

Learning & Development Opportunities

AFB Group Induction

The AFB Group Induction is held on the first Monday of each month in the AFB Main Boardroom Suite in Willenhall from 10am to 1pm.
 The purpose is to provide an overview of our business, culture and values to new starters. The induction also includes an orientation tour around the main Willenhall site so warm clothing is recommended.

Outline Structure:

- An opportunity for colleagues new to the business to understand the unique features of AFB including:
 - Our Heritage
 - Our Business Today
 - Our Culture
 - The Divisions within the Group
- Also provides a brief introduction to the common language used within *Leading the Blakemore Way*

Effective Team Member: Working the Blakemore Way

The course provides a foundation for individuals working in teams to gain the knowledge and understanding of the skills and qualities to contribute to effective team working. Also suitable for individuals who are looking to progress into team leader roles in the future.

- Block three-day workshop
- Task-based workbook to be completed over a 12-week period
- Assessed through learner discussion with their line manager

Benefits:

- Capable, well resourced teams who can deliver results
- Relationship building with line manager who acts as a coach
- Understand a range of leadership skills including *Leading the Blakemore Way*
- A platform to begin ongoing personal development
- Develop networks and relationships across divisions

ILM Level 2 Certificate in Leadership and Team Skills

Developed for practising or potential team leaders helping them to become more effective and confident in their role.

- Nine-month programme
- Induction (three days) plus four modules (each three days)
- Assessed through satisfactory completion of eight sets of short answer questions
- Optional leading of a community project to enable learners to practice the skills

Benefits:

- Motivated and competent team leaders
- A bespoke programme to meet the needs of our business including tools and techniques from *Leading the Blakemore Way*
- Workplace assessments to support and reinforce the learning within the workplace
- Develop networks and relationships across divisions

ILM Level 3 Certificate in Leadership and Management

Ideal for individuals who have management responsibilities but no formal training and are serious about developing their abilities. The programme will also develop leadership capability and further embed the principle of *Leading the Blakemore Way* – demonstrating practical applications of the tools and techniques in the workplace.

- Nine-month programme
- Induction (one day) plus four modules (each three days)
- Assessed by work based assignments/ delivering and presenting a change project

Benefits:

- Effective and confident first line managers
- Better relationships and communication in teams
- Proven skills – to gain the qualification the manager will need to demonstrate transfer of acquired skills into the workplace
- Provides managers with the tools and techniques do further develop their own skills and abilities
- Develop networks and relationships across divisions

Leading the Blakemore Way Foundation

The purpose of this workshop is to develop the leadership attitudes, skills and capability to Lead the Blakemore Way effectively and enjoyably. This is a model of leadership that has been cascaded throughout the business since 2009.

- Available for leaders who are at grades 4/5 on the Job Evaluation Framework
- Internally delivered two-day programme
- Cross-divisional attendance

Benefits:

- Developing greater awareness and understanding of self, others and business
- Explains a range of tools and techniques linked to 'mindfulness' and the role of attitude
- An opportunity to understand the common language of leadership, tools and techniques deployed in the business
- Be able to work effectively across divisions, develop your people and engender customer loyalty

Leading the Blakemore Way Intermediate

The purpose of this workshop is to develop the leadership attitudes, skills and capability to Lead the Blakemore Way effectively and enjoyably. This is a model of leadership that has been cascaded throughout the business since 2009.

- Available for leaders who are above grade 6 on the Job Evaluation Framework
- Externally delivered three-day programme
- Cross-divisional attendance

Benefits:

- Developing greater awareness and understanding of self, others and business
- Explains a range of tools and techniques linked to 'mindfulness' and the role of attitude
- An opportunity to understand the common language of leadership, tools and techniques deployed in the business
- Be able to work effectively across divisions, develop your people and engender customer loyalty
- Builds upon the content of the two-day programme and introduces additional material relating to self, others and business

Leading the Blakemore Way Refresher

To enable managers to revisit the tools and techniques to further develop the leadership attitudes, skills and capability to Lead the Blakemore Way effectively and enjoyably.

- One-day workshop
- Suitable for leaders who have attended either the two- or three-day workshop
- Internally delivered
- Cross-divisional attendance

Outline Structure:

- Develop your self-awareness as a leader
- Be able to identify when you are leading reactively
- Be able to shift state, so that you can respond and make a positive impact
- Develop the skills to empower, engage and coach team members
- Use baseball for 'on the spot' coaching

Project Leadership

A bespoke programme for A.F. Blakemore, designed and delivered in partnership with Susanne Madsen, an acknowledged expert in Project Leadership. This workshop has been further developed following feedback from previous sessions.

- Two-day course
- Essential for Project Sponsors and Project Managers
- Course is built around the four stages of Project Leadership – Define, Plan, Implement & Review

Outline Structure:

- An understanding of the Project Leadership Toolkit and how to apply it at each stage of the project lifecycle
- Clear definition of the individual roles and responsibilities within the Project Team
- A range of business tools and techniques that can also be used outside of work based projects
- Includes the AFB Project Planner, an automated workbook for planning and progress monitoring of projects

Project Leadership Refresher

To introduce the Project leadership Toolkit V2.0 and develop new ways to establish and embed best practice for effective project leadership.

- One-day course
- Suitable for project managers who have attended the original two-day project leadership programme
- Project leaders who are about to lead a project
- Project administrators who may be performing a support role within projects

Outline Structure:

- Evolution of Project Leadership across AFB and updates to the toolkit
- The role of the project manager across the four stages of the project lifecycle
- Demonstration of AFB Project Planner with Group Practice
- Open review session

Project Sponsor Refresher

To further equip sponsors with skills and knowledge to successfully lead projects and develop new ways to establish and embed best practice in project leadership across A.F. Blakemore.

- One half-day course
- Suitable for Project Sponsors and future Project Sponsors
- To understand the key ingredients required in the delivery of successful projects

Outline Structure:

- Update on the changes to the AFB Project Toolkit
- The role of the sponsor across the four stages of the project
- Challenges as a sponsor
- Overview of the Project Planner
- Importance of administration support
- Next steps to deploy Project Leadership

Project Lite

To provide an outline of how to utilise elements of the AFB Project Leadership Toolkit when introducing a new initiative or a small-scale project.

- One-day course
- Suitable for delegates who are leading a small-scale project or who wish to gain insight into the Project Leadership Toolkit as members of a project working group
- May be delivered cross divisionally or within a division focussing on a live project

Outline Structure:

- Review of AFB Project Leadership Toolkit and how it differs from Project Lite
- Core elements of the leadership behaviours required to deliver a project
- The Strategic Project Brief
- Adapting the Progress Update Report for planning and implementation
- Closing and reviewing a project
- Top tips for the four stages of the Project Lite lifecycle

Facilitation Skills

This course was developed for managers who are required to facilitate workshops for Process Improvement and Project Leadership but has a broader purpose of developing the necessary skills and capabilities to facilitate meetings across the business.

The course also builds upon the tools and techniques introduced as part of *Leading the Blakemore Way*.

- One-day workshop
- Restricted to eight delegates
- Utilises a range of approaches for delegates to understand and experience facilitation within the workshop environment

Benefits:

- Highly interactive workshop – working with colleagues to develop facilitation skills
- Presents the start-to-end facilitation process
- Provides an insight into effective and purposeful meetings
- Develop networks and relationships across divisions

Presentation Skills

The purpose of the programme is for delegates at all levels to develop the necessary skills to deliver effective business presentations.

- Two half-day workshops separated by a time interval of approximately two weeks
- Restricted to eight delegates
- Delegates will have the opportunity whilst on programme to practise delivering presentations

Benefits:

- Be able to create and deliver an effective presentation
- Understand the causes of nerves and how to deal with them
- Recognise which tools and Techniques from *Leading the Blakemore Way* can support the above
- Deliver a short presentation in a safe environment and receive feedback

Coaching Skills

This course was designed to increase the effectiveness of leaders by developing coaching skills aligned with relevant tools and techniques from *Leading the Blakemore Way*. The workshop utilises a bespoke learning activity that illustrates the difference between instruction and coaching in a practical sense.

- Two half days
- Approximately six weeks between workshops to allow delegates the develop their coaching practice
- The second day focusses on the outputs from the delegates' experience of coaching others
- Restricted to 12 delegates

Outline Structure:

- To understand the purpose of workplace coaching
- To be able to ask coaching questions and the recognise the value of deep listening
- Choosing the most appropriate coaching intervention in a given situation
- Develop networks and relationships across divisions
- Review coaching activity taken place since initial workshop using an action learning approach

Customer Service

The purpose of the programme is to ensure that those involved in customer service are giving the customer the best experience they can give and to ensure that they clarify the customers' expectations have been met.

- One-day workshop
- Suitable for those who resolve both inbound and outbound customer queries
- Proposes a standardised approach for engaging customers

Outline Structure:

- The role of the customer
- Customer Service Charter/The way We do Business
- Call handling
- Dealing with difficult customer behavior
- Also provides a brief introduction to some of the tools used within Leading *the Blakemore Way*

PMI MEDE Process Manager

To provide a rigorous methodology for process improvement to meet customer expectations, continuously improve and achieve process performance goals

- Externally delivered
- Two three-day workshops and coaching support
- Suitable for functional and middle management but will also be useful to departmental heads and team leaders
- Delegates are required to identify a process to work on and complete a learning contract with their process owner prior to the course
- Delegates are required to log on to the PMI Learning Management System and complete in total eight e-learning modules
- Three coaching sessions are offered after the course is completed to support and reinforce the learning

Outline Structure:

- Foundations of Process Management
- Process Definition
- Measures and Standardisation
- Managing by Data
- Maintaining Performance
- Continual Improvement

To be able to achieve consistently excellent business results by learning to put systems in place to standardise, maintain and improve work processes

PMI MEDE Process Operator

To provide a rigorous methodology for process management and improvement to consistently meet customer expectations and continuously improve in order to achieve and sustain current and future process performance goals

- One day followed by a half-day course. The first day is classroom based with a requirement to complete an e-learning package within four weeks of attending the workshop
- The e-learning package is available to delegates for one year following attendance at the workshop
- Suitable for individual and team members who work in a process every day

Outline Structure:

- Process Mapping
- Process Measures
- The Eight Wastes
- Visual Management
- Process Standardisation

To be able to achieve and sustain consistently excellent business results by learning to embed systems and processes that are standardised, maintained and improved *every day*

PMI MEDE Process Owner

This workshop enables Process Owners to develop and deploy the thinking, behaviours, approach and practice necessary for optimal process management and improvement. They do this effectively, efficiently and with agility.

- Two separate day workshops
- Externally delivered
- Suitable for directors, senior managers and functional leaders

Outline Structure:

Day 1 – Linking Systems and Processes
Day 2 – Practical Process Owning

An appreciation of the principles and systems of Process Management and Improvement

PDR Workshop

To familiarise managers with the process and purpose of the Performance Development Review – a process in place to enable managers to maximise staff potential.

- Can be adopted for managers undertaking PDRs at both Leadership and Staff framework levels
- Four-hour session

Outline Structure:

- Provides a fair and consistent approach to complete the review and the associated paperwork
- To engage with reports and plan future development
- How to be able to agree objectives in line with divisional strategy
- How to utilise the appropriate tools and techniques from *Leading the Blakemore Way* for the effective delivery of the review

PDR Plus

To enable leaders who deliver PDRs to use the PDR process to set objectives, manage requests for training activity and coach individuals on an ongoing basis in the delivery of set objectives.

- An extension to the original PDR workshop on what happens next to
- Can be adopted for managers undertaking PDRs at both Leadership and Staff framework
- Six-hour session

Benefits:

- Purpose of the PDR – the what and the how
- The PDR Process
- Motivational States
- Baseball – for effective and empowering conversations (LTBW)
- Objective Setting
- Capturing Process Outputs – SharePoint
- Learning and Development Calendar of Events
- Coaching for Performance

Investigation, Discipline, Absence and Grievance

Suitable for managers who are involved in the management of absence, undertake investigations or who manage hearings for disciplinary action or appeal.

- One-day course
- Supported by HR officers to give expert advice

Benefits:

- Understanding of the processes of investigation and discipline through to appeal stage
- Tools and techniques to carry out effective investigations and disciplinary hearings/appeals
- Provides an insight into the legal and financial implications of our processes
- To reduce absence levels to a minimum
- Reduce direct and indirect costs to a minimum
- Understand the procedure to monitor levels of absence
- Absence can be managed in a fair and consistent manner

Equality, Inclusion & Diversity

To highlight the importance of Equality, Inclusion and Diversity across A.F. Blakemore and to appreciate the business case of having a diverse workforce and respect for others.

- 3 ½ hour workshop
- Suitable for leaders who have attended either the two- or three-day Leading the Blakemore Way workshop
- Internally delivered
- Cross-divisional attendance

Outline Structure:

- Develop your self-awareness as a leader
- Empower leaders to consider EID within their departments
- Highlight relevant policies
- Business case for EID
- Identify protected characteristics
- Banter and biases within the workplace
- Tools and techniques from LTBW

First Aid at Work

Suitable for colleagues who wish to provide basic first aid cover.

- Three-day course
- End of course assessment
- Requalification every three years

Benefits:

- Basic knowledge and skills to administer First Aid and preserve life in the event of an emergency
- Nationally recognised qualification

Appointed Persons First Aid

Suitable for colleagues who wish to provide basic first aid cover.

- One-day course
- End of course assessment
- Requalification every three years

Benefits:

- Basic limited knowledge and skills to administer First Aid and preserve life in the event of an emergency
- Nationally recognised qualification

Fire Warden

A half day course delivered in house or on external providers premises.

Benefits:

- Competent fire wardens are able to learn what to do and how to manage people to safety in an emergency or fire situation

Level 3 Food Hygiene – Externally Delivered

This qualification is designed for supervisors, team leaders, managers and all others with supervisory responsibility for food safety within a retail business. It aims to provide an essential grounding in a range of subjects including the role of the supervisor in staff training, ensuring compliance with food safety legislation and procedures for the monitoring of good hygiene practice.

Learners pass the qualification by completing an online or paper-based exam. It consists of 60 multiple-choice questions based on the learning completed.

This is an externally delivered course and may incur a fee.

Benefits:

- Learners will gain the critical knowledge to apply at work:
- Understand the role of the supervisor within Food Safety Legislation
- Understand the application and practice of good hygiene practice
- Understand how to implement food safety procedures
- The role of the supervisor in staff training

Vulnerable Road Users – Externally Delivered

This one-day classroom theory-based course is aimed at all professional drivers of goods vehicles. It will assist drivers in identifying many types of vulnerable road users and also provide the tools to change perception and develop a responsible attitude towards these groups of road users.

This is an externally delivered course and may incur a fee.

Benefits:

- Increase driver understanding of the issues faced by vulnerable road users
- Improve driver attitudes to vulnerable road users
- Appreciate how and why all roads are changing to accommodate active travel
- Identify the most vulnerable road users and how they interact with traffic
- Share the roads safely with others through applying defensive driving techniques
- Know the use and limitations of supplementary vehicle safety equipment and how to maintain its effectiveness

Smart Motorway for Drivers – Externally Delivered

One of the core aims of this one-day course is to improve driving behaviour through the use of defensive driving principle and compliance in the use of smart motorways.

By the end of the course, drivers will have a better understanding of how each type of smart motorway can increase capacity and relieve congestion whilst maintaining safety.

This is an externally delivered course and may incur a fee.

Benefits:

- Increased driver awareness of smart motorways systems and how they operate
- Engage with drivers to increase compliance in the use of smart motorways
- Reduce the number of vehicle incidents and road delays
- Promote safer driving behaviour
- Improve road safety and driver knowledge

CPC Refresher for Transport Manager – Three Days

This two-day course is aimed at transport professionals who already hold a CPC in Road Haulage and whose knowledge needs updating.

The aim of the course is to provide an update on recent legislative changes and operator obligations, refresh some of the key CPC subject areas which are vital to effective and compliant road haulage or passenger transport operation and to raise awareness of current best practices.

This is an externally delivered course and may incur a fee.

Benefits:

- To ensure that CPC transport managers are fully up to date with the law and refresh the details of the CPC Transport Manager Programme

CPC Transport Manager – 10 Days

Under current EU law bus, coach and large goods vehicle operators seeking an 'O' licence must show that they are professionally competent or employ someone as a transport manager who meets that requirement.

In this context, only an individual person can be professionally competent, and to become this, the person must pass the CPC examinations.

This is an externally delivered course and may incur a fee.

Benefits:

- The 10-day course provides up-to-date and relevant training for those seeking to enter the field of transport management, or to demonstrate the professional competence required to meet Operator's Licence requirements. Modules covered include:
- Law, business and finance
- Traffic regulations
- Case study
- International haulage

The course will enable delegates to gain a formal qualification allowing them to work in the industry.

Operator Licence Awareness Training (OLAT) – Externally Delivered

This one-day course provides an overview of the Operator Licence requirements to reaffirm the undertakings given to the Traffic Commissioner when applying for an 'O' Licence.

This is an externally delivered course and may incur a fee.

Benefits:

- The OLAT course is designed to give the operator the ability to prevent future non-compliance in line with a range of operator requirements in line with the expectations of the traffic commissioners, including:
- Legal responsibilities
- Safe loading of vehicles
- Drivers hours
- Driver licensing
- Speed limits
- Planned preventative maintenance
- Operational security