

This 20-month Level 5 apprenticeship programme has been developed as a building block to achieving greater diversity in leadership at senior level.

The programme aims to build a more diverse senior leadership pipeline by supporting current managers and aspiring middle managers from Global Majority backgrounds to become modern, empowering, confident leaders.

In a [critical report](#) published in August 2022, the Socio-Economic Diversity Taskforce (led by the City of London Corporation) called on employers to take action to address the stark lack of socio-economic diversity at senior levels, as it threatens productivity, competitiveness, and staff retention.

The cross-industry collaborative survey showed:

- 88% of male senior leaders are white
- 86% of female senior leaders are white
- Ethnic minority females from a working-class background account for just 1% of senior positions!

Senior leadership should reflect the same diversity that is in the workforce and communities they serve. To achieve that, we can equip employees from Global Majority backgrounds with the tools and confidence to become the senior leaders of the future.

Happy has developed this **Empowerment Level 5 Operations or Departmental Manager Apprenticeship** programme to support the career and personal development of people from Global Majority backgrounds. 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 have the skills to support others to work at their best.

Ideally conversations around the challenges that those from Global Majority backgrounds face happen when everyone is in the room. But the reality is that in communities where people feel oppressed, they do not always feel safe to talk about it. Here, they can talk about it, process it, and gain the confidence and tools to advocate for change when they are in the room with everyone else.

Programme Overview

What does a Level 5 Apprenticeship Programme at Happy cover?

Any Apprenticeship must cover a set of Knowledge, Skills, and Behaviours, which is what you will ultimately be assessed on to gain your qualification. These guide the content of the course, where you will learn about supporting and developing your team, managing projects, delivering operational plans, resolving problems, and building relationship networks. The course will offer you a set of tools and mechanisms to best handle the ever-changing workplace. More details on the modules further below.

An Apprenticeship Programme **at Happy** comes with serious extra benefits, including:

- A personal training plan, which will be reviewed and adjusted during review meetings with your facilitator, manager, and yourself at intervals during the course.
- Direct 1-2-1 support from your facilitator with coaching, portfolio building days, and workshops built into the structure, but who also frequently go above and beyond to give learners the support they need.
- A carefully held space that will encourage peer-to-peer learning (and network forming)
- Materials and assignments that have been honed over years to offer an experiential learning experience, so you genuinely retain the learning.
- An additional tutor should you need to sit Functional Skills exams.
- The support of a caring admin team to support employers and learners throughout their Apprenticeship programme.

Our programme is based on ideas of **trust** and **freedom**, of creating **empowerment** and **innovation** – and seeing the manager's role primarily as coach to bring the best out of people. These ideas were originally outlined as 10 core principles in Henry Stewart's book, *The Happy Manifesto* and they form a very real foundation of everything we do at Happy.

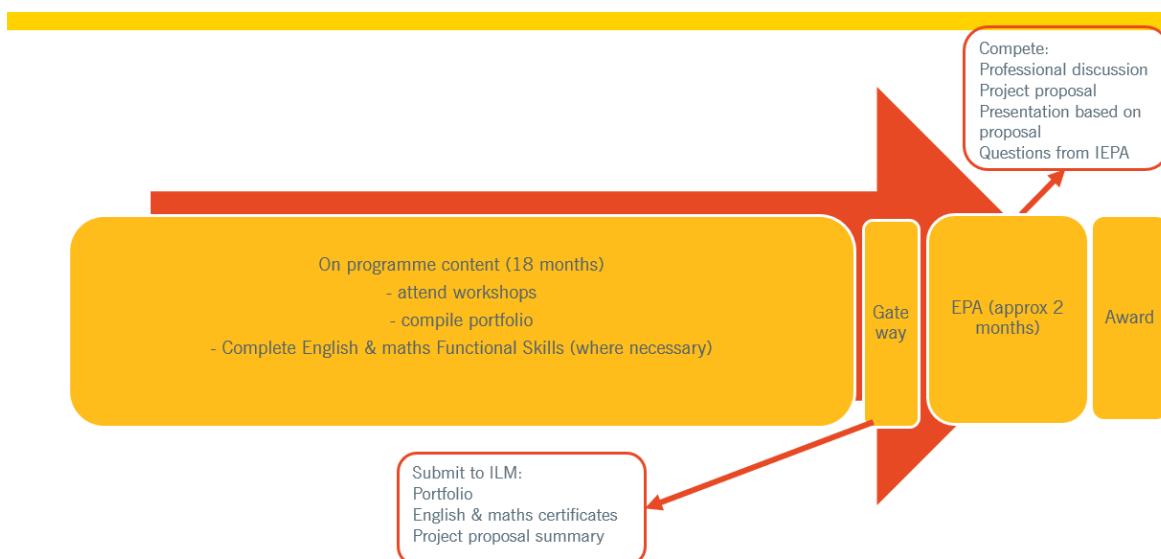
What key outcomes do we expect?

- ☑ Confidence to advocate for yourself and apply for senior management roles.
- ☑ Can handle difficult people and difficult situations including unconscious biases & microaggressions in a way that promotes a culture of inclusion.
- ☑ Gain the skills to become a credible leader that inspires trust and autonomy for your team and organisation to work at their best.
- ☑ Be able to create clear frameworks using effective communication, presentation, and report writing skills.
- ☑ Develop project management skills including finance management, strategy, operational management, and time management.

What are the components of the course? What will we be doing?

The Departmental Manager Apprenticeship is a 20-month programme that is broadly split into:

- 18 months “**On-Programme**” – where you will have workshops each month, 1-2-1 coaching, group portfolio building days, reviews with your managers, and customised support.
- 2-4 weeks “**Gateway**” where your facilitator and the apprenticeships team help get you prepared for your End Point Assessment (EPA).
- 1-2 months “**End Point Assessment**” (EPA) where you will be assessed by an Independent End Point Assessor (IEPA) who will ultimately award your final grade.



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, with the blend of activities specifically chosen to help you directly apply it to your current performance and future success.

Below are further details of the components we have designed to maximise your learning and achieve our exceptional record for passing EPA.

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| Coaching Sessions | These monthly one-to-ones will give you the opportunity to work individually with your facilitator who will 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 be able to discuss your progress on the apprenticeship programme and identify any barriers to your development, and review and adjust your personalised training plan. |
| Prepare for EPA (Gateway) | <ul style="list-style-type: none"> • Practice mock interviews for your End Point Assessment • Practice your presentation 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> |

During an Induction session, you will be given further detail on these components and what is expected of you.

What is the qualification you get when you complete it?

- **Operations or Departmental Manager** Level 5 Apprenticeship Qualification
- **Departmental Manager Diploma** Certificate of Achievement from the Institute of Leadership and Management
- Automatic upgrade to **Membership** to the Institute, including postnominal letters (MInstLM) and digital credentials

Our 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**. We are 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.

Programme Modules

| SELF-AWARENESS & AUTHENTIC LEADERSHIP | |
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| <p>Module 1: Self-Awareness</p> | <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> |
| <p>Module 2: Management of Self</p> | <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 |

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| | <p>your own workload</p> <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> |
| <p>Module 3: Your Career Pathway</p> | <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 | |
| <p>Module 4: Leading People</p> | <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. * 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 |

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| | <ul style="list-style-type: none"> * 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> |
| TRANSFORMATIONAL STRATEGIES FOR YOUR PROJECT | |
| <p>Module 7:</p> <p>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> |
| <p>Module 8:</p> <p>Finance</p> | <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> |
| <p>Module 9:</p> <p>Communication Skills</p> | <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 range of media <p>You will improve your interpersonal skills in a range of situations and in a number of different formats.</p> |

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| <p>Module 10: Project Management</p> | <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> |
| <p>BRINGING IT TOGETHER</p> | |
| <p>Module 11: Problem solving and Decision-Making.</p> | <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 <p>You will understand the process of identifying and solving problems in creative ways and evaluating options to decide on the best solutions.</p> |

Who is the Empowerment Apprenticeship Programme for?

The **Empowerment** Programme is designed to be a place where we can freely discuss how and why ethnicity is creating barriers in work and personal development. To maintain an inherently safe space here, we would like to only invite those who have that lived experience to apply to this programme. We will not be assessing this; we will be expecting you to self-select.

However, we also encourage you to consider joining a Standard Apprenticeship (if it is available) if you feel comfortable and safe to do so. We would rather that more people were stimulating talks about diversity, equality, and inclusion of all kinds in more open spaces wherever possible.

If you feel like you still need to grow your confidence to advocate in this way but would like to discuss these things especially in relation to your career as a manager, then this is the space for you.

Who is a Level 5 Apprentice?

The official qualification for this course is for a **Level 5 Operations or Departmental Manager Apprenticeship**. This means you should already be in a management role and have some operational/project responsibilities and/or have responsibility for managing a team.

What is the difference between the Empowerment programme and a standard Apprenticeship?

There are two areas in the which the **Empowerment** Apprenticeship adds extra material: **Career Pathway** and **Networking**. These emphasise tools that leaders from Global Majority backgrounds might need to make use of in making it into senior leadership positions. However, the rest of the programme covers the same content as a standard Departmental Manager Apprenticeship programme, just often the discussion of that content during workshops and coaching sessions is filtered through the lens of those from Global Majority backgrounds.

Feedback and Success

Overall in all the Apprenticeships we run at Happy, 93% of our learners achieve a Merit or Distinction.

Particularly for Level 5 Global Majority Apprenticeship Programs, you can see below some of the feedback we have received from learners

Learner Feedback:

I have learnt a lot of new skills, including a lot of 'managerial' skills such as project management, organisation and time management, but more than that it's the softer, leadership skills that are invaluable to me. The most powerful of them is the focus on self-awareness, which has been helping me to be a better manager and a better leader. I can see it evident in my work and how colleagues see me'.

'I have 10 years experience as a manager - the course really links everything up for me, it makes me feel I am a good manager but also gives me tools and tips and techniques to find other ways of working. Topics like psychological safety really bring these ideas together. It makes me more likely to look for promotion, makes me want to take on extra responsibilities. Lots of things in the class make me think 'this is brilliant' and I need to share this with the team. If it had been a generic course, I wouldn't have gone for it. The fact that it was a BAME programme made a difference to me applying for it. The content is generally the same but it feels more inclusive and I feel I can have a go at that. It has really built my confidence. I speak up in the sessions, I give my opinion.

'I am applying different management styles with those I manage to achieve best outcomes. I have awareness of emotional intelligence and ensure psychological safety in my approach to supporting my supervisees.'

'I am still undertaking it but have lots of new knowledge and have learnt about new tools that I have used in the workplace and also shared with colleagues, Eg Self awareness, time management techniques. I have enjoyed the coaching element and have implemented something new in staff inductions as a direct result.'