

This 14-month Level 3 apprenticeship programme has been developed as a first building block to achieving greater diversity in leadership at entry level.

It creates learning and development opportunities for aspiring leaders from Global Majority backgrounds to gain practical foundations for starting their management journey, while also offering a safe and welcoming space to discuss and overcome the challenges they may face.

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 3 Team Leader or Supervisor Apprenticeship** programme to ensure that people from Global Majority backgrounds can not only start off their management careers with their best foot forward but can also have a safe space where they feel included and valued.

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 3 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.

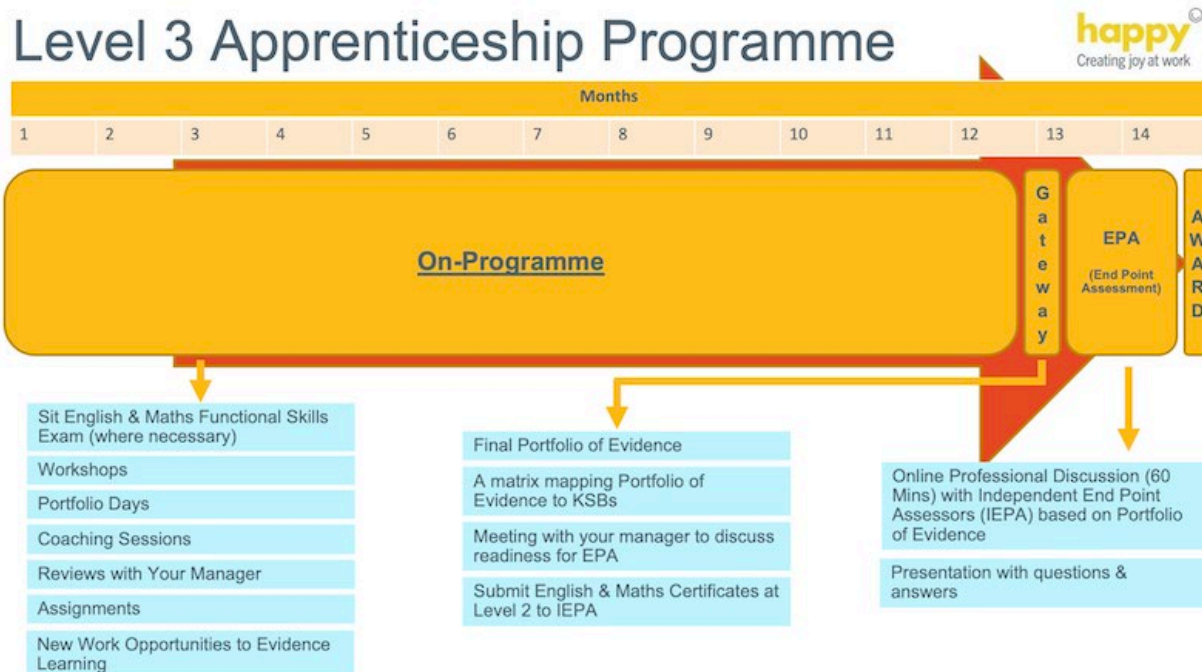
What key outcomes do we expect?

- ☑ Confidence to advocate for yourself and apply for 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 to work at their best.
- ☑ Be able to create clear frameworks using effective communication, presentation, and report writing skills.
- ☑ Develop project management skills including an understanding of finance management, strategy, operational management, and time management.

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

The Team Leader Apprenticeship is a 14-month programme that is broadly split into:

- 12 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.

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?

- **Team Leader or Supervisor Level 3 Apprenticeship Qualification**
- **Team Leader Diploma Certificate of Achievement** from the Institute of Leadership and Management
- Automatic upgrade to **Associate Membership** to the Institute, including postnominal letters (AMInstLM) 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

<p>Module 1: Self-Awareness</p>	<ul style="list-style-type: none"> ★ Explore and use self-awareness tools ★ Identify the potential impact of your behaviour on others ★ Evaluate your own leadership and communication style ★ Obtain feedback re: performance and leadership style ★ Unconscious bias & Inclusivity, including Equality, Diversity & Inclusion ★ Develop your 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"> ★ Identify your own personal development needs ★ Create a personal development plan & SWOT Analysis ★ Address your Continuous Professional Development ★ Apply time management tools and techniques to manage your workload ★ Identify and work with your own and others' learning styles <p>You will have the insights and tools required to effectively plan and manage your own personal development and develop key skills to improve your effectiveness through prioritising and planning.</p>

<p>Module 3: Leading People</p>	<ul style="list-style-type: none"> ★ Communicate your organisation's strategy, individual and team purpose effectively ★ Use coaching to support the development of others ★ Practicing coaching with feedback ★ Organisational culture and psychological safety for your team ★ Explore how to manage your own team through change <p>You will be excited about your leadership role, with a clear understanding of how to improve your personal effectiveness and build strong relationships.</p>
<p>Module 4: Managing People</p>	<ul style="list-style-type: none"> ★ Play to your strengths ★ Understanding The Happy Manifesto principles ★ Appraising the Happy way and effective 1:1's ★ How to give freedom within clear guidelines ★ Motivation ★ Have conversations that matter ★ Delegation and RACI ★ Team dynamics ★ Select Managers who are good at managing <p>You will have the skills needed to build and maintain a high performing team in which members are empowered to take full accountability.</p>
<p>Module 5: Project Management</p>	<ul style="list-style-type: none"> ★ Life cycle and roles ★ Aims and objectives ★ Assessing benefits to the organisation ★ Managing resources risks and issues ★ Managing time and stakeholders <p>You will learn how to create a project, from developing an idea through to writing the final evaluation. You will learn about a range of practical project planning and management tools.</p>
<p>Module 6: Finance</p>	<ul style="list-style-type: none"> ★ Creating and monitoring budgets ★ Value for money ★ Organisational governance and compliance <p>You will be able to monitor budgets to ensure value for money and understand the key principles of organisational governance and compliance.</p>
<p>Module 7: Communication</p>	<ul style="list-style-type: none"> ★ Adapt your communication style and method to suit your message and audience ★ Chair meetings effectively <p>Learn how to create engaging presentations that involve the audience.</p>

<p>Module 8: Building Relationships</p>	<ul style="list-style-type: none"> ★ Cross team working ★ Manage conflict ★ Negotiation and Influencing skills ★ Build and manage customer and stakeholder relationships ★ Understand the benefits of networking ★ Building resilience and managing stress ★ Make your people feel good ★ Love work, get a life ★ Creating Trust within the workplace <p>You will develop practical skills in order to build effective working relationships.</p>
<p>Module 9: Operational Management</p>	<ul style="list-style-type: none"> ★ Strategy development ★ Implementing operational plans ★ Managing resources ★ Managing change within your team ★ Data management and use of technology ★ Community: create mutual benefit <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 reports.</p>
<p>Module 10: Decision making & problem solving</p>	<ul style="list-style-type: none"> ★ Explore and use problem solving tools ★ Apply decision making techniques ★ Escalate issues appropriately ★ Pre-Approval, being open and transparent <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 3 Apprentice?

The official qualification for this course is for a **Level 3 Team Leader or Supervisor Apprenticeship**. This means you should either be in your first management role or very early in your management career, and you should now be having some operational/project responsibilities and/or have responsibility for managing at least one person with defined outcomes.

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 leadership positions. However, the rest of the programme covers the same content as a standard Team Leader 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 3 Apprenticeship Programs, you can see below some of the feedback we have received from learners, line managers and organisations:

Learner Feedback:

'A really helpful learning experience which is already changing the way I work, and giving me ideas which I think could be used to improve ways of working in my organisation. I feel motivated and encouraged to learn and develop and I feel the course is helping me both personally and professionally.'

'Michael was an amazing tutor with good knowledge and extremely supportive. He took time to encourage each of us and work to our strengths and ensured that we completed on time. I would love to complete further training with Michael and Happy as it was a really good experience and I feel much better equipped to be a manager.'

'I really enjoyed this apprenticeship and although it was difficult to manage with a full time job, the support I received was brilliant. I have improved greatly over the time of the apprenticeship in my knowledge and skills and how to handle management decisions.'

'Thoroughly enjoyed the course. Was a lot of work but was worth it.'

'I've learnt and gained much more than I expected.'

'I feel more secure in my decisions as a manager'

'A great program with some really valuable insights'