

Level 5 Black, Asian and Ethnic Minority Leaders Development Programme

A 20-month programme to support current managers and aspiring middle managers to become modern, empowering, confident leaders.

Happy has developed a Level 5 Leadership programme that supports the career and personal development of Black, Asian and Minority Ethnic managers who are wanting to take the next step in their learning and development. The programme aims to build a more diverse leadership pipeline by equipping current managers with the skills to navigate organisational culture with a clearer perspective on their own potential, building confidence, feeling empowered and expanding their professional strengths. After completing the programme, you will understand the strengths that diversity brings and how to support others to work at their best.

About the programme

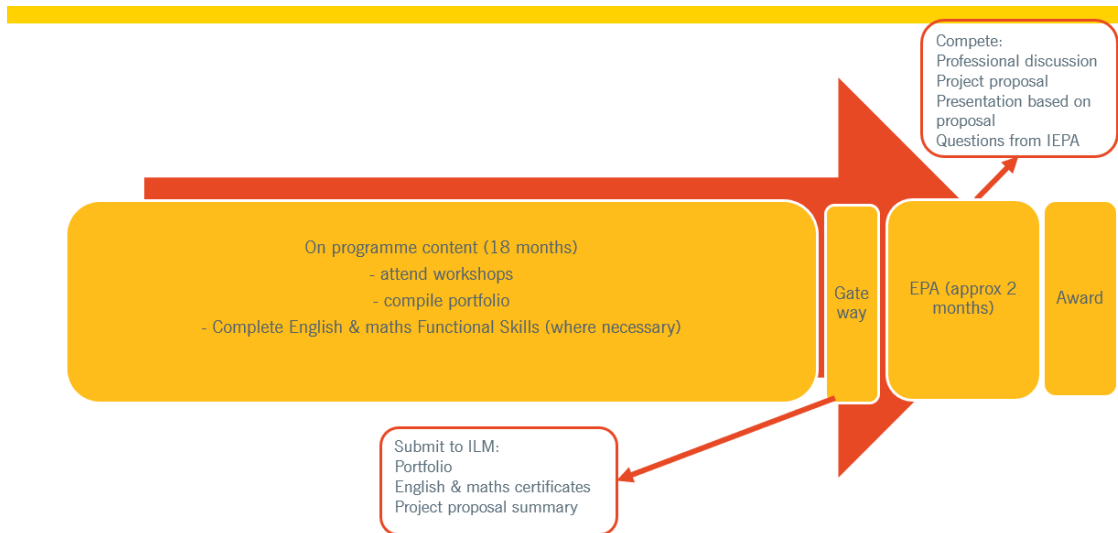
This programme will give you the opportunity to grow and develop with a personal 1-1 coaching plan. Throughout the course you will have the opportunity to support, manage, and develop team members. You will also be managing projects, delivering operational plans, resolving problems, and building relationships internally and externally. You will receive support with your new skills with expert guidance from your facilitator. This programme will give you the mechanisms and tools to deal with the challenges of an ever-changing workplace.

This programme is based on ideas of trust and freedom, of creating empowerment and innovation - and seeing the role of the manager to coach your people to be their best. These ideas were originally outlined as 10 core principles in Henry Stewart's book, *The Happy Manifesto*

This is an apprenticeship programme with a difference. The apprenticeship is the **Operations or Departmental Manager L5**, which we have developed to support Black, Asian and Minority Ethnic managers. It incorporates our innovative **Departmental Manager Diploma**, accredited by the Institute of Leadership & Management.

Every programme is designed to ensure complete individual involvement and participation, it will stimulate your thinking and challenge you. The key focus is on practical skills and real outcomes throughout. The content will involve an innovative and engaging blend of activities so that you can directly apply it to your current performance and your future success.

The apprenticeship is a 20-month programme, with 18 months of training, coaching, and support followed by the End Point Assessment (EPA). The EPA is undertaken by an Independent End Point Assessor (IEPA) who will award the final grade.



Our Departmental Manager Diploma programme is accredited by the Institute of Leadership and Management. This confirms our programme has been independently verified and meets the evidence-based standards of their 5 Dimensions of Leadership: Authenticity, Vision, Achievement, Ownership and Collaboration. As well as highlighting our commitment to professionalising the role of the manager/leader and investing in enhance leadership capability. We're proud to join a community committed to professionalising the roles of leaders and managers to enhance leadership capability.

The recognition you receive for completing the programme is yours throughout your career. This will give you an edge, enabling you to lead exceptional teams and deliver better outcomes for your customers, suppliers, and other stakeholders.

Benefits of this programme include:

- A dedicated facilitator to support you throughout the programme
- One full day of group workshops for 18 months
- One-to-one coaching or review meeting per month with your facilitator
- Peer support from other members of your group
- Institute of Leadership & Management Studying Membership throughout the programme giving you access to a wealth of leadership, management, and coaching resources

On completion you will receive:

- **Operations or Departmental Manager L5 apprenticeship certificate**
- **Departmental Manager Diploma Certificate of Achievement** from the Institute of Leadership and Management
- Automatic upgrade to **full Membership** to the Institute, including postnominal letters (MInstLM) and digital credentials

It is a requirement of all apprenticeships to include English and Maths qualifications. You will need to provide evidence of your English and Maths qualifications. If you are unable to do so you will need to do English and/or maths 'Functional Skills' as part of your apprenticeship programme.

The whole programme is available at little or no additional cost to your employer, funded through the government's Apprenticeship Levy or co-investment schemes.

Key outcomes

- Credible inclusive leaders and managers that inspire trust
- Explore specific challenges that Black, Asian and Minority Ethnic leaders experience
- Understand and develop an effective EDI strategy
- Greater trust and autonomy for your people and your team leaders
- Ability to manage multiple and remote teams, and manage team leaders
- Ability to create a clear framework, to provide freedom within
- Understanding of when people work at their best and how to enable that
- Key listening and coaching skills
- Effective presentation and report writing
- Strong project management capability
- Understanding businesses finance, how to manage budgets, financial forecasting
- Time management: being productive not just busy
- Strong communication skills
- Dealing with difficult people and difficult situations including unconscious biases & micro aggressions
- High performing department, made up of high performing teams

Programme Modules

SELF-AWARENESS & AUTHENTIC LEADERSHIP	
Module 1: Self-Awareness	<ul style="list-style-type: none"> * Consider the specific challenges that BAME leaders experience * Identify and develop the strengths that your diversity brings, and explore areas for improvement * Evaluate the impact of your own behaviour within an organisational context * Explore various models of emotional intelligence <p>You will understand who you are as a leader and identify what enables you and what stops you reaching your leadership potential.</p>
Module 2: Management of Self	<ul style="list-style-type: none"> * Evaluate different learning styles and their implications for L&D in your workplace * Create your personal brand. * Identify your leadership development goals * Apply time management tools and techniques to manage your workload * Evaluate different time management approaches for planning your own workload <p>You will have the insights and tools required to develop and realise your personal leadership brand, with the key skills to improve your effectiveness through prioritising and planning.</p>
Module 3: Your Career Pathway	<ul style="list-style-type: none"> * Review your career journey, design a new vision. * Evaluate the factors that block and enables your progression. * Explore key skills needed for a successful interview * Address your Continuous Professional Development <p>You will explore and apply the insights and tools required to effectively plan and manage your career development goals.</p>
BUILDING INCLUSIVE RELATIONSHIPS	
Module 4: Leading People	<ul style="list-style-type: none"> * Communicate organisational vision and goals to your team * Use coaching and mentoring to support the development of an individual. * Explore and apply motivational theories.

	<ul style="list-style-type: none"> * Organisation culture * Equality, Diversity, and Inclusion in your workplace * Support the management of change in your organisation * Be able to challenge issues for transformational change. <p>You will explore different leadership styles and how to lead different teams, facilitate high performance and support your team through change.</p>
<p>Module 5: Managing People</p>	<ul style="list-style-type: none"> * Manage talent within your organisation * Implement effective 1:1's * Develop, build, and motivate teams * Improve your delegation skills <p>You will have the skills needed to build and maintain a high performing team, manage talent and delegate effectively.</p>
<p>Module 6: Building Relationships</p>	<ul style="list-style-type: none"> * Building networks. * Identity your personal support circles * Collaborate with others inside and outside of your organisation * Share good practice across teams * Manage conflict * Including micro aggressions & unconscious biases * Negotiation and Influencing skills <p>You will develop practical skills in order to build networks and maintain relationships with internal and external stakeholders, work collaboratively and manage conflict.</p>
<p>TRANSFORMATIONAL STRATEGIES FOR YOUR PROJECT</p>	
<p>Module 7: Operational Management</p>	<ul style="list-style-type: none"> * Strategy development * Manage change within your team * Demonstrate commercial awareness * Collate, analyse and interpret data * Use of technology and data security <p>You will be able to effectively lead your team in line with organisational strategy and operational plans. You will also be able to work with data and create management reports.</p>

Module 8: Finance	<ul style="list-style-type: none"> * Monitor agreed budgets * Provide budget-related reports * Explore financial implications of business decisions * Financial forecasting <p>You will be confident in business finance and be able to monitor budgets, spot key trends and develop financial forecasts.</p>
Module 9: Communication Skills	<ul style="list-style-type: none"> * Explore your own and others' preferred communication styles * Develop active listening skills * Give constructive feedback to an individual and a team * Adapt your communication style and method to suit your message and audience * Deal with challenging conversations * Chair meetings effectively * Deliver engaging presentations using a range of media <p>You will improve your interpersonal skills in a range of situations and in a number of different formats.</p>
Module 10: Project Management	<ul style="list-style-type: none"> * Develop a project plan * Monitor and manage resources * Monitor, manage and mitigate risks and issues * Manage time and stakeholders * Use project management tools to deliver and evaluate a project <p>You will learn how to create a project, from developing an idea through to writing the final evaluation. You will implement a range of practical project planning and management tools.</p>
BRINGING IT TOGETHER	
Module 11: Problem solving and Decision-Making.	<ul style="list-style-type: none"> * Be able to challenge issues for transformational change * Explore and evaluate problem solving and decision-making techniques * Use problem solving and decision-making techniques in your workplace * Discover the impact of organisation values and ethics on decision making

	You will understand the process of identifying and solving problems in creative ways and evaluating options to decide on the best solutions.
Coaching Sessions	These monthly one-to-ones will give you the opportunity to work individually with your facilitator and support you to develop your leadership skills.
Portfolio Building & Professional Discussions	<p>These sessions will support you to gather evidence for your portfolio.</p> <p>The portfolio should contain written accounts of activities that have been completed and referenced against the relevant knowledge, skills and behaviours that will be assessed by the professional discussion, supported by appropriate evidence, such as video/audio extracts; written statements; project plans; reports; minutes; observation reports; presentations; feedback from managers, supervisors or peers; papers or reports written by the apprentice; CPD Log; Personal Development Plan; performance reviews. This is not a definitive list; other evidence sources are allowable.</p>
Reviews	Review sessions will be scheduled at least every 12 weeks with you, your line manager, and your facilitator. You will all have the opportunity to discuss your progress on the apprenticeship programme and identify any barriers to your development.
Prepare for EPA	<ul style="list-style-type: none"> * Practise mock interviews for your End Point Assessment * Support to prepare your project proposal * Practice your presentation based on your proposal with a Q & A session * Review of your Portfolio <p>You will review the knowledge, skills, and behaviour covered during the programme, with the opportunity to ask questions. By the end of these sessions you will be prepared for the final End Point Assessment.</p>

Support from your line manager

Research shows that a key factor in the success of a development programme is the active involvement and support of the line manager. The programme includes involvement of the line manager throughout the apprenticeship programme. Your line manager will be expected to commit to your 20% off-the-job learning and attend regular progress reviews.

Apprenticeship Requirements

To qualify for funding for this programme Happy must ensure you meet the eligibility criteria. These are:

Criteria:	Evidenced by:
You must be employed at least 30 hours per week (if you work fewer than 30 hours the programme must be extend)	Information provided by you and your employer
You must be learning significant new skills knowledge, skills and behaviours to be occupationally competent in your job role (eg if you do not have an existing L5 or higher management qualification)	Information provided by you and through initial skills assessments.
Have an eligible residence status and have the right to work in England	ID – passport or birth certificate Visa Settlement status
Spend at least 50% of your working hours in England if living in Scotland or Wales	Information provided by you and your employer
Achieve English and maths level 2 Functional Skills qualifications as part of the apprenticeship. You will be exempt from this if you already have GCSE grade A-C (or equivalent) certificates and can provide copies of these	Copies of GCSE grade A-C (or equivalent) certificates Qualifications from outside the UK may need a statement of comparability from ENIC (formerly NARIC)
Complete 20% of your working hours in 'off-the-job' training through the duration of the training programme. This 20% will include training, coaching, assignments, work activities, projects, etc	Completed record of off-the-job training hours – Happy will provide a timesheet to keep these records

You will need to provide Happy with evidence that you meet these requirements.

Funding Info for Organisations

The full cost of the apprenticeship is £7,000 per person. If your organisation pays the Apprenticeship Levy, then the cost can be met in full, from the Levy payments.

If your organisation doesn't pay the Levy (ie. the payroll is less than £3 million), then the government will meet 95% of the cost of the programme. This means the cost to your organisation would be £350 per person. In addition, all organisations will be required to pay £60 Institute of Leadership and Management registration fee.

Feedback

This programme is an extension of our four-day Happy Workplace Leadership Programme. Here is just some of the feedback we have received from clients for the four-day programme:

"Thank you for a truly inspirational course. I have been to a few management courses and none has had the impact on me that your course has, from simply how I was treated on arriving at the first day to all four days of excellently crafted training. It was the best course I have ever been on. I actually looked forward to coming. On a course you learn so much from your peers and your course captures this effortlessly. Each subject is taught with care thought and precision, but also with fun! What we have learnt will stay with us for a life time. I will always be happy to recommend you to anyone."

Ian Hawthorn, Head of Service, Highway Maintenance and Projects, London Borough of Hammersmith & Fulham

"Happy seems to be centuries ahead in leadership, how people can be best supported to work at their best. The story is inspirational but what is even more inspirational is their ability to share this knowledge so that their mantra of Happy can be experienced."

Marcia Roswell-Joseph, School for Social Entrepreneurs