

Automotive Academy Update



Summer 2004 Issue 4

IN THIS ISSUE



THIRD SPOKE
NOW ACTIVE



NICK'S BUSY
YEAR



GRAHAM
JOINS THE
TEAM

New team drive forward

July marks a new stage in the rapid development of the Automotive Academy with the appointment of key staff and the launching of a third regional spoke.

On July 1 Dr Alan Begg took up his appointment as the Academy's first full-time Chief Executive. Two Senior Managers have also been appointed with a further two due to take up their posts shortly.

Work is now well advanced on the network of regional 'spokes' following the successful introduction of the North East spoke earlier this year and of Skills4Auto, which covers

the Midlands. Now a spoke covering the North West, simply called the North West spoke of the Automotive Academy, has come on stream. Announcements of the launch of several more will be made shortly.

Recognition of the need for the Automotive Academy and of the excellent training programmes already being trialled is now well established across the industry. Increasingly companies are turning to the Academy and its spokes for help, advice and background information on ways the new initiative can help their businesses.

The pilot programmes, such as Team Leaders, have started to produce tangible improvements for companies while their candidates are still participating in the scheme.

And the improvements are not just 'feel good' factors, they are very substantial changes in working methods which have produced actual cost savings.

The key staff appointments of a Training Programme Development Manager, Training Quality Evaluation



▲ Alan Begg, right, being welcomed by Academy Chairman Joe Greenwell

and Assurance Manager, Marketing and Communications Manager and a Financial Controller and will help to accelerate the momentum of the Academy as it enters the next phase of its development.

The second annual Automotive Academy lecture with Carlos Ghosn,

President and Chief Executive Officer of the Nissan Motor Company as guest speaker, is further evidence of the high regard with which the Academy is now held.

Increasingly companies are now approaching the Academy and its spokes for help with training.

WELCOME



I have joined the Academy at an exciting stage of its development and you can feel the buzz of excitement in

the air. I am totally committed to the aims of the Academy and will use all my energies and enthusiasm to build on the excellent progress which has already been achieved.

I would like to pay tribute to Nick Barter who was an excellent Launch Director and to everyone else who has worked so hard to get the Automotive Academy off the starting blocks.

The future for the automotive industry in the UK is far brighter than the picture of gloom some critics like to paint. But training and development of the very highest standards is critical to that future.

Dr Alan Begg
Chief Executive
The Automotive Academy

ACADEMY AT SUMMIT

Some of Britain's leading industrialists were given an overview of the progress of the Academy at a packed event at the Sunday Times Motor Show Live.

More than 200 leading industrialists attended a summit, called 'Shaping the 21st Century Skills for Competitive Businesses' when John Cushnaghan gave a detailed presentation.

John is a director of the Academy and Chairman of the North East spoke and is a former Managing Director of Nissan in the UK. He explained the reasons behind the formation of the Academy and how the regional 'spokes' were developing.

The Rt Hon. Alan Johnson MP, Minister of State for

Lifelong Learning, Further and Higher Education was one of the key speakers at the event along with David Cragg, Regional Director of the West Midlands LSC.

Graham Broome, Chief Executive of the SMMT Industry Forum, said that the number and the importance of positions in industry which delegates held, was a reflection of the value now being placed on training in the automotive sector.

The summit was organised by the SMMT Industry Forum and supported by the Learning and Skills Council.

ALAN BEGG APPOINTED CHIEF EXECUTIVE

Dr Alan Begg, a leading industry Technical Director has been appointed as the first Chief Executive of the Automotive Academy.

Alan was Director of Group Technology at Morgan Crucible plc, the billion pound advanced materials group. He will drive the Academy forward and ensure Britain's vital automotive industry has access to globally competitive training.

The Automotive Academy is quickly moving from its initial launch phase into full operation later this year.

Alan Begg, aged 50, led a multi-million pound fuel cell development team at Morgan Crucible and helped the firm win a Queen's Award for Innovation for developing thermal ceramic insulating fibre.

After graduating with a 1st Class Honours degree and a PhD in Natural Sciences from St John's College, Cambridge, Alan joined BP Research Centre. His research group developed innovative new alloys, which he took through to

full commercialisation as the Chief Executive of BP Metal Composites (now trading as AMC Ltd).

In 1993, he joined the automotive industry as Managing Director of T&N Technology with a 300-strong team at its engineering centre in the Midlands. When, in 1998, T&N was acquired by Federal-Mogul, he moved to Detroit to be Vice-President, Technology, of the combined group.

Alan returned to the UK in 2001 and led technology and strategic development for Morgan Crucible. Part of his work involved universities and research institutions in multi-million pound collaborative partnerships with key customers.

He is a Fellow of the Royal Academy of Engineering and of the Institute of Materials. Alan lives with his wife, Sally and

two sons, Jonathan and Henry, near Kenilworth, Warwickshire.

Alan sees the role of the Automotive Academy as vital if UK manufacturers are to compete in the extremely competitive global automotive market we live in today.

Alan said: "Training that is relevant to the industry and of the highest standard is crucial to the future of our industry in the UK. But at present the whole area is a minefield for companies and individuals with a plethora of programmes, trainers, awarding bodies and funding sources.

"I see the role of the Automotive Academy as ensuring that the very best programmes are available throughout the country. Our Validation scheme will guarantee globally competitive excellence in training standards.

"This is an exciting new



initiative, a far-sighted partnership between the automotive sector and Government, which will enable our industry to flourish through a trained and skilled workforce from the boardroom to shop floor level."

Joe Greenwell, Chairman of Jaguar and Land Rover, is Chairman of the Automotive Academy. He welcomed Alan Begg's appointment. "We are delighted Alan has agreed to join us. He brings a wealth of experience from industry and his background and capabilities will drive the Academy's ambitious objectives to their full extent."



One year on

As Launch Director Nick Barter has been the driving force behind the birth of the Automotive Academy.

Now with the Academy's key staff in place, the first regional spokes running and Academy programmes being successfully piloted, Nick hands over the reins to Chief Executive, Alan Begg.

Nick said: "It's been a very full year, to say the least, but I never had the slightest doubt that we would get the Academy off the ground. We were fortunate in that the SMMT Industry Forum had already gone some way down the road, but we're now really beginning to make headway.

"What has been most encouraging is that companies, the academics, training providers and the funding bodies, have all recognised the need to establish the Automotive Academy and have given us so much cooperation.

"The Academy is still developing, but it's really refreshing to listen to the

companies who are already benefiting from our approach – and some of the benefits are really tangible and can be seen on the balance sheet."

Nick will remain involved with the Academy for a time while he increasingly hands over responsibility to Alan Begg. But Nick has a host of other automotive-related tasks to keep him fully occupied, including acting as a director for Foresight Vehicle, the Government-funded automotive research body.

He added: "The momentum of the Academy is really building. We are delivering to the industry what it always said it needed – the ability to access the very best skills training, and training that is specifically tailored to the needs of the automotive sector."

Want to know more?

To be sure of receiving personal copies of *Update* you need to be on our database. The Academy is developing a comprehensive list of contacts throughout the automotive industry, its training providers, trades associations, union officials and others who have an interest in the Automotive Academy.

Details of the products and services offered will also be available as the Academy expands its operations. To be included on our database please send your contact details to: The Automotive Academy, 2410 Regents Court, The Crescent, Solihull Parkway, Birmingham Business Park, Birmingham B37 7YE

FOUR KEY APPOINTMENTS

Four Senior Managers in specialist fields will give the Automotive Academy in-depth expertise in several key areas as it makes rapid progress from its initial launch phase before becoming fully operational towards the end of 2004.

Graham Crombie

Training Quality Evaluation and Assurance Manager

Graham Crombie has worked at the heart of quality assurance with BSI and as a management consultant across a wide range of industries.

During his career Graham, aged 48, has been directly involved with firms and colleges seeking ISO accreditation. As well as assisting businesses to qualify for various standards, he has helped them to become more efficient and streamlined.

He started his career as a BSI Inspection Engineer responsible for the assessment of products and systems to both British and international standards. Graham built up expertise in areas as diverse as heavy engineering, foundry and press works, plastics manufacturing, electronics, computer equipment and personal and vehicle safety equipment. He moved between the mechanical and electrical sections of the BSI inspectorate department before leaving to become the Quality Manager of a company that wanted to introduce lean



manufacturing techniques.

Graham went on to become a consultant and assisted clients to ISO 9000 standard before becoming an Assistant Director of Quality Solutions Ltd. He then moved on again to specialise in consultancy in the IT and business management field.

More recently Graham worked for Newham College of Further Education and introduced management training courses. He is a registered lead auditor for ISO 9000 and a former QS9000 AIAG lead auditor.

Roy Leatham

Marketing and Communications Manager

Effective communications is at the hub of any modern business and now the Automotive Academy has an expert in the role of Marketing and Communications Manager.

Roy Leatham has worked in key roles, both in the UK and overseas, in the automotive industry, IT, the food industry and construction.

After graduating from Chester College of Arts, Roy began his career as Advertising Services Manager with a canned foods company in Liverpool.

Roy went on to work as Publicity Manager for a firm of architectural masonry manufacturers before becoming Publicity Manager for Quinton Hazell Automotive where he was responsible for all corporate communications issues.

Before joining the Academy Roy was Marketing manager at Blue Fountain Systems, a Liverpool-based IT development company where he was a member of the senior management team responsible for the strategic



development of the business.

Roy, aged 53, is a member of the Chartered Institute of Marketing and the Institute of Public Relations. He lives in Lichfield with his wife and two sons.

He sees marketing as playing a key part in the future success of the Automotive Academy.

Roy said: "I know effective communications will be critical to the success of the Academy. We need to establish our credibility at an early stage and develop a marketing strategy for building the business from here."

Ian Buckingham

Training Product Development Manager

From working in the aerospace, automotive and defence component manufacturing businesses, Ian Buckingham has had a career spanning training, development and human resources.

Ian ran a sub-contract production workshop in the component industry in his first position as a manufacturing engineer before becoming a technical instructor with Ford, responsible for trainer training and the delivery of apprentice and supervisory development programmes in various plants.

He became a Training and Development Manager at Ford and was responsible for the management and co-ordination of 400 apprentices on the Modern Apprenticeship programme.

Ian holds an MSc in Human Resource Development.



He left Ford to become Senior Training and HR Manager at LDV Limited, responsible for training, development and HR issues for 1,100 employees.

Before joining the Academy, Ian was Manager, Training and Development at RWD Technologies. He developed and ran a new training division in the UK and was responsible for developing training programmes for client companies.

Russell Jeans

Financial Controller

Russell Jeans will have responsibility for all financial matters for the Automotive Academy and for Skills4Auto, the Midlands spoke of the Academy.

He joins from Russell Hume Limited, a national catering butchery business, where he was Group Financial Controller and had a staff of 14 people reporting to him from six sites.

Russell, aged 40, began his accountancy career with Courtaulds PLC as a trainee financial accountant and went on to become an Assistant Divisional Accountant within the giant clothing and textile company.

He left Courtaulds to join LIS Limited, a privately owned engineering company, first as a Management Accountant and was then promoted to Group Financial Controller and Company Secretary.



Russell, who took an Economic History degree at Warwick University, worked for Birmingham Joblink Limited as Finance and Performance Manager before becoming a consultant.

He is a Fellow of the Association of Chartered Certified Accountants and took an MBA at Warwick Business School before joining Russell Hume Limited.

Third spoke goes live

The North West has become the third region of Britain to have an Academy spoke up and running.

It joins Skills4Auto, which covers the Midlands, and the North East spoke of the Automotive Academy. Now others are well on target to become operational.

The spokes vary in size and each one has been formed around an existing organisation, namely Skills4Auto in the Midlands, NEPE in the North East. The North West spoke of the Automotive Academy is based around the North West Automotive Alliance.

Each spoke will have a key member of the local automotive industry as Chairman and will recruit at least 50% of its board members from local OEMs and suppliers. The balance of the support will come from their Regional Development Authority, local Learning and Skills Council and other organisations supporting the initial funding.

South Wales is expected to be the next spoke to come on board. Proposals have now been made by representatives from the Welsh Automotive Forum and will be

considered by the Academy board in the near future.

Meetings are at an advanced stage in Northern Ireland and discussions have taken place with all the other key RDA regions in the South East, South West, London and the East (who are likely to form one alliance with CEME as its base), Yorkshire and Humberside and Scotland.

The first meeting of existing and proposed spoke representatives took place at a seminar at the Automotive Academy offices in Birmingham in June. Delegates received presentations from the launch team and spoke leaders. Feedback from participants was very positive. One delegate said: "It was extremely useful and has clarified all the points of concern."

Another delegate commented: "It will be much easier to form our spoke now, and the Q&A sessions were very helpful with the questions well answered."

Ken Giles, who has 38 years experience in the industry and has



▲ Some of the North West spoke Board of Directors

responsibility for helping to form the spokes, said: "I believe passionately in the objectives of the Academy and the hub and spoke principle. But this will only work with the continued commitment and leadership from the automotive industry itself."

"We have a reputation for saying what we want and then walking away. I cannot stress strongly enough that this has to be 'for the industry by the industry'."

Ken said that there continues to be unanimous support for the aims of

the Academy to provide consistent and common world class training to all levels of the UK automotive industry, both OEM and suppliers. In fact, it is the suppliers who are requesting it most in order to have continuity from the OEM's as to the type and standard of training required to support them.

Ken thanked members of the Regional Development Agencies who have been helpful in coordinating the various interested parties in their regions.

AUTOMOTIVE STRENGTH IN NORTH WEST

The need to update skills in the automotive sector was already recognised in the North West, a region of Britain with a huge automotive infrastructure.

From Carlisle in the north to Crewe in the south the region, which includes the Lake District and Blackpool, may not conjure up the image of a powerhouse of the automotive industry to the layman.

But Professor Neil Barlow, Chief Executive of the North West spoke, knows the reality. He said: "We are probably the second most important region in the country in terms of sales turnover and employment in the automotive sector."

"We are home to household names such as Bentley, Jaguar, Vauxhall and Leyland Trucks and there is a huge component suppliers base here. As a region we are vibrant and totally involved with the industry but we are also acutely aware of the need for skills training."

Prof. Barlow, head of the Centre for Automotive Studies at Liverpool John Moores University, was involved in the formation of the Northwest Automotive Alliance, which is supported by the Northwest Regional Development Agency.

The Alliance, with its ready-made industry-led structure and organisation, made it an ideal body to build the North West spoke around. So, for example, the North West spoke of the Automotive Academy has an office within the Leyland Technical Centre in Leyland, Preston.

The NAA will manage the North West spoke on behalf of the hub and a Project Manager and administrator will be appointed shortly. Three regional automotive business advisors have also recently been appointed. They have expertise and knowledge of local automotive companies.



Members of the Board of Directors are:

- Chairman: Stuart Heys, Managing Director, Leyland Trucks.
- Alan Walker, Manufacturing Controller, Jaguar Cars, Halewood.
- David Maughan, Purchasing Director, Bentley, Crewe.
- Rob Assinder, Controller, Vauxhall, Ellesmere Port.
- Robin Drury, Managing Director, Volex, Manchester.
- Martin Field, Managing Director, Leyland Technical Centre, Leyland.
- Professor Neil Barlow, Liverpool John Moores University.

Strong links have already been established with the Learning and Skills Council, colleges, universities and training providers in the North West, including the Automotive College which has offices in Liverpool.

Prof. Barlow added: "We are fortunate in having a strong board of dedicated industry leaders who are all committed to the needs of training and we totally support the aims of the Automotive Academy."



SEVEN STEPS TO VALIDATION

Seven key steps are at the centre of the Automotive Academy's unique Validation process for training.

All are vital to achieve the central theme of the Academy's work, which is to make training directly relevant to the needs of the automotive industry in the UK.

Keith Bevis of the University of Hertfordshire led the working group which had to make a template to which all programmes, trainers and assessors could be compared.

He said: "It was essential that we produced a model against which the training providers, the material and the assessors could be measured. We have produced a method which allows the industry to be fully involved so we are connecting the Academy directly to the industry it serves."

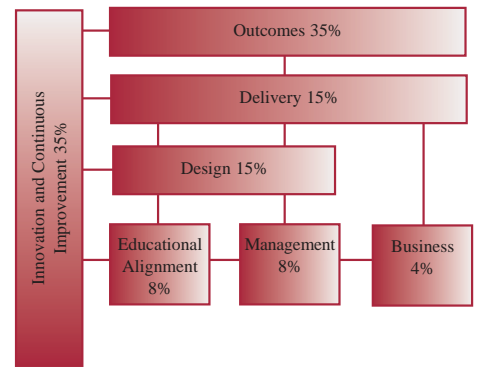
The first three steps involve Business, Management and Educational Alignment which look at financial and staffing ability, industrial involvement with the strategic management of the organisation and alignment with appropriate educational standards. Much of this evidence would have been collected to satisfy other assessments by the Learning and Skills Council,

Adult Learning Inspectorate or the Quality Assurance Agency.

In the Design process the specific connection to national standards or professional institution requirements is picked up. The other elements here are the research capability of the design team and the attention to the needs of industry. There has to be a link to the Automotive Academy Core Curriculum and the design of the course must support delivery.

The Delivery criteria start with the level of flexibility to meet industry needs. The work of teachers, lecturers and assessors has to be underpinned by relevant industrial experience and intellectual work beyond the limits of the course. There needs to be evidence of the proficiency of the delivery staff.

Finally, two areas are key to demonstrating that courses are in tune with the industry. Outcome includes the individual's success, but more importantly looks at practical outcomes of that learning. There should be measurable results in the sponsoring companies. An outcome for the provider is evidence of companies returning for repeat business. Innovation and continuous improvement looks for effective feedback



mechanisms and continuous improvement.

Measurement is by a self-assessment questionnaire followed by a visit to confirm the results and interaction with the actual learning process. The questionnaire together with an assessment visit aims to minimise the time and cost. It allows the provider to offer evidence to support assertions of excellence that can then be accessed in-depth. Industry is involved in the assessment visits and in the final recommendations about Validated status to the Academy Board.

Team Leaders across the UK

Plans are now under way to develop Automotive Academy Team Leaders Programmes across Britain.

The pilot schemes in the Midlands and the North East have been massively successful with participating companies and individuals who have taken part reporting huge benefits. And these

benefits have been tangible with businesses reporting quantifiable savings on waste materials and time.

Arthur David of the SMMT Industry Forum said: "We are now putting the emphasis on the

validation process for trainers in the North East and the Midlands.

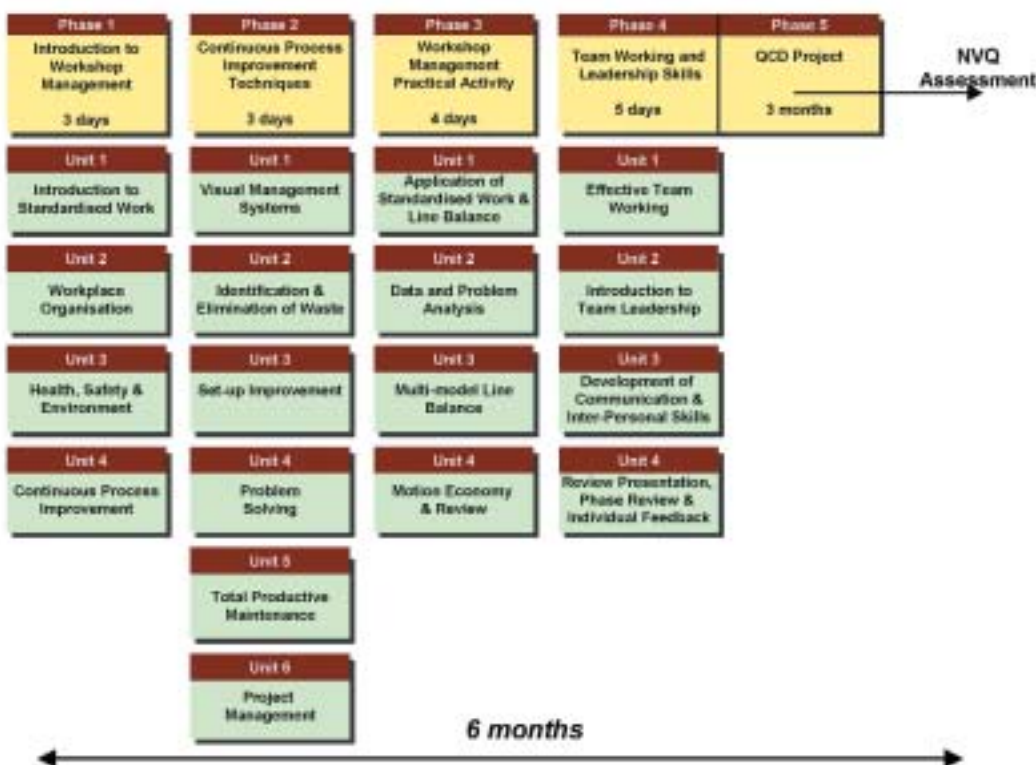
"Now our plan is to cascade this process so that throughout the UK individual spokes of the Academy will be able to engage validated

local training providers to deliver Team Leaders Programmes in their own regions."

The philosophy of Validation is a cornerstone of the Academy. Content, trainers and assessors who are validated will ensure that the standard of the Automotive Academy's product is consistent across the country.

Having locally delivered, but globally competitive, programmes in regions is also part of the Academy's core approach.

The Academy Team Leaders Programme will equip team leaders with Business Improvement Techniques to enable the achievement of improved quality, cost and delivery performance. Successful candidates, who must also provide documented evidence of the application of techniques learned, will be eligible for the Automotive Academy Team Leader Award, incorporating NVQ level 3 in Business Improvement Techniques.



Further details are available from Arthur David on 0121 717 6600 or e-mail: arthur.david@industryforum.co.uk

IT'S FINISHING SCHOOL FOR GRADUATES

Plans for an 'industry finishing school' for graduates have now been drawn up by the Automotive Academy.

For some time the industry has been concerned that even good calibre graduates were starting their career with very limited knowledge or experience of what life was really like in manufacturing.

Now the Academy has designed a one-year 'graduate boot camp finishing school' designed to fill the gap between academic studies and work. The one-year course is aimed at producing graduates who can hit the ground running when they go on to join their companies.

The programme consists of five phases: Induction, Foundation, Placements, Project and Assessment.

INDUCTION

The objective is to provide a comprehensive induction into the programme which comprises three parts:

Induction Day

This will welcome graduates onto the programme and inform them of its structure and organisation. It will outline what they can expect and what is expected of them and introduce them to key programme contacts, such as the programme manager, graduate mentors, placement managers and assessors. We will also deliver important topics on health, safety and the environment and introduce the common communications interface to help to initiate their graduate network.

Manufacturing Operations Placements

To provide hands-on experience of working in a manufacturing environment, graduates will be placed with an automotive company for two weeks. During this period they will work in areas such as machining, assembly or logistics. Before starting they will be given a series of placement objectives. Students will be expected to complete a post-placement assignment

Team Development

This is an important element, as it will be used to introduce and develop team leadership and management skills and explore problem-solving techniques, all of which will be required to support graduates' team-based projects.

Course participants can look forward to a very interesting venue for this event!

FOUNDATION

The Foundation phase will provide graduates with the necessary underpinning knowledge, tools and techniques to support their automotive placements, integrated team-based project and final vocational qualification.

Several elements and training units have been identified and selected, including:

- Graduate Personal Development and Mentoring
- Inspirational Leadership
- Quality Tools and Techniques
- Process Improvement
- Project & Resource Management
- Business and Financial Awareness

Core units will be delivered as a block at the start of the Foundation with other units being delivered at specific intervals.

PLACEMENTS

This phase will provide graduates with a solid depth and breadth of knowledge and experience of working in the automotive supply chain, including vehicle manufactures and OEMs.

Graduates will be expected to complete three placements, each with a different company, which will vary from about six to twelve weeks. Projects within each placement will be selected that require the application of the tools and techniques acquired during the Foundation phase. During placements, graduates will build their portfolio, undergo regular assessment toward the final vocational qualification and complete a post-placement assignment. It is envisaged that regular meetings between the

graduate and his/her mentor will take place during this phase.

Several training and assessment companies, which exhibit the required best practice, have been identified for this phase of the programme.

INTEGRATED PROJECT

The integrated project, which has an automotive theme, will form the backbone to this programme and will require graduates to work together as a team – in competition with other teams.

Graduates will experience the set-up, financing and running of a small design and manufacturing business, which will require the application of the knowledge and skills acquired during the Induction and Foundation phases of the programme and encourage innovation, collaboration and an entrepreneurial approach.

ASSESSMENT & ACCREDITATION

Graduates will be assessed against a robust, rigorous and comprehensive framework and accredited with a suitable and universally recognised qualification, aligning the assessment with UKSPEC (UK Standard for Professional Engineering Competence).

At the end of the assessment period, graduates will be accredited with a National Vocational Qualification (NVQ) at Level IV/V in Engineering Management and be well on their way towards achieving Chartered Engineer status.

NORTH EAST CONTACTS

Nigel Jones, Manager of the North East spoke of the Automotive Academy, is building contacts and spreading the training news.

The spoke started work in earnest a couple of months ago after a lot of behind the scenes preparation work. But pilots of the Academy's Team Leaders Programmes had already been rolled out and received with great enthusiasm.

Nigel is a former director of Washington, Tyne & Wear based ASSA, the Automotive Sector Strategic Alliance. He knows the North East regional and the local automotive sector well.

He said: "I'm getting around a lot of companies in my new role and I'm very pleased to say that the

reception I am getting is very encouraging indeed.

"Firms are very receptive to the ideas behind both the Academy and the North East spoke and they are keen to be involved. I think that one of the key advantages has been the tremendous success of the Team Leaders Programmes.

"Companies who have sent people on the pilots are reporting very real successes. The delegates have been able to put into practice new ways of working which has made significant costs savings and efficiencies to their firms."

CONTACT US:



The Automotive Academy
2410 Regents Court,
The Crescent, Solihull Parkway,
Birmingham Business Park,
Birmingham B37 7YE
Telephone: 0121 717 6655
Visit our web site:
www.automotiveacademy.co.uk