

A 20-month programme to support you to become a modern empowering leader

Happy has developed a Level 5 Operations or Departmental Manager Apprenticeship Programme with a difference. Our level 5 leadership programme includes our innovative Departmental Manager Diploma, accredited by the Institute of Leadership and Management. The programme aims to support the career and personal development of experienced managers.

About the programme

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 be supported to apply 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*](#).

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.

L5 Apprenticeship Programme



Our Departmental Manager 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'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 and 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 (AMInstLM) and digital credentials

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

Key outcomes

- Credible leaders and managers that inspire trust
- Ability to manage multiple and remote teams, and manage team leaders
- Understand and develop effective strategy
- Greater trust and autonomy for your people and your team leaders
- Ability to create a clear framework, to provide freedom within guidelines
- 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 business finance, how to manage budgets, financial forecasting
- Time management: being productive not just busy
- Strong communication skills, and understanding of how to interact with different people
- Dealing with difficult people and difficult situations.
- High performing department made up of high performing teams

Module 1: Management of Self	<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* Evaluate different time management approaches for planning your own 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>
Module 2: Self Awareness	<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

	<ul style="list-style-type: none"> * 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>
Module 3: Leading People	<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>
Module 4: Managing People	<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>
Module 5: Project Management	<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>
Module 6: Finance	<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 * Learn how to create engaging presentations that involve the audience * Practice using body language to show credibility and approachability * Deliver your presentation and receive feedback in preparation for EPA <p>You will be able to improve your communication in the workplace by considering the different people you communicate with and the appropriate method to use. You will be given a chance to give a presentation on how you have applied a principle from the modules to date.</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 * 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>
<p>Coaching Sessions</p>	<p>These 121 coaching sessions are a great way of embedding your learning and exploring how you can relate and implement this into your role. They will act as a support throughout the course and can help you to work on areas you want to develop in your career. Coaching will take place every quarter and the focus will be set by your coach so you have time to prepare and look over resources before the next 121.</p>
<p>Professional Discussions</p>	<p>One of the best ways to provide evidence of your knowledge and understanding of the topics delivered is to complete a professional discussion. Dates for these discussions will be agreed with your coach in advance and look at areas which have been covered in the recent workshops. You will be required to make notes before the discussion and go through your understanding of certain topics. You will have plenty of time to prepare for these and your coach will give you all the support you need. That may be directing you to certain articles, websites or further reading or how to structure your answers so you are showing the breadth and depth of your knowledge. These should typically last between 30 minutes - 1 hour and will help to provide evidence for your portfolio.</p>
<p>Portfolio Building Sessions</p>	<ul style="list-style-type: none"> * These sessions will help you gather evidence for your portfolio, which includes assignments, evidence from your workplace, witness statements, annotated photographs, videos, and professional discussions with your facilitator. * They are full days blocked out in your calendar to give you protected time to complete outstanding tasks in your portfolio. This could be updating your journal, finishing off an assignment or gathering evidence. They are a great way to spend some time on your portfolio without the day-to-day distractions of your role.
<p>Reviews</p>	<p>The reviews with the coach, learner and their line manager take place every quarter. They are another support mechanism for you throughout the course and will cover the following:</p> <ul style="list-style-type: none"> * Summary of progress to date * Review of last quarter * Review of upcoming quarter and goal setting * Additional Learning support

	<ul style="list-style-type: none"> * Welfare questions * Feedback from all 3 parties (learner, employer, coach)
Prepare for EPA	<ul style="list-style-type: none"> * At the end of the course, you are assessed in two ways; a professional discussion underpinned by evidence in your portfolio and a project proposal, presentation and questioning. * We will help you to prepare for the End Point Assessment (EPA) throughout the course. We begin with the end in mind and always keep an eye on how you will be assessed at the end and make sure you are fully prepared for EPA. We put on a presentation session half way through the course to help you practice the skills needed for the presentation part of the EPA. At the end of the course, we do a whole session on preparing for EPA. By the end of these sessions you will feel prepared for the final assessment.

Support

Research shows that a key factor in the success of a development programme is the active involvement and support of the line manager. As such we ask line managers to:

- * Attend 2 hours of your induction morning with Happy to better understand the programme and commitment required of you
- * Support you in getting the 20% off-the-job training hours you need to implement your learning and collate the evidence required of the course
- * Help you think about different ways you can generate the work-based evidence required of the course which benefit your organisation
- * Allow you to take over duties, outside your day-to-day responsibilities, to generate the work-based evidence required of the course
- * Help you pick a project for your project proposal which meets the needs of your organisation
- * Attend quarterly progress reviews with you and your course facilitator

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 extended)	* Information provided by you and your employer
You must be learning significant new	* Information provided by you and

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)	through initial skills assessments.
Have the right to work in England	<ul style="list-style-type: none"> * ID – passport or birth certificate * Visa * Settlement status
<p>Spend at least 50% of your working hours in England if living in Scotland or Wales</p> <p>Have an eligible residency status</p>	<ul style="list-style-type: none"> * 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 certificates (graded A*-C) and can provide copies of these	<ul style="list-style-type: none"> * Copies of GCSE grade A*-C (or equivalent) certificates <p>Qualifications from outside the UK will need a statement of comparability from ENIC (formerly NARIC)</p>
Spend 6 of your weekly working hours in 'off-the-job' training for the duration of the course. 'Off-the-job' activities will include attending training, coaching, researching and writing assignments, applying your learning at work, projects, etc	<ul style="list-style-type: none"> * 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.