



Developing future leaders



**OPERATIONS**

**& DEPARTMENT**

**MANAGER CMI LEVEL 5**

Delivered in partnership with



the  
apprenticeship  
college

The **MDS Level 5 Management Apprenticeship programme** is delivered as a partnership between **MDS** and the **Apprenticeship College** and can be funded via the apprenticeship levy. It is certified by the Chartered Management Institute. One of the benefits of being a Member of MDS is you have access to the Level 5 Apprenticeship in Leadership and Management. This is a programme that many of you would associate with the graduate scheme provided by MDS, however we are delighted to offer this programme to MDS Member companies own employees.



# MDS MANAGEMENT DEVELOPMENT PROGRAMME

**/// THE ACTOR'S PERFORMANCES AND THEIR USE IN THE WORKSHOP WAS EXCELLENT. BEING ABLE TO PRACTICE THE WORKSHOP CONTENT IN REAL LIFE SITUATIONS REALLY CONSOLIDATED AND PROVIDED MORE DEPTH TO MY LEARNING. ///** HUGH, MDS TRAINEE

This training has been developed with apprenticeship specialist The Apprenticeship College and tailor-made with the food and fresh produce industry in mind. The programme is ideal for those showing leadership potential within your business and has a proven track record of challenging individuals to develop a deeper understanding of what is required to become a leader in the sector.

The full two-year programme costs £7,000 and includes five added value workshops offered exclusively to MDS Members.

Member companies who pay the apprenticeship levy can use funds from their levy pot to fund this programme completely. Non-levy paying businesses can also access this training for a cost of just £350 per learner. The programme begins in April and October each year. However, if there are enough learners within your business or a group of members to create an extra cohort, start dates can be flexible.

A little bit about The Apprenticeship College...

They provide a training experience that is different, memorable, and impactful. They do not use the same trainer to deliver an entire programme but have different specialist trainers delivering our workshops because we feel this offers a broader level of learning. All trainers are experienced in delivering commercial training and so the apprenticeship delivery is of the highest quality.

Theatre based learning forms a part of all programmes, and professional actors are used to deliver scenario-based training. In a safe environment, your employees can observe the actors recreate their world in front of their eyes and experience a real work situation with the purpose of developing your workforce.

There are several principles that guide and govern how the training is designed and delivered. Time is taken up front to understand current capability and experience and tailored to meet the development needs of everyone on the programme.

The workshops are delivered in an effective and creative way to build engagement, whilst also doing what they need to do - building knowledge, skills and behaviours. The experiences will aim to meet all learning preferences, using a range of techniques: face to face sessions, live-virtual sessions, coaching and peer learning, to suit the topic, context and desired outcome. Every module, conversation and activity will aim to make a difference, have 'real-world' context and be immediately actionable back in the workplace.

/// TRAINERS AND COACHING STAFF PLAN TEACHING CAREFULLY SO THAT APPRENTICES DEVELOP THEIR SKILLS IN A LOGICAL SEQUENCE. THEY MAKE ACTIVITIES INTERESTING AND STIMULATING SO THAT APPRENTICES CAN RECALL WHAT THEY HAVE LEARNED. /// OFSTED 2020

# OPERATIONS & DEPARTMENTAL MANAGER PROGRAMME OVERVIEW AND SKILLS DEVELOPED

Effective leaders develop effective teams which is key to operational success and the desired outcome of any business.

Senior managers who have the capability and drive to make a difference and change to happen are who you want to be leading your business forward. True leaders will coach and mentor their teams developing strategy as well as day to day management.

Learners that complete this programme will have a comprehensive understanding of delivering against operational plans and projects, leading, and managing teams as well as effectively achieving operational goals.

The Operational and Departmental Manager apprenticeship is accredited by the Chartered Management Institute (CMI).

It is designed for employees who manage teams and operations or projects to achieve specific goals and objectives as part of the overall strategy of a business.

Learners on this programme will manage a department, team, or lead projects, therefore having an influence on the operational delivery of the organisation.

The apprenticeship is thematic. The training is designed to improve personal effectiveness and communication skills as well as building leadership capabilities and developing teams that deliver. This programme is delivered with a Chartered Management Institute (CMI) qualification in Leadership and Management.

## COURSE SUMMARY

^ LEVEL	5
🕒 DURATION	24 MONTHS
£ LEVY VALUE	£7,000
£ CO-FUNDED VALUE	£350
👤 INDUCTION	1
★ MASTERCLASSES	1
🔧 WORKSHOPS	18
⚙️ SKILLS COACHING	4 SESSIONS AND CONTINUOUS SUPPORT
⊕ SUPPLEMENTARY LEARNING	ONLINE DIGITAL SESSIONS

### EXAMPLES OF RELEVANT JOB ROLES (BUT NOT LIMITED TO)

Operations Manager • Regional Manager • Divisional Manager • Department Manager • Group Manager • Senior Manager • Specialist Manager

# LEARNER JOURNEY

Every apprenticeship programme we deliver can be facilitated via a blended approach - face to face and/or live, virtual delivery.

## WORKSHOPS

The Operations and Departmental Manager programme is delivered over a 24 month period. The learning programme is made up of a series of workshops led by our commercial level, specialist trainers delivering on their area of expertise.

Each workshop covers a specific topic area designed to continue to build knowledge, developing key skills and behaviours needed to be an effective Leader. The workshops are designed carefully to enhance the capabilities of the learner and to be utilised as soon as they return to work.

## SKILLS COACH

All learners are supported by a dedicated Skills Coach. They will support individuals through the learning journey, be there to answer any questions, assess all work produced and guide each learner to a successful outcome.

## FUNCTIONAL SKILLS

All government funded apprenticeship programmes require learners to achieve the appropriate standard of Maths and English. Learners will be supported by one of our Functional Skills tutors if they do not already hold these qualifications, who will ensure individuals are equipped to complete the Maths and English.





**/// SHE WAS SUPER ENGAGING. SHE HAD ENERGY ALL DAY. SHE CARED WHAT EVERYONE HAD TO SAY. SHE MADE ME FEEL VERY COMFORTABLE WITH ALL THE TASKS. ///** ESME, MDS MEMBER COMPANY

## INDUCTION

The first session introduces you to the programme in detail, giving an overview of each workshop. We also complete the formal enrolment paperwork and demonstrate the online learning environment. This will begin your development journey by understanding and exploring learning styles.

## MASTERCLASS

Following the induction our guest speaker delivers a Masterclass on what makes an inspirational leader and what impact inspirational leadership can have on a business and organisational strategy. The Masterclass kicks off the programme and provides an insight into what can be achieved from taking part in the learning journey.

## WORKSHOP 1

### DEVELOPING YOUR ROLE AS A MANAGER

This workshop will cover setting personal objectives and creating a personal development plan. We will look at different leadership styles and the importance of self-awareness and personal effectiveness in the workplace.

It covers different time management and organisational techniques and how to apply these effectively.

## WORKSHOP 2

### MOTIVATIONAL LEADERSHIP

This workshop complements the main Apprenticeship Programme by developing own awareness of leadership styles and the impact this has on the way they lead and manage others. It focuses on key leadership skills, differences between leaders & managers and explores how MBTI can support individual leadership effectiveness.

## WORKSHOP 3

### PROJECT DEVELOPMENT AND CONTROL

This workshop focuses on the skills required to manage projects. Exploring how to manage resource, project planning, how to allocate tasks and understanding how to identify risks and issues. It also introduces practical tools like GANTT and PERT charts and will talk through the project that will need to be completed to receive the Level 5 Operational/ Departmental Manager Apprenticeship standard.

## WORKSHOP 4

### MANAGING INDIVIDUAL AND TEAM PERFORMANCE

In this workshop we explore organisational objectives, how to create a positive work environment and developing working relationships. It also looks at understanding and utilising key policies and procedures around managing a team including sickness, welfare & absence management. We will explore how to manage remote workers and multiple teams.

## WORKSHOP 5

### INCLUSION & DIVERSITY

This workshop explores how to manage and promote a culture of equality, diversity & inclusion. It explores the organisational culture and encourages one to evaluate the current practices, linking them to the Equality Act 2010, types of discrimination and unconscious bias.

## WORKSHOP 6 & 7

2-DAY WORKSHOP

### ADVANCED PRESENTATION SKILLS

This workshop focuses on how to deliver effective presentations in the workplace. It will include tips on structure, content, engaging your audience, dealing with nerves etc. Day 1 will emphasise the soft skills and IT skills to deliver an effective presentation and will be delivered by two expert trainers. Day 2 will give plenty of opportunities to practice with input from an expert trainer and actor. It will make use of techniques such as self-reflection and peer / trainer feedback to evaluate and hone own presentation skills.

## WORKSHOP 8

THEATRE BASED LEARNING

### MANAGEMENT COMMUNICATIONS

In this theatre-based workshop, individuals have an opportunity to understand and put into practice the skills required to effectively communicate with teams, this includes giving feedback and presenting. The workshop will cover Interpersonal Skills, communicating in different forms (verbal, written, non-verbal and digital), how to manage meetings (there will be theory and practice of this), understanding the impact of and how to demonstrate active listening and how to engage different audience types.

## WORKSHOP 9

### OPERATIONAL MANAGEMENT

This workshop will cover approaches on how to create department and business plans and how to deliver objectives. We will explore setting key performance indicators (KPIs), how to drive continuous improvement, understanding and using management systems and how to manage data securely. We explore how to be fully commercially aware, producing reports and providing management information to the rest of the business.

## WORKSHOP 10

### BUSINESS IMPROVEMENT

This workshop explores the key methods and processes to support business improvement and includes techniques such as Lean, Six Sigma, Kanban and systematic planning. It provides the skills and the toolkit to carry out strategic level improvements to any business.

## WORKSHOP 11

### DELEGATION

This workshop focuses on how to delegate and enable delivery through others in the team. We will look at effective delegation skills and the appropriate processes to follow when delegating. The links between empowerment and delegation are explored.

## WORKSHOP 12

THEATRE BASED LEARNING

### HANDLING DIFFICULT

### CONVERSATIONS

This theatre-based workshop focuses on the ability to undertake difficult conversations, understanding the factors that escalate situations, how to deliver messages in an appropriate way, how to effectively use listening and questioning to neutralise situations and how to give and receive feedback.

## WORKSHOP 13

### MANAGING AND DEVELOPING

### TALENT

This workshop will cover how to recruit people and how to manage talent and individual and team performance. We will look at how to develop, build and motivate teams and how to effectively delegate to provide continuous improvement within the team, ensuring this is managed in a fair and inclusive way.



/// CHANGE IS CONSTANTLY HAPPENING IN TODAY'S WORKPLACE, AND MANAGING IT EFFECTIVELY IS ONE OF THE MOST IMPORTANT JOBS WE CAN HAVE. WE HAVE LEARNT A LOT OF SKILLS, MODELS, AND APPROACHES TO MANAGING CHANGE TODAY AND IT WILL BE EXTREMELY USEFUL IN MY ROLE. ///

ROB, MDS TRAINEE



**/// EXPLAINED EACH OF THE CORE LEARNINGS EFFECTIVELY AND DEVELOPED OUR ANSWERS THROUGH QUESTIONING OUR THOUGHTS. MADE THE COURSE REALLY ENGAGING AND THOUGHT PROVOKING. ADDRESSED ISSUES HEAD ON. ///** EMMA  
MDS TRAINEE

**/// REALLY ENGAGING AND SPECIFIC IN FEEDBACK, WHICH IS REALLY VALUABLE. GOOD AT SIGN POSTING AND HELPING US ALL TO DEVELOP FURTHER. ///**  
JENNY, MDS MEMBER COMPANY

## WORKSHOP 14

### MANAGING PERFORMANCE AND APPRAISALS PART 1

This workshop will focus on how to deliver positive and developmental feedback, coaching and mentoring and how to conduct an appraisal performance review. The session includes tips on asking the right questions at the right time.

## WORKSHOP 15

### THEATRE BASED LEARNING

### MANAGING PERFORMANCE AND APPRAISALS PART 2

In this theatre-based workshop there is the opportunity to observe various scenarios focusing on managing individual performance including an appraisal and performance review. This is an opportunity to put into practice the skills covered in the previous workshop.

## WORKSHOP 16

### CHANGE MANAGEMENT

This workshop focuses on how to initiate and manage change covering the key elements of effective change management communication. We will look at change management models and evaluate their relevance to individual context. We explore how to identify barriers and ways to overcome these.

## WORKSHOP 17

### INFORMATION BASED DECISION MAKING

During this workshop we focus on the ability to solve problems and make decisions in both technical and people-based scenarios. It will explore a variety of approaches and will look at the impact of applying different techniques to help meet challenges constructively and productively and on how to draw conclusions and analyse data to help make decisions. We cover how to ensure data is valid, reliable and relevant and finally, the workshop will look at how managers present information and data and communicate business decisions in the most effective way.

## WORKSHOP 18

### FINANCIAL MANAGEMENT

This workshop covers financial systems and controlling them, how to understand profit and loss (P&L) reports, balance sheets and financial statements. We will also look at budgetary processes and frameworks and the variables between different organisations and how to monitor, control and evaluate.

## ADDITIONAL BENEFITS TO MDS MEMBER COMPANIES

- Five added value workshops delivered exclusively to MDS member companies
- Additional qualification – CMI certificate in Leadership & Management. This is included at no extra cost to MDS members
- Option to have an open or closed cohort: an open cohort consists of learners from other MDS member companies. A closed cohort is made up exclusively of learners from your organisation

## CHARTERED MANAGEMENT INSTITUTE QUALIFICATION

Leaders can think and act strategically, make informed, evidence based, decisions and motivate teams to achieve results. Ensuring that your leaders are motivated too is essential to the success of any workforce or business.

As part of the level 5 programme MDS and The Apprenticeship College offer an added value Chartered Management Institute qualification. As a globally recognised body the CMI is an attractive option for those learners who want to have further recognition in their leadership capabilities. By opting to take the CMI qualification learners can access resources and become a chartered member.

To complete the CMI qualification learners will be required to complete two assignments:

- Principles of management and leadership in an operational context
- Principles of developing, managing and leading individuals to achieve success



**/// APPRENTICES UNDERSTAND HOW TO IMPROVE THEIR PRACTICAL AND WRITTEN WORK AND CAN USE IT CONFIDENTLY IN THEIR WORKPLACE. ///**

OFSTED 2020

For further information please  
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