New Manager 12-Week Induction Guide
Manager Induction

The new Manager induction experience at Specsavers is designed to help you gain a detailed understanding of your new role, take ownership for your learning and offer insight into your future at Specsavers.

Regardless of where you are in your career, the unknown of starting a new job can be daunting. This guide will help you to navigate through your first 12 weeks. Induction will look different for different people based on prior experience, background and learning preferences. Use this guide to plan an induction that’s right for you.

To set you up for success, we have designed a range of new manager learning opportunities. These include this guide, introductory webinars, e-learning modules and a manager diagnostic tool which will provide you with a personal development plan.

If new to Specsavers, you should have already completed ‘Welcome to Specsavers’, our company induction. It includes our history, vision and values, locations and an overview of our businesses, including our current and future business models. You should also complete the ‘The retail colleague induction’ module on iLearn (available November 2019).

If the company induction is your welcome to Specsavers, the retail colleague induction is your welcome to store (or Home visits). It answers four main questions: What’s it like in a Specsavers store? Who are our customers? What services and products do we offer? What does a career at Specsavers look like? It’s an excellent introduction for both you and new colleagues that join your team.

The majority of your learning will happen on-the-job. To get the most from this type of learning, we encourage you to be curious. Observe others, ask questions, ask why, listen, ask for help and, most importantly, have a go.

Your on-the-job support information will be on Connect, StorIQ and SharePoint, and iLearn will support your on-the-job learning. Use these systems to access standard operating procedures, infographics, system user guides, e-learning and webinars. You will discover other sources of support as you progress through your induction.

To get started

1. Review this guide
2. Agree a 12-week plan with your store Partner (pg. 4 and 5)
3. Make sure you are clear on your responsibilities as a Manager (pg. 6–10)
4. Complete the new Manager e-learning and webinars (see pg. 20–23)
5. Complete the Manager Diagnostic tool on iLearn (see pg. 30)

It’s easy to find any resource listed in this guide; simply head to iLearn, click on Management Academy and click the Manager Induction button at the top of the page.
Plan

Work with your Store Partner to agree your 12-week plan. Plot the activities listed into the blank calendar to get started.

Getting started essentials
- Meet the team
- Store tour including layout, brands merchandising
- Access email, Connect, SharePoint, iLearn
- Complete The retail colleague induction module on iLearn (available Nov 2019)

Make contact with key people (P 12)
- Regional Relationship Manager (RRM)
- Divisional Relationship Manager (DRM)
- Regional Trainer
- Management Development Trainer
- Managers from other stores
- Join Whatsapp and Yammer groups

Shadow customer journeys
- Optical, Contact Lens, Audiology, Domiciliary
- Service, systems, products and offers
- From booking to collection
- Operations and processes
- Find out about the enhanced optical services (EOS) equipment, triage processes and the wider Transforming Eye Health (TEH) strategy

Attend new Manager webinars (P 20)
- Introduction to Managing Self
- Introduction to Managing Others
- Introduction to Managing Operations

Complete new Manager e-learning (P 22-23)
- Platinum Employer Standards
- Information Security and Governance: Full
- IG Information Security and Governance Training for IG Leads
- Staying safe at Specsavers
- Staying safe at Specsavers – domiciliary*
- Staying safe at Specsavers – domiciliary (assessment)*

Access and explore non-customer facing systems
- StorIQ
- SharePoint > How do I
- H&S Hub
- Findmyshift
- Mauve
- iWear
- Product Learning Hub

* Domiciliary only

### New Manager plan | Weeks 1 to 6

| WK 1 | | | |
| WK 2 | | | |
| WK 3 | | | |
| WK 4 | | | |
| WK 5 | | | |
| WK 6 | | | **Review** |

### New Manager plan | Weeks 7 to 12

| WK 7 | | | |
| WK 8 | | | |
| WK 9 | | | |
| WK 10 | | | |
| WK 11 | | | |
| WK 12 | | | **Review** |
Managing others, operations & business growth

Do & Review

The role of the manager looks slightly different in every store. You may or may not be responsible for the activities on these pages; there may be additional activities not listed. Speak to your Store Partner to make sure you are clear on your responsibilities. Update these pages and use them to track your progress.

Specsavers task management and review system StoriQ and the H&S Hub enable you to deliver operational excellence. Business-critical and operational actions are communicated through these systems including, daily, weekly and monthly operational checks. They include but are not limited to the areas listed in this section.

The ‘How do I? Standard Operating Procedures’ site on SharePoint contains a helpful library of step by step guides to completing routine workplace tasks. Each task is explained using a simple eight-step guide. These instructions were designed and written by subject matter experts working within our support teams and have been validated for accuracy by the best experts in the business, store and domiciliary colleagues just like you.
## Do & Review
(Continued)

### Managing Others

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Online support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huddles</td>
<td>Daily</td>
<td>☐</td>
</tr>
<tr>
<td>Coaching</td>
<td>Daily</td>
<td>☐</td>
</tr>
<tr>
<td>Compliance</td>
<td>Daily</td>
<td>☐</td>
</tr>
<tr>
<td>121s</td>
<td>Monthly</td>
<td>☐</td>
</tr>
<tr>
<td>PDPs</td>
<td>Monthly</td>
<td>☐</td>
</tr>
<tr>
<td>Payroll</td>
<td>Monthly</td>
<td>☐</td>
</tr>
<tr>
<td>Interviews</td>
<td>As needed</td>
<td>☐</td>
</tr>
<tr>
<td>Inductions</td>
<td>As needed</td>
<td>☐</td>
</tr>
</tbody>
</table>

- Introduction to managing others webinar
- Platinum Employer Standards e-learning
- Connect > People Guides
- iLearn> Management Academy
- CDP Learner Guides
- SharePoint > SOPs

### Managing Operations

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Online support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Safety</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>Clinical, colleague and retail area</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>standards</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>Banking, cash handling and collections</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>Stock, stock and information security</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>Stock availability, Inventory and stocktake</td>
<td>Outlined in H&amp;S Hub and StoriQ</td>
<td></td>
</tr>
<tr>
<td>Finance, invoices, direct, debits and expenses</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

- The H&S Hub > Reference Document Library
- Connect > Operations > What good looks like
- SharePoint > How do I > Select category > Non customer facing tasks
- Connect > Finance > Full / Half year > Monthly stocktake process

### Add your own:

**Review:** What’s going well? What could be better? What will you do? Who can help? What will you ask at the ‘Introduction to Managing Others’ webinar?
## Managing Business Growth

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency</th>
<th>Online support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>Daily</td>
<td>☑️ Connect &gt; Customers &gt; Customer Journey &gt; Maze</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑️ SharePoint &gt; How do I &gt; Select category &gt; Customer facing tasks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑️ Yammer &gt; ‘Pay it Forward’ group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑️ Connect &gt; Customers &gt; Marketing and PR</td>
</tr>
<tr>
<td>KPIs</td>
<td>Daily</td>
<td>☑️ Connect &gt; Customers &gt; Customer Journey &gt; Maze</td>
</tr>
<tr>
<td>Marketing and PR</td>
<td>As needed</td>
<td>☑️ Connect &gt; Customers &gt; Marketing and PR</td>
</tr>
</tbody>
</table>

### Add your own:

### Review:
What’s going well? What could be better? What will you do? Who can help?
## Support roles

This list will help you make a start getting to know the support available. For more information ask in store or go to Connect > People > Who’s Who.

<table>
<thead>
<tr>
<th>Role</th>
<th>How they support</th>
<th>How to contact</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Relationship Manager (RRM)</strong></td>
<td>• Support directors effectively to manage, develop and grow their businesses  • Hands-on guidance  • Coordinate the help provided from Specsavers support office teams</td>
<td>Store specific</td>
<td></td>
</tr>
<tr>
<td><strong>Divisional Relationship Manager (DRM)</strong></td>
<td>• Drive sustainable growth of Specsavers eyecare, audiology and domiciliary businesses within their division  • Lead their team of RRM’s</td>
<td>Store specific</td>
<td></td>
</tr>
<tr>
<td><strong>HR Advice Line</strong></td>
<td>• A consultancy service  • Services include case management, mediation, contract drafting, training, Tier 2 Visa application  • Monthly fees apply</td>
<td>0845 604 8803 or <a href="mailto:uk.hradviceline@specsavers.com">uk.hradviceline@specsavers.com</a></td>
<td></td>
</tr>
<tr>
<td><strong>NHS Support</strong></td>
<td>• Offer expert guidance on all aspects of NHS contract requirements</td>
<td>Store specific</td>
<td></td>
</tr>
<tr>
<td><strong>Confidential employee helpline ‘Lifeworks’</strong></td>
<td>• Free, confidential information, support and counselling for all team members and their immediate family members on a range of work and personal issues such as health, family matters, money, work and well-being</td>
<td>0800 917 9330 <a href="http://www.myemployeecare.com">www.myemployeecare.com</a> User ID:72221 Password: employeecare</td>
<td></td>
</tr>
<tr>
<td><strong>Operations / Partner Support Desk</strong></td>
<td>• A team of dedicated consultants who provide all the information Partners need to run and to grow their business</td>
<td>0845 241 0200 <a href="mailto:psc@specsavers.com">psc@specsavers.com</a> Text 80011 PSD and then your message (include your contact details)</td>
<td></td>
</tr>
<tr>
<td><strong>Payroll</strong></td>
<td>• Responsible for all aspects of payroll and ‘benefits in kind’ (P11Ds) in addition to pension legislation and worker status queries  • Require completed P46s and leaver checklists (forms available on Connect)</td>
<td><a href="mailto:gg.payrollcs@specsavers.com">gg.payrollcs@specsavers.com</a> 01481 232303 Fax. 0845 658 8758</td>
<td></td>
</tr>
<tr>
<td><strong>ServiceNow / IT service portal</strong></td>
<td>• Log and track IT support calls and check for issues that are affecting other users</td>
<td>Online portal, live chat or 0845 604 4935 or 01489 862272 ROI: 0845 888 8244 Audiology: 01489 862080 Domiciliary: 01489 862361</td>
<td></td>
</tr>
<tr>
<td><strong>Learning &amp; Development</strong></td>
<td>• Regional Trainers: Advice on training available for your team  • Management Development Trainer: Advice on training available for you  • L&amp;D Ops: iLearn user account and content queries</td>
<td>Store specific Store specific 01489 862246 or people. <a href="mailto:development@specsavers.com">development@specsavers.com</a></td>
<td></td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
<td>• Provide promotional materials such as posters, mugs, banners</td>
<td>01481 213397 or <a href="mailto:askmarketing@specsavers.com">askmarketing@specsavers.com</a> or self serve through Mauve or Connect</td>
<td></td>
</tr>
</tbody>
</table>
Key Performances Indicators (KPIs)

As a Manager at Specsavers, you have access to a wide range of reports to help you manage your store, including:

- Weekly sales data
- Conversions data
- Frame sales data
- Lens sales data
- Customer service data
- Audiology performance data
- Corporate sales data
- Financial key performance indicators (KPIs)

Across the page are specific measures you will need to find out more about to enable you to drive store performance.

Make sure you have access to the management information (MI) portal from your store Partner.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Definition</th>
<th>Store Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sight Test Growth</td>
<td>Support directors effectively manage, develop and grow their businesses</td>
<td></td>
</tr>
<tr>
<td>Same Day Conversion</td>
<td>Same day converted sight tests divided by convertible total sight tests</td>
<td></td>
</tr>
<tr>
<td>2for1 Take Up</td>
<td>Number of 2for1 customers as a % of all spectacle buying customers</td>
<td></td>
</tr>
<tr>
<td>UCSC (Ultra clear super clean) Take up</td>
<td>Add-on UCSC (Ultra clear super clean) volumes as a % of spectacle lenses sold where UCSC does not come as standard</td>
<td></td>
</tr>
<tr>
<td>Accessories Sales Mix</td>
<td>Accessories sales as % of total sales</td>
<td></td>
</tr>
<tr>
<td>Frame Styler Usage</td>
<td>Number of Frame Styler scans which have been styled as a % of adult sight tests (tests measured from week of first scan)</td>
<td></td>
</tr>
<tr>
<td>EOS Test Mix</td>
<td>EOS tests as % of all tests including EOS</td>
<td></td>
</tr>
<tr>
<td>OCT Take up</td>
<td>OCT tests as a % of total sight tests excluding EOS</td>
<td></td>
</tr>
<tr>
<td>Remakes %</td>
<td>Total remake volume as a % of all frames sold</td>
<td></td>
</tr>
<tr>
<td>Orba/Alea New Fits %</td>
<td>% of new contact lens signs ups or switches to Orba/Alea products</td>
<td></td>
</tr>
<tr>
<td>Contact Lens Awareness</td>
<td>Maze measure</td>
<td></td>
</tr>
<tr>
<td>Audiology Awareness %</td>
<td>Maze measure</td>
<td></td>
</tr>
<tr>
<td>CSI Score</td>
<td>Maze measure</td>
<td></td>
</tr>
</tbody>
</table>
DOM
Some stores are DOM stores. Display only model is a showroom model where you operate with one unit of each frame.
Customer orders are processed against a new frame delivered directly from the suppliers.

EOS
Enhanced optical services.

Findmyshift
An online staff scheduling system.

Frame Styler
An app that scans and analyses a customer’s facial features before their eye test and recommends frames that customers with the same factors have recently bought.

IST
In-store trainer. The IST is essential to bring learning to life and ‘landing’ key initiatives. They are agents of change and play a vital role in leading the learning and building capability in your store.

iWear
Specsavers business wear collection and the name of the portal used to order business wear.

Management information (MI) portal
Provides managers with an overview of store performance (financial, operations, customers and people). Directors must add team members to the access list.

Mauve
The online point of sale ordering system.

Maze
Specsavers online system for gathering email feedback from customers.

News Day Thursday
Email sent to Partners midday every Thursday to communicate key business messages.

NQNF
‘No quibble, no fuss’. Specsavers customer promise.

CDP learner Guide
A support document to accompany all learners (not just new starters) through their development journey and the colleague development pathway (CDP).

CMs
Communication meetings.

Connect
Hub of information to help you run your business includes:
- Connect roundup – the week’s key messages and actions
- Newsstand – publications
- Policies/document library
- Quick links to business portals
- Access the Pay it forward, How do I? and IQIPS (Improving Quality in Physiological diagnostic Services) sites

PIR
Product inventory request. This is how replenishments are ordered electronically, through SOCRATES’ Inventory system.

Platinum Employer Standards
A key initiative to support Specsavers ambition of becoming ‘famous as a great place to work’. It encompasses everything a store leader does to manage the life cycle of the people within their store.

PLH
Product Learning Hub.

Quad card
An A5 card that fits in an acrylic holder on a glasses display stand.

Qudini
A queue management system already in use in a large number of Specsavers stores. It makes it easier for colleagues to manage waiting times during busy periods.
RRM Update
Email sent to Partners and/or Managers midday every Thursday to communicate local business messages.

Socrates
Point of sale and customer registration computer system.

SPD
Sales per dispense.

The Specsavers way
The customer service standard for all parts of the business. The Specsavers way focuses on six behaviours.

StorIQ
Specsavers task management and review system. All store actions are communicated via the StorIQ dashboard.

STSP
Store-to-store protocol details how customers should never be inconvenienced, regardless of which store they visit.

Team Huddle
Daily stand up meetings to update team on key store activities and targets.

TEH
Our transforming eye health (TEH) strategy focuses on the prevention and early detection of a wide range of eye conditions, as well as access to any necessary treatment.

We aim to have visual field testing and 3D eye scanning (Optical Coherence Tomography, OCT) in every store by 2025, as well as electronic platforms for referrals to eye doctors.

UCSC
(UltraClear SuperClean)
An enhanced anti-reflection and scratch-resistant treatment, with the added benefits of being water-repellent, smudge-resistant and anti-static – so lenses attract less dust, stay cleaner for longer and are easier to clean.

Add your own:
New manager learning opportunities

The national webinars are delivered by Management Development Trainers and a variety of guest presenters.

All three of the webinars will be delivered on a rotating basis of one per month. Visit iLearn for dates and to sign up. You will receive information on how to join the webinar after you have signed up.

**Introduction to Managing Self**
- What it is to be a Specsavers Manager – explore the role profile and bring it to life
- Managers induction Guide – overview and how to use it
- The diagnostic tool – how it can help create your 12-week induction and your development going forward
- Feel good, smart and cared for
- Your 12-week plan – create and share

**Introduction to Managing Others**
- Service standards - how to make our customers feel good, smart and cared for. The 6 Specsavers Way behaviours
- How the Platinum Employer Standards work practically in store
- Effective 121s
- Supporting your team (learning and importance of 121s)

**Introduction to Managing Operations**
- Your role in supporting store operations - discussion around all the operational elements of the role
- Importance of retail standards - where to find support to ensure you deliver on these
- Bring along your questions to ask the expert in a Q&A session
New Manager e-learning

The e-learning modules will help with enforcing and implementing some of the most important standards in our stores.

Platinum Employer Standards
Completing this e-learning module will enable you to describe the Platinum Employer Standards for Specsavers and be able to implement them in your store with confidence.

Pass mark: 80%
Time to complete: 20 minutes

Information Security and Governance (Full)
In this module, you will learn the basics about the information security risks you are exposed to and what you can do to keep information safe.

Pass mark: 80%
Time to complete: 20 minutes

Information Security and Governance Training for IG Leads
You must have completed the full Information security and governance training before you complete this module.

Pass mark: 80%
Time to complete: 20 minutes

Staying Safe at Specsavers**
This module covers all the basics a colleague needs to stay safe at Specsavers.

Time to complete: 45 minutes
Note - This module needs to be passed every 2 years.

Keeping Safe (H&S for Partners and Managers)
This module covers the H&S responsibilities of Partners and Managers to improve H&S standards, compliance levels and defensibility.

Pass mark: 100%
Time to complete: 20 minutes

Health and Safety Hub online module
In this module, you will learn how to complete a diary checklist, log an incident or accident, upload a risk assessment and manage compliance reports on the Health and Safety system.

Time to complete: 30 minutes

Data Protection - Getting it right for our own customers**
In this module, you will learn how we reflect GDPR legislation in the customer journey.

Pass mark: 100%
Time to complete: 15 minutes

Payment Card Information Security
In this course, you will learn how to handle cardholder data in our stores to ensure Specsavers complies with Payment Card Industry Data Security Standard (PCI DSS).

This course also relates to WorldPay processing in stores and how to use payment devices securely.

Pass mark: 5 out of 6
Time to complete: 10 minutes

**Domiciliary versions to be completed as applicable.

- Staying safe at Specsavers – domiciliary (domiciliary only)
- Staying safe at Specsavers – domiciliary (assessment) (domiciliary only)
- Data Protection - Getting it right for our customers – domiciliary (domiciliary only)
The Management Development Offer

Overview

The Management Development Offer is designed to enhance your management and leadership capabilities, deliver business results, offer nationally recognised qualifications, as well as provide a path to partnership for our future leaders.

Specsavers Manager Induction

- CDP learner guide
- Managers learning diagnostic
- Retail Ops content

Management Academy / ILM

Partner Academy / Pathway

Notes
Management Academy Offer

The Specsavers Management academy offer is **fee-inclusive** and allows Managers a flexible way to learn. The learning is available as practical, face to face workshops, for a ‘deep-dive’ into a subject area. 90-minute webinars, ideal if time is limited or the Manager just wants to brush up their skills in a particular area with practical tools, ‘quick-wins’, hints and tips and, ‘Just in time’ online learning, ideal for the Manager that wants a quick refresher on a specific area.

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MANAGEMENT ACADEMY

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Managing Self

<table>
<thead>
<tr>
<th>Personal effectiveness</th>
<th>Emotional Intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify how you can be at your best at work and create an action plan to achieve this.</td>
<td>A great leader is aware, can control and can express their emotions. Learn how to identify how to develop your emotional intelligence.</td>
</tr>
</tbody>
</table>

Mentoring

Learn the skills and behaviours of being a good mentor and how it can help facilitate the learning of colleagues.

Managing Others

<table>
<thead>
<tr>
<th>Coaching for performance</th>
<th>Effective 121s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop your skills as a coach, improve engagement and improve individual performance</td>
<td>Learn how to effectively set clear expectations, give feedback and review performance</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Managing high performing teams</th>
<th>Insights discovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses perform well when they are run by high performing teams. Understand how you can build a great team and motivate and lead them to drive results.</td>
<td>Increasing self-awareness can help people perform at a level, promote effective relationships by improving communication, decreasing conflict, and leaving more time to get the job done.</td>
</tr>
</tbody>
</table>

Effective recruitment

Learn how to use practical tools to help you recruit well.

Managing Business Growth

<table>
<thead>
<tr>
<th>Commercial awareness</th>
<th>Driving customer service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding what impacts on your business is very important. Learn what impacts on your KPIs and what you can do to improve performance.</td>
<td>Customers are at the heart of everything we do. As a manager, it’s important to work with the team to give great service in order to drive store performance.</td>
</tr>
</tbody>
</table>
Managing Change

Change Management

As a manager, it’s important that you can manage change effectively. Learn how to use the Specsavers Change Framework to support you land changes in your store.

Managing Operations

What good looks like

These guides illustrate how your store should look day in day out. There are two guides. Find them in the Company docs section of StorIQ.

- Centre of Excellence Retail Standards
- Clinical & colleague area

To have your store accredited as a Centre of Excellence by working with your RRM to complete the COE Retail Standards review. Find this in the Reviews section of StorIQ.

Log into StorIQ using your Managers email address and click Forgot password to reset if required.

StorIQ

This web-based tool is designed to support you deliver operational excellence in your store. All store actions are communicated via the StorIQ dashboard.

Log into StorIQ using your Managers email address and click Forgot password to reset if required.

How do I? SharePoint site

This website contains a helpful library of quick step by step guides to completing routine workplace tasks. Each task is explained using a simple eight-step guide.

Log into the How do I site using your store Office 365 account.
The Management Development Offer

Detail

The Management Development Offer is designed to enhance your management and leadership capabilities, deliver business results, offer nationally recognised qualifications, as well as provide a path to partnership for our future leaders.

New Manager Induction

A range of learning opportunities has been designed to set new managers at Specsavers up for success. New Managers should work through the following over their first 12 weeks:

- The new manager 12-week induction guide
- 3 x introductory webinars on Managing Self, Managing Others and Managing Operations
- E-learning modules on Platinum Employer Standards, Information Governance, Keeping Safe and Payment Card Information Security
- The manager diagnostic tool on iLearn

Manager Diagnostic Tool

Sometimes it’s hard to know where to go to start your development. That’s why the managers learning diagnostic tool was developed.

A resource that allows you to rate your current performance in your role against a series of statements that describe what good looks like.

Management Academy

The Specsavers Management Academy allows Managers a flexible way of learning. The learning is available as:

- Practical, face to face workshops, for a ‘deep-dive’ into a subject area
- One-hour webinars, ideal if time is limited or the Manager wants to brush up their skills in a particular area with practical tools, ‘quick-wins’, hints and tips
- ‘Just in time’ online learning, ideal for the Manager that wants a quick refresher on a specific area like setting SMART goals or coaching using the GROW model

The topics covered will support stores achieve and maintain Platinum Employer Status.

Managing Self

- Personal effectiveness
- Emotional intelligence
- Mentoring

Managing others

- Coaching for performance
- Effective 121s
- Effective recruitment
- Insights Discovery
- Managing high performing teams

Managing Change

- Change management

Managing Business Growth

- Commercial Awareness
- Driving Customer Service

Operational Management

- Standards and merchandising
- H&S, audit and compliance
Partnership has been at the very heart of Specsavers since it was founded in 1984. Pathway is the development route to becoming a Specsavers Partner. It starts with the partner learning diagnostic.

Complete the diagnostic, agree your personal development plan with your Manager and explore learning on iLearn’s Partner Academy.

When ready formally apply for Pathway. This will ‘unlock’ partner-focused learning, then it’s on to final assessment.

Successful assessment will mean you are ‘partner-ready’ and you will begin Partner induction when appointed into your business.

ILM Certificate L2 + 3 in Leadership

ILM is the UK’s leading provider of management and coaching qualifications.

We continue with an approach shaped around the learner. Each programme consists of online, self-led elements alongside tutor support and face to face sessions.

Content focuses on communication, working with people, providing direction and leadership, and getting results – from problem-solving to planning and monitoring workloads.

ILM Level 2 Certificate in Leadership & Team Skills

This 7-month programme has been designed for supervisors, team leaders, newly promoted managers or anyone considering ILM Level 3, but hasn’t been involved in formal education for some time.

The ILM2 programme costs £759 when delivered in Regional Training Centre.

ILM Level 3 Certificate in Leadership & Management

This 7-month programme has been designed to develop experienced managers and also support those wishing to attend Pathway as part of their future development.

The ILM3 programme costs £950 when delivered in Regional Training Centre.

CMI L3 Team Leader Apprenticeship

CMI is the leading authority on management and leadership in the UK. The programme is delivered by Specsavers chosen apprenticeship provider, Intec.

Apprentices will be allocated a tutor who will visit them to train and assess competence in the job.

Throughout the assessment process, various methods of support are available, including: regular tutor visits, contact by email, telephone and the e-learning portfolio portal.

Apprentices can also use the Specsavers management academy materials on iLearn.

Route into Pathway

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Professional Development

- Specialist CET accreditation
- EOS support practitioner
- ABDO examiner
- Store Management
- Professional training consultant
- Career and professional ambassador
- TDO, TCLO supervision training
- Partnership
- Cert 3 and Cert 4 assessor
- Dry eye practitioner (BCLA - CLOs)
- Optometry conversion
- Domiciliary
- Charity practitioner
- Peer discussion facilitator training
- EXCEL
- Advanced CLs practitioner (CLOs)
- EOS CLO
- Year 1-2 Post-reg.
- Rest of career

Training
Hints and tips for new Managers

Join the ‘Pay it Forward’ Yammer group

Every month your store will be emailed a ‘Pay it Forward’ report showing how the store has performed against 13 key measures (see pg. 15). These measures have been selected as the most effective at improving business performance.

The Top 25 stores are used to create a benchmark for you to measure your store. These ‘green’ stores are encouraged to share their success stories and how they achieved their performance through the ‘Pay it Forward’ group on Yammer.

By sharing their success stories and strategies these high performing stores can potentially impact those stores doing less well. Helping them change from ‘red’ to ‘green’, improving overall store performance and service.

How to join Yammer:

1. Go to Yammer.com
2. Enter your @specsavers.com email address
3. Click ‘Join’

Maximise the in-store trainer (IST) role

It is important that the IST can see your business key performance indicators (KPIs) so they can use the data to focus training on supporting and improving business processes.

Get the best from the CDP Learner Guide for you and your team

Get the best from CDP Learner Guide for you and your team

Ensure all colleagues, both new and existing have a copy of this guide and encourage them to explore

Encourage colleagues to use as a one-stop shop to find ways to support them throughout their development.

- Regularly use the frameworks and review forms to outline what is discussed in development conversations
- Encourage your new starters and existing colleagues to create their personal journey
- Organise and communicate a clear training schedule for your colleagues
- Use the frameworks to outline how your colleagues can develop in specific areas through on the job learning.