, supporting people using coaching and mentoring approaches.
- Understand organisational cultures and diversity and their impact on leading and managing change.
- Know how to delegate effectively.
- Know how to manage multiple teams and develop high performing teams.
- Understand performance management techniques, talent management models and how to recruit and develop people.
- Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.
- Knowledge of collaborative working techniques to enable delivery through others and how to share best practice.
- Know how to manage conflict at all levels.
- Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.
- Understand own impact and emotional intelligence.
- Understand different learning and behaviour styles.

## SKILLS - COMPETENT TO DO THE FOLLOWING:

- Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans.
- Able to communicate organisational vision and goals / how these to apply to teams.
- Support development through coaching and mentoring and enable and

support high performance working.

- Able to manage talent and performance.
- Develop, build and motivate teams by identifying their strengths and enabling development within the workplace.
- Able to delegate and enable delivery through others.
- Able to build trust and use effective negotiation and influencing skills and manage conflict.
- Able to identify and share good practice and work collaboratively with others both inside and outside of the organisation.
- Able to chair meetings and present using a range of media.
- Use of active listening, and able to challenge and give constructive feedback.
- Able to reflect on own performance, working style and its impact on others.
- Able to create a personal development plan.

## BEHAVIOURS - LEARN TO DO THE FOLLOWING:

- Drive to achieve in all aspects of work.
- Demonstrates resilience and accountability.
- Determination when managing difficult situations.
- Seeks new opportunities.
- Open, approachable, authentic, and able to build trust with others.
- Seeks the views of others and values diversity.
- Positive and adaptable, responding well to feedback and need for change.
- Sets an example, and is fair, consistent and impartial.
- Open and honest.
- Operates within organisational values.

# KNOWLEDGE, SKILLS & BEHAVIOURS

Assessment method 2: Project proposal, presentation and questioning

## KNOWLEDGE - UNDERSTAND OF THE FOLLOWING:

- Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs.
- Understand business development tools (e.g. SWOT), and approaches to continuous improvement.
- Knowledge of management systems, processes and contingency planning.
- Understand how to initiate and manage change by identifying barriers and know how to overcome them.
- Know how to set up and manage a project using relevant tools and techniques and understand process management.
- Understand approaches to risk management.
- Understand business finance: how to manage budgets, and financial forecasting.
- Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.
- Understand problem solving and decision making techniques, including data analysis.
- Understand organisational values and ethics and their impact on decision making.

## SKILLS - COMPETENT TO DO THE FOLLOWING:

- Able to input into strategic planning and create plans in line with organisational objectives.
- Support, manage and communicate change by identifying barriers and overcoming them.
- Demonstrate commercial awareness, and able to identify and shape new opportunities.
- Producing reports, providing management information based on the collation, analysis and interpretation of data.
- Plan, organise and manage resources to deliver required outcomes.
- Monitor progress and identify risk and their mitigation.
- Able to use relevant project management tools.

- Able to monitor budgets and provide reports and consider financial implications of decisions and adjust approach/recommendations accordingly.
- Able to support the management of change within the organisation.
- Use of specialist advice and support to deliver against plans.
- Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style.
- Use of time management and prioritisation techniques.
- Able to undertake critical analysis and evaluation to support decision making
- Use of effective problem solving techniques.

## BEHAVIOURS - LEARN TO DO THE FOLLOWING:

- Flexible to the needs of the organisation.
- Is creative, innovative and enterprising when seeking solutions to business needs.
- Open to new ways of working.

# DELIVERY PLAN MAP

An example of an individualised learning plan, delivered by BPIF Training L5 Operations/Departmental Manager

	MONTHS 1 - 3	MONTHS 3-6	MONTHS 9-12	MONTHS 12-15	MONTHS 15-18	MONTHS 18-24	MONTHS 24-30
UNIT(S) ASSIGNMENT & CRITERIA	1 Personal & Professional Development	2 Communication Skills	3 Managing Teams	4 Operational Planning & Management	5 Planning their project proposal	6 Delivery of project proposal	7 Project Proposal Output
PLANNED OFF THE JOB HOURS	86	133	125	102	110	165	63
TOTAL	784						



## COURSE SUPPORT

The course consists of the following support:

- Planned online workshops and regular formal reviews
- Bespoke programme to cater for slower and faster achieving learners
- One-to-one sessions to meet the needs of individual learners
- Helps with career progression planning
- Telephone, email and video support - 5 days a week
- Access to the Virtual Learning Environment (VLE) - 7 days a week
- An assigned personal tutor
- Access to the E-Portfolio System - 7 days a week
- Access to the Maths and English E-Learning System - 7 days a week
- Access to the BPIF Skills Hub E-Learning System - 7 days a week
- Specialist support for learners with special educational needs and/or disabilities

# TRAINING PROGRAMMES AT BPIF TRAINING

BPIF Training specialises in delivering practical training tailored to the specific needs of the modern printing industry. Our training programmes, designed specifically for the printing sector, have been rated as 'Good' by Ofsted. With our work-based apprenticeships, there's no need for apprentices to attend college on a day-release basis.

A dedicated training coordinator provides support to both employers and apprentices throughout their learning journey, ensuring personalised assistance for various learner requirements and guaranteeing the development of skills crucial for your business. Continuous access to progress updates via online portfolios is available around the clock for both employers and apprentices. Moreover, our Virtual Learning Environment and Online Classrooms offer access to top-quality learning resources.

Mathematics and English skills are indispensable in the workplace, and these qualifications remain mandatory for all apprenticeships. BPIF Training offers support to apprentices lacking these qualifications, assisting them in reaching the required standard based on their individual starting points.

Employers remain actively involved in monitoring their apprentice's progress throughout the training period. At the programme's conclusion, a formal end-point assessment is conducted as per the standard requirements. Prior to this assessment, a review involving the employer, apprentice, and training coordinator ensures unanimous agreement on the apprentice's readiness to successfully complete it.

BPIF Training is dedicated to supporting both employers and apprentices through this new standard, enabling the development of a highly skilled workforce.

BPIF  
TRAINING

HIGH QUALITY TAILORED TRAINING  
PROGRAMMES THAT WILL MEET  
YOUR INDIVIDUAL NEEDS WHILST  
ENSURING THAT IT MEETS ALL THE  
REQUIREMENTS OF THE STANDARD.

## FOR MORE INFORMATION

To find out more on the Operations/Departmental Manager Apprenticeship, please contact our team at [training@bpif.org.uk](mailto:training@bpif.org.uk) or call us on 01676 526 060.



[WWW.BPIF.TRAINING](http://WWW.BPIF.TRAINING)