



Effective Driver Management

An industry code of practice

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's 'red route' strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people that use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

Contents

2 Foreword

6 1. Introduction

10 2. Glossary of acronyms and terms

13 3. Selection and induction

24 4. Sourcing candidates

50 5. Retaining, engaging and managing drivers

70 6. Training

80 7. Performance management and driver development

97 8. Health, safety and wellbeing

123 9. Appendices

134 10. References and further reading

Foreword

The need to effectively manage Heavy Goods Vehicle (HGV) drivers has never been greater. The UK freight industry currently has a shortfall of around 35,000 drivers, but is still required to move around 152 billion tonne kilometres per annum, playing a vital part in the UK economy. This presents a challenge, both now and in the future, to an industry that also suffers from a poor image, lower profit margins and competition from foreign hauliers.

The driver plays a key role, often working alone for long periods away from the parent depot, being responsible for the high-value vehicle and load, and often driving in challenging conditions to meet deadlines – drivers should therefore be recognised as highly skilled and valued members of the supply chain. All HGV drivers should be managed effectively to ensure retention and productivity, and enhance the image of the freight industry in general.

This Industry Code of Practice (ICOP), containing HR advice and suggested best practice, has been produced in consultation with industry to try to improve the management of HGV drivers. It is intentionally generic to offer guidance to a wide range of organisations, and includes some 'top tips' for managing not only drivers, but also non-driving staff within an organisation.



The Chartered Institute of Logistics and Transport in the UK (CILT (UK))

The CILT (UK) is the leading membership organisation for professionals involved in logistics and supply chains. Members of the UK National Council of CILT International Logistics and Transport work across multi-modal transport sectors in the management and design of infrastructure, systems, processes and information flow. First established in 1919, the CILT is a registered charity, with a worldwide membership of more than 33,000.

What the CILT (UK) offers Continuing Professional Development (CPD)

CPD is the systematic maintenance and improvement of knowledge, skills and competence throughout a professional's working life. Keeping up to date in today's fast-changing world of work is vital, yet some people find it easier to set up systems for workplace improvements rather than planning and regularly improving their own skills. The CILT offers guidance and support to help get the best out of CPD and is committed to supporting CPD across the industry.

CPD Plan

A CPD Plan is vital for effective CPD. It documents and tracks an individual's CPD needs, and how they will be met.

CPD Self-audit tool

The Self-audit tool can help a person see any gaps in their experience and offers solutions to help fill them. It can be used alongside the CPD Plan to make sure individuals are on track with their development and training.

CPD Tracker

CPD hours earned from training, events and other development activities can be automatically recorded and edited using the CPD Tracker.

Further details on all CILT CPD tools can be found at www.ciltuk.org.uk

Fleet Operator Recognition Scheme (FORS)

FORS is a voluntary accreditation scheme that promotes best practice for commercial vehicle operators. With more than 4,600 members, FORS is gaining recognition as the transport industry's go-to accreditation scheme. It encompasses all aspects of safety, efficiency and environmental protection by encouraging and training fleet operators to measure, monitor and improve performance. FORS also provides accreditation pathways for operators of any type, and for those organisations that award contracts and specify transport requirements.

FORS Bronze, Silver and Gold membership enables operators to achieve exemplary levels of best practice. FORS members stand out from the crowd, work to standards above the legal minimum and have access to a wide range of exclusive benefits that provide a real competitive advantage. Guidance and training are available to help operators attain the FORS Bronze entry-level standard. Operators can then progress to Silver and Gold standards via a tiered structure by demonstrating higher levels of compliance and improved protection of Vulnerable Road Users (VRU) through the installation of further safety equipment on vehicles.

FORS Professional is a bespoke suite of training courses available to FORS operators, targeted at either managerial or driver competencies. It includes classroom training, which is supported and complemented by nine e-learning modules. These range from Collision Management to HGV Compliance and include VRU training to meet TfL's Work Related Road Risk (WRRR) requirements. The content has been designed and endorsed by industry to ensure it is market leading and meets strict regulatory requirements.

Find out more

To find out more about FORS and what it could do for your company, go to: www.fors-online.org.uk/cms/

To find out about TfL's WRRR requirements, go to:

www.tfl.gov.uk/info-for/deliveries-in-london/delivering-safely/work-related-road-risk-compliance

Acknowledgements

This ICOP has been developed in partnership with the CILT (UK) and FORS, and in collaboration with multiple industry stakeholders. Those involved are members of the CILT (UK) Transport and Logistics Safety Forum, as well as delegates who attended the CILT Forum on 1 November 2016.

The expert contributions made by those individuals and organisations consulted during the development of this ICOP are gratefully acknowledged below. This document will be reviewed periodically and republished if updates are needed.

With thanks to the following contributors and stakeholders:

AA Drive Tech
British Gypsum (Saint-Gobain)
Broadspire (by Crawford and Company)
CILT (UK)
DHL Supply Chain
Expert Logistics
FORS
High Speed 2
Licence Bureau
Müller Wiseman Dairies
O'Donovan (Waste Disposal) Ltd
Ove Arup and Partners
Owens Group UK
Palletforce
Skanska
Transport for London
Travis Perkins plc
U Track
Wincanton



1. Introduction

1.1 About this code of practice

This ICOP provides fleet operators with clear guidance on best-practice management of drivers. By highlighting the importance of investing in your drivers, it aims to benefit operators everywhere.

What will I find in this guide?

- 'How to' guidance – including sample job descriptions, role profiles, flow charts, process diagrams and policy documents
- Checklists

How should I use this information?

The guidance we offer is generic and intended for fleet operators of all vehicle types. Use your experience and judgement to apply it in a way that suits your own organisation and employee needs.

1.2 Who is this code of practice for

The guidance relates to drivers employed on a permanent, temporary or agency basis and is designed to be useful to managers across your organisation, including:

- Managing directors
- Depot managers
- Fleet managers
- Line managers
- Human resource managers



1.2 Who is this code of practice for

The guidance relates to drivers employed on a permanent, temporary or agency basis and is designed to be useful to managers across your organisation, including:



Selection



Induction



Retention



Engagement



Training



Performance management



Health and wellbeing



Safety and security



Collision management and return to work

1.4 Why should I invest in driver management?

Managing your drivers effectively is the right thing to do. It is important to approach driver selection and management in an informed way to ensure employees and the public alike are not at risk.

Driving has both physical and psychological impacts on drivers. They are likely to be working shifts with poor access to roadside facilities or nutritious meals, and this has potential health implications. Drivers are also required to concentrate for long periods. They often have little interaction with other people and are affected by factors beyond their control such as traffic and weather conditions. Drivers need the support of their organisations to ensure they are effectively trained and managed so that they and other road users are not put at risk.

Responsible business owners are increasingly acknowledging their moral responsibility to manage their employees effectively, not least because of the current shortfall of trained drivers and applicants wishing to train to become vocational drivers.

Drivers need the support of their organisations to ensure they are effectively trained and managed so that they and other road users are not put at risk.

The costs resulting from employee turnover, recruitment, collisions, sick leave and underperformance are significant. The higher the employee turnover; the more it costs your business, in terms of time, resources and subsequent loss of revenue. So it is important to monitor the costs to advertise a role and to interview and assess a new driver.

Your business can be damaged financially through the loss of reputation from poor management of staff, who subsequently interact with customers in an unprofessional way. Best practice minimises this risk.

Legally, employers have a duty of care towards their staff and must ensure, as reasonably as is practicable, must protect the health and safety of all employees whilst at work. You must also ensure that others are not put at risk by your work-related driving activities (Health and Safety at Work Act, 1974).



If an employee is killed while driving for work, and there is evidence that serious management failures resulted in a 'gross breach of a relevant duty of care', your company or organisation could be at risk of being prosecuted under the Corporate Manslaughter and Corporate Homicide Act 2007.

There is more information on HSE's website:



The Management of Health and Safety at Work Regulations 1993 requires you to manage health and safety effectively. You must carry out an assessment of the risks to the health and safety of your employees while they are at work, and to other people who may be affected by your organisation's work activities. You must consult with your employees and, where applicable, their health and safety representatives, on health and safety issues, including:

- Risks arising from their work
- Proposals to manage and/or control these risks
- The best ways of providing information and training

2. Glossary of acronyms and terms

ADR – Accord européen relatif au transport international des marchandises dangereuses par route: The European Agreement concerning the International Carriage of Dangerous Goods by road. See also CDG

Advisory, Conciliation and Arbitration Service (ACAS) – provides free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law

Careless Driving (CD) – This is the licence endorsement code for driving without due care and attention

Carriage of Dangerous Goods (CDG) – applies the ADR to regulate the carriage of dangerous goods by road in England, Wales and Scotland

Construction Logistics and Community Safety (CLOCS) – CLOCS brings the construction logistics industry together to revolutionise the management of work related road risk (WRRR) and ensure a road safety culture is embedded across the industry

Corporate Social Responsibility (CSR) – voluntary action by organisations to ensure that they meet high moral, social and ethical standards beyond what is required by law

Dangerous Driving (DD) – This is the licence endorsement code for a dangerous driving conviction

Dangerous Goods (DG) – These are dangerous commodities, explosives, inflammable fuels/gases and other noxious substances, of which the movement of these on the roads are regulated by specific regulations

Department for Transport (DfT) – Central government department responsible for transport in England and Wales

Drink Related (DR) – This is the licence endorsement code for a drink related driving conviction

Driver and Vehicle Licensing Agency (DVLA) – Organisation of UK government responsible for keeping a database of drivers and vehicles

Driver and Vehicle Services Agency (DVSA) – Organisation of UK government that sets standards for driving and roadworthiness

Driver Certificate of Professional Competence (DCPC) – The Driver Certificate of Professional Competence is a qualification for all professional bus, coach and lorry drivers, and is completed when 35 hours of approved training is undertaken.

Driver Qualification Card (DQC) – given to a driver once they have completed their 35 hours of periodic training and must be carried while driving an HGV, bus or coach professionally also known as a Driver CPC card

Drug Related (DG) – This is the licence endorsement code for driving or attempting to drive when unfit through drugs

Fleet Operator Recognition Scheme (FORS) – A fleet accreditation scheme, which promotes best practice amongst freight and fleet operators

Human Resources (HR) – Is the management of human resources. It is designed to maximize employee performance in service of an employer's strategic objectives.

Industry Code of Practice (ICOP) – The role of an industry code of practice is to improve industry standards and support legislative requirements, by providing an industry with a flexible and low cost form of regulation. Codes of practice can be mandatory or voluntary, apply to a single business or an entire industry

Joint Approval Unit Periodic Training (JAUPT) – Is the regulating body responsible to the DVSA for the maintenance and standards for all DCPC training.

Key Performance Indicators (KPI) – A quantifiable measure used to assess success against performance objectives

Heavy Goods Vehicle (HGV) – Large commercial vehicle with a gross combination weight of over 3,500 kilograms

Material Handling Equipment (MHE) – Is mechanical equipment used for the movement, storage, control and protection of materials and goods

Passenger Carrying Vehicle (PCV) – this entitlement is the vocational licence entitlement gained when a further test is passed to drive buses and coaches for hire and reward

Snellen Scale – A Snellen chart is an eye chart that can be used to measure visual acuity

Transport for London (TfL) – An executive body of the Greater London Authority (GLA) responsible for the public transport system in London

Working Time Directive (WTD) – provide rights to: a limit of an average 48 hours a week, on the hours a worker can be required to work



3. Selection and induction

Consider these facts and figures (CILT, 2015, FTA, 2015):

- The logistics industry is worth £74bn to the UK
- Around 2.2 million people are employed in 196,000 companies in the logistics industry. One person in 12 works in logistics
- Between 2010 and 2020, 149,000 new drivers will be required
- There is a current shortfall of more than 52,000 drivers
- Between 2004 and 2014 the number of HGV drivers fell by 12.5 per cent – from 326,000 to 285,000. Over the same period there has been a 7.5 per cent increase in the number of jobs in the economy
- Sixty-two per cent of HGV drivers are 45 years or older
- One per cent of employed professional drivers are under 25 years of age
- Ninety-nine per cent of truck drivers are male
- There are enough people holding a valid HGV licence to address the shortfall, either part or in full – but they choose not to drive for a living because of past experience or industry perceptions
- Drivers who passed their HGV practical test before 10 September 2009, do not have to take the DCPC initial qualification, however to remain qualified they must undertake 35 hours of DCPC periodic training every 5 years.

The higher the employee turnover; the more it costs your business, in terms of time, resources and subsequent loss of revenue.

Recruitment challenges facing the transport industry

- Drivers' rates of pay and employment terms are not considered attractive when measured against comparable industries
- The image of the transport industry is not seen as attractive for young drivers and other potential recruitment pools such as female drivers. CILT research, indicates that driver roadside facilities are a major barrier to entry
- Research indicates the industry is not viewed as a preferred choice by job seekers. The concept of free delivery of goods means there isn't value to the profession, so there is a need to advertise and promote career opportunities within the transport industry at an early age
- There is a shortage of young and qualified drivers applying for driving jobs
- Initial DCPC driver qualifications can cost between £2,000 and £3,000. This is prohibitive and a barrier to entry to the industry
- The career structure and potential for advancement for drivers is not well defined and the perception is, that there is little opportunity for progression
- A high proportion of operators require drivers to have bespoke technical knowledge, of which modern high-tech logistics companies are one example
- Compliance checks for overseas drivers can be a lengthy and complex process.

3.1 Plan and organise recruitment process

Planning and organising the selection process is essential to recruiting the person with the correct skills, experience and training for the job. This section provides a step-by-step guide to the recruitment process.



The person leading the recruitment process must possess certain competencies to ensure the process is legal, fair and consistently applied to all candidates.

Competencies for those managing the recruitment process	
Business understanding	Possess a strong awareness of the financial and operational goals of the company
Decisive	Able to analyse information quickly to make informed decisions
Professional and ethical behaviour	Possess the professional and integral capabilities to manage the recruitment process. Integrity in taking informed decisions based on assessment and interview performance
Role model	The recruitment manager needs to lead by example and set the standards required in conjunction with the organisational culture
Result orientated	Has the ability to plan and organise the recruitment procedure so that the process adds value through the selection of the right candidate/s
Communication and inter-personal skills	Must be able to communicate effectively. Must be objective in the selection process while able to understand and show sensitivity where required towards candidates
Good listener	Throughout the process the recruitment manager must be a good listener. This applies to listening to other staff members when discussing performance and making recruitment decisions

Follow four key steps to plan and organise the selection process effectively.

Step 1: Identify requirements

The decision to recruit a driver should be made when all other alternatives have been considered, including:

- Is the job still needed?
- Could existing resources be rearranged to cover the shortfall?
- Can agency drivers be used?
- Is there an opportunity to reschedule routes/shifts within the current driver resource?

Step 2: Plan recruitment process

Once the decision is made to recruit, the process must be planned taking the following into account:

- How soon do I need the role filled? A typical recruitment process takes four weeks
- Do I need assistance?
- Do I need to advertise? If so, where, and how much will this cost?

A sample four-week recruitment process:	
Day 1	Identify requirement
Day 2	Organise details of job vacancy
Day 3-10	Advertise position
Day 11-20	Interviews and candidate selection
Day 20-onwards	Agree job with candidate and induct

Step 3: Create the job description

Job descriptions are major factors in communicating the role requirements and specifications to a prospective employee. They outline expectations for the job and provide a framework for recruiting discussions. This helps the job seeker understand the role and provides a 'map' of skills to identify in a prospective employee.

The job description must be simple and concise. As a minimum it should include the following sections:

I. Title:

Should be clear and concise and provide an understanding of the type and level of work. It is important to note that it is illegal to be gender, age or race specific when recruiting staff. It is not permitted to have a job title that implies gender or age, or titles that over/understate the job. Consider how the position will be viewed outside the organisation: will the title make sense to an external applicant?

2. Location:

There should be no ambiguity. If the applicant will need to work at multiple sites, this should be mentioned.

3. Reporting to:

This should clearly specify to applicants whom they report to if successful. This should include the manager's job title (name is optional).

An illustration of the first three sections:

Title:	HGV C+E (Class I) Driver
Based at:	Nottingham depot
Reporting to:	Transport Manager, Eastside Industrial Estate, Nottingham

4. Duties and responsibilities:

This section should include duties and responsibilities specific to the role. Some points to consider:

- List duties and responsibilities in order of time spent/importance
- Identify essential job functions to meet legal requirements
- Keep language simple and do not be vague or open-ended

An example of duties and responsibilities for a HGV driver:

Duties and responsibilities

- Reporting to the Transport Manager, the successful candidate will be expected to work on day and night shift operations driving an articulated curtain sided vehicle on trunking operations between Kent and four satellite depots in Nottingham, Birmingham, Milton Keynes and Exeter
- It is expected that they will be available for at least two nights each week, be fully trained in the use of digital tachographs and be fully conversant with the EU Drivers' Hours and Working Time Regulations
- Drivers' daily checks are required to be undertaken at the start and end of each shift. The necessary maintenance support for the vehicle will be provided when carrying out these duties
- The vehicle is to be driven in a safe and fuel-efficient manner
- The loading and unloading of the vehicle is to be supervised by the driver at all times, with pre-journey load safety checks mandatory prior to departing any depot or customer premises

I. Requirements:

For the role of HGV driver, it is advised to include a section that describes the minimum requirements necessary to perform the job.

To address the driver shortfall, it is essential that the industry invests in driver training. An example of the requirements for a trainee HGV driver would include:

Requirements

- Be aged 18 or over
- No more than six penalty points – no DR, DG, DD or CD offences will be accepted
- Medical fitness as required by the HGV licence standards
- Willingness to learn new skills
- Must have a flexible approach to working hours

Complete job description for HGV driver

Title:	HGV C+E (Class I) Driver
Based at:	Nottingham depot
Reporting to:	xxx

Common job description mistakes and tips to avoid them

✘ Mistake	✓ Tip
The persons leading and involved in the recruitment process are not qualified.	Manager needs to be trained in best practice staff recruitment (list of essential competencies for those managing the recruitment process outlined below).
Job description written by someone who is not familiar with the job role.	Have someone who is very familiar with the job role write the description or at least review before advertising.

Step 4: Create a person specification

The person specification is the central tool of the recruitment and selection process.

It is a list of selection criteria including: skills, behaviours and underlying competencies which enable a person to perform that job successfully and in accordance with the organisation's values.

The list of criteria should be derived from the job description and can be included in the job advertisement. However, in most cases the list is used as a guide in candidate interviews and selection.

Benefits of drawing up a person specification

- It provides a set of criteria against which you can measure all applicants objectively
- Your interview questions can be drawn up from the person specification
- It enables a structured and systematic means for a comparative assessment of the applicants

To address the driver shortfall, it is essential that the industry invests in driver training.

Types of criteria

You may find it useful to list your selection criteria under the following headings:

- **Qualifications** – For an HGV driver position, the essential qualifications include holding vocational driving licence categories. Additionally, some may require to see records of training, such as Dangerous Goods qualifications, or a Mechanical Handling Equipment (MHE) licence
- **Experience** – It can be problematic to specify the number of years' experience. Instead think about what exact experience or competencies are required. For example, experience in multi-drop deliveries, night-time deliveries or of driving on the continent would be appropriate
- **Industry knowledge** – Examples would include knowledge of legal requirements such as EU drivers' hours, Working Time Directive and drivers' responsibilities
- **Skills** – Any skills required by the candidate to carry out the role. For example, good customer service skills, the ability to use routing software, or develop relationships with customers
- **Competencies** – Describe the behaviours the person will need to perform the role effectively. These could include ability to take responsibility, willingness to be flexible and open to change, and display examples of leadership.

Guidance on selection criteria

Tip 1: The criteria selected must be drawn up by someone with an in-depth knowledge of the role.

Tip 2: You should make selection criteria specific rather than general. This allows the recruitment process to be more consistent and avoids confusion between interview panels.

Example:

The criteria of 'good driving skills' is too vague. Try to specify the level of driving skills the job requires. For example, it could be: 'applicants must display an understanding of ways to maximise fuel efficiency'.

Tip 3: You must make the selection criteria fair and justifiable. This ensures all suitable applicants are given a fair chance of selection.

Example:

An HGV driver must have 20 years' experience. While experience is necessary for some roles, those with five years' experience could perform all the same functions of the role as a driver with 20 years' experience.

Tip 4: Selection criteria must be measurable. This allows you to make an easier assessment of candidates when the selection process is finished.

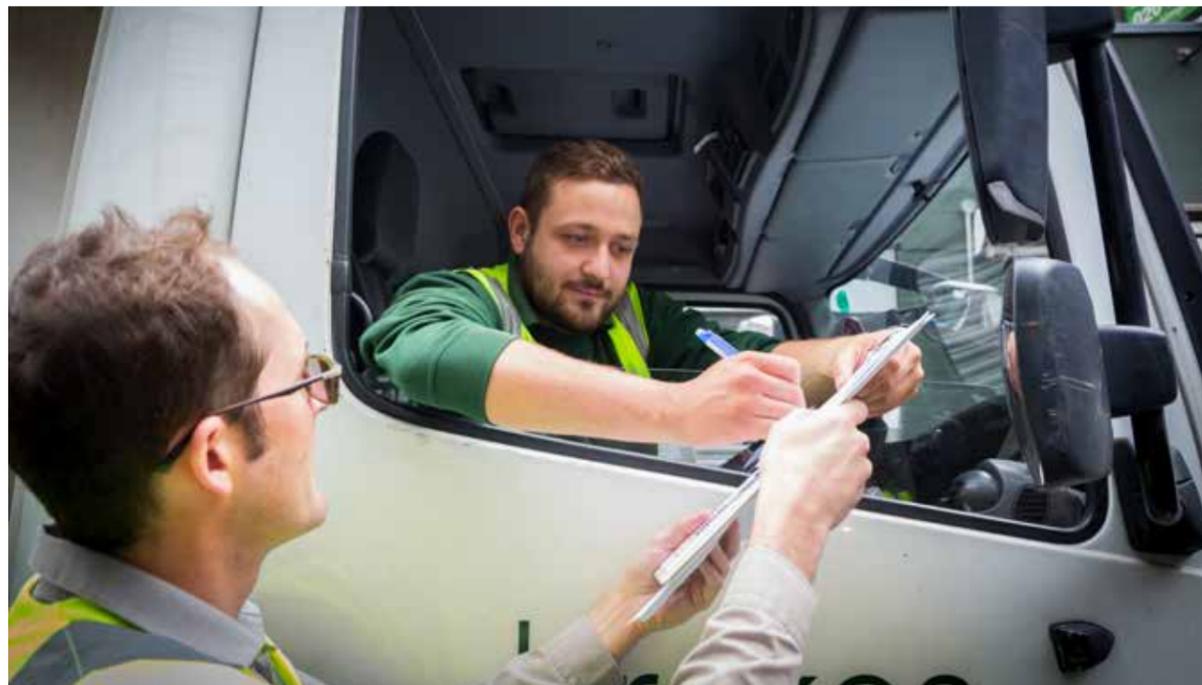
Example:

How would you assess their commitment to safe driving practices? The candidate could satisfy these criteria by listing a number of safe driving practices and legislation governing speeding. However, it could be argued that this only tests their understanding and not commitment to safe driving. To avoid this, the criteria could be rephrased 'how have the candidates demonstrated their commitment to safe driving practices?' In the interview candidates could be asked to provide examples of when they have previously demonstrated safe driving practices.

Tip 5: The list of criteria must be non-discriminatory. Language concerned with race, sexual orientation, age, colour, disabilities, ethnicity and religious beliefs must not be used.

Example:

All applicants must have English as a mother tongue. This is likely to be considered discriminatory by an employment tribunal on the basis on nationality.



If a legal team or advice is not readily available there are a number of sources of employment legislation advice. These include:

Source	Link	Description
DirectGov	www.gov.uk/browse/employing-people	In-depth guide to recruiting and hiring
The recruitment employment confederation (REC)	www.rec.uk.com/about-us	A professional private body that provides in-depth guidance on all aspects of recruitment. Need to register on website
Disclosure and Barring Service (DBS)	www.data.gov.uk/publisher/criminal-records-bureau	DBS helps employers make safer recruitment decisions and prevent unsuitable people from gaining employment
Road Haulage Association (RHA)	www.rha.uk.net/services/rha-contracts-of-employment	The RHA provides a range of services to fleet operators including comprehensive advice, support and representation through suitably qualified lawyers
Freight Transport Association (FTA)	www.fta.co.uk/	Provides information on employment law and issues a yearly report on road transport law free to members
The Chartered Institute of Logistics and Transport (CILT)	www.ciltuk.org.uk/	The CILT provides a range of support to industry professionals in the form of networking and training provision
The Fleet Operator Recognition Scheme (FORS)	www.fors-online.org.uk/cms/	The FORS scheme is a voluntary accreditation scheme that promotes best practice across the transport industry

The specimen person template below defines the essential and desirable traits of the driver you are looking to recruit.

Person specification template

Requirement	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Clean Cat C driving licence • Driver CPC card • Valid digital tachograph card 	<ul style="list-style-type: none"> • Manual handling training • Forklift Licence
Experience	<ul style="list-style-type: none"> • Experience of multi-drop operations • Experience of driving in urban environment • Loading and unloading HGVs 	<ul style="list-style-type: none"> • Previous local knowledge • Have experience in delivering hazardous goods
Industry knowledge	<ul style="list-style-type: none"> • In-depth knowledge of health and safety requirements 	<ul style="list-style-type: none"> • Is a member of industry bodies
Skills and abilities	<ul style="list-style-type: none"> • Able to work in a fast-moving, customer-orientated environment • Handle routing software • Able to deal with customer issues/problems in a polite and courteous manner 	<ul style="list-style-type: none"> • Innovative and creative approach to solving problems
Competencies	<ul style="list-style-type: none"> • Willingness to work both autonomously and as part of a team • Can take responsibility and learn quickly from others • Acts with a high degree of integrity 	
Other special requirements	<ul style="list-style-type: none"> • Is willing to make overnight deliveries to Europe 	



4. Sourcing candidates

Having planned and organised the recruitment process, the next stage is to decide from where to source potential candidates. Typical sourcing channels include:

- Internal recruitment
- Employee referral
- Advertising
- Job Centre
- Recruitment agencies
- Local community – offering apprenticeships

4.1.1 Internal recruitment

Some companies look to recruit internally from other parts of their business – for example, from the offices or warehouses – and give them the opportunity to become professional drivers.

How to recruit internally

- Post job advertisement on notice board
- Email job opening to employees
- Word of mouth among employees

'If you think hiring professionals is expensive, try hiring amateurs' Anon

Benefits of internal recruitment

- Highly cost effective and expedient
- Recruits are already familiar with job, clients, processes and company's goals and values
- Those leading the recruitment already know the strengths and weakness of applicants

Disadvantages of internal recruitment

- A limit in the number of potential applicants
- May cause resentment among other staff if one employee is selected over others
- Creates a vacancy that may need to be filled



Case study:

Expert Logistics (specialists in two-man home delivery of white and brown goods)

Managing Director, Dave Ashwell explains: 'We realised that the pond we were fishing in was diminishing so we decided we needed to fish in a new pond. Instead of trying to compete with every other logistics business for the available 7.5-tonne drivers, Expert Logistics decided to create its own.'

'We looked for a different set of people – people who had experience of driving 3.5-tonne vehicles. We chose the right people with the right type of customer service skills and the right personalities.'

'By 'upgrading' existing employees and training them on the job, trainees could qualify while working, so it was a no-risk opportunity. On completion they acquired a new skill and qualification with no commitment to stay employed with us.'

'For us the risk was limited because we were getting them to do deliveries for us anyway, just not on our 7.5-tonne fleet.'

4.1.2 Employee referral

This can be a valuable source of potential candidates, as it can attract a small number of highly suitable candidates. It is also particularly useful for small to medium-sized companies whose time to undertake a thorough recruitment process may be limited. Before posting the job internally operators need to define their employee referral policy. A sample policy that can be tailored to any size of organisation is shown below. When referrals are hired some organisations will typically offer a referral bonus (taxable) ranging from £100 to £2,000.

Employee referral policy statement

This organisation is always looking for great people, and you can help. Research has shown, and our own experience supports, that new employees who come into our organisation through referrals are excellent contributors, stay with us longer and are more cost effective to recruit.

If you know someone who, you think, would be a great addition to our organisation then encourage them to take part in the referral scheme.

If they are selected for the role and remain in the firm for XXX months, you will receive a £XXX bonus.

Refer candidates who meet the qualifications to our HR department using the attached candidate referral form.

Candidate referral form

Vacancy Job Title:

Nominee details

Candidate's name:

Referral date:

Resume attached:

(including contact information) Yes/No

Employee referral details

Referring employee's name:

Depot location:

Email address:

Questions:

1. What is your relationship with the applicant?
2. What skills and attributes do you feel that the applicant could bring to our organisation?
3. Why do you feel they would be a good fit for our organisation?

I have read and understand the referral program rules.

Referring employee's signature:

Date:



Send this form, along with candidate's resume to HR or Line Manager

Pros of using employee referrals

- ✓ Cheaper than advertising as job posting can be put up on canteen wall, company newsletter or sent by email to relevant employees
- ✓ Drivers tend to know other good drivers so they can attract a small pool of qualified drivers
- ✓ Allows for engagement between employees and management – empowers employees, fostering a more collaborative environment
- ✓ Candidates will have a realistic understanding of the job description before interview
- ✓ Very effective for small/medium operators as they can attract drivers they know and trust – saving time on recruitment process

Cons of using referrals

- ✗ Need to have a fair reward system in place for referrals

4.1.3 Advertising

If internal recruitment is not possible, the usual way to recruit is through advertising. The advertising process needs to be methodical and systematic to attract the right type of candidate. This means the following must be considered:

- Content of the advertisement
- Placing the advert
- Choice of sourcing channel

Designing the content of the advertisement

The aim is to attract attention from the right type of individuals, communicate the essential points quickly, and provide a clear response mechanism.



Tip: When drafting a job advertisement, you should follow the standard AIDA format:

Attention

Attract attention from appropriate job seeker

Interest

Establish relevance in the mind of the ideal candidates

Desire

On the part of the job seeker to pursue what looks like a great job opportunity

Action

Clear instructions are provided on how to respond to job advertisement

Advertisement text

The body of the advert should draw on the job description and person specification, and should include (at minimum) the following:

- Title/location/salary/reference number
- Brief description
- Nature of the organisation
- Brief description of competencies required
- Benefits and facilities (if attractive)
- Application procedure and deadline

Response mechanism

The final stage in designing the content of the advertisement is to provide a clear response mechanism. Typically there are two ways to collect responses from jobseekers:

1. Application form
2. CV (cover letter optional)

'You need to have a collaborative hiring process.' Steve Jobs, Apple



The merits of each are:

Application form	
✓ Pros	✗ Cons
<ul style="list-style-type: none">• Questions can be specific• Can be tailored to suit your needs• Allows for an easier comparison of skills and competencies across different applicants	<ul style="list-style-type: none">• Questions can be time consuming and tricky to design• Can be costly in terms of producing and sending out forms• Lengthy application forms can be off-putting for job seekers• Using application forms may take away applicants' initiative and may not be as impressive as a well written CV

CV	
✓ Pros	✗ Cons
<ul style="list-style-type: none">• A well-written CV indicates that the applicant is intelligent, organised and takes pride in their work• No need to produce application form• If a covering letter is requested then this supplements the CV• There are no additional costs in comparison with the application form	<ul style="list-style-type: none">• May not give you the specific job-related answers you may be looking for• Easy for applicants to leave out certain details

 **Tip:** Although a poorly-written CV or application form may indicate an unsuitable candidate, it is important not to let it be the deciding factor. Always keep an open mind throughout the process.

Mistakes to avoid when designing a job advertisement

- Avoid over-designed graphics
- Lots of words in italics or bold letters
- Over-exaggerated language
- Misleading headlines
- Too much technical detail
- Using more than two colours

Placement

Before placing the job advertisement, you need to be aware of the possible sources of advertising. These include:

Channel	Low Cost	Quickly reaches target audience	Can attract quality applications
Local Advertising (TV, radio, paper)	✗	✓	✗
Online advertising (social media, recruitment sites, company website)	✓	✓	✓
Advertise in trade magazines	✗	✓	✓

Guidance on placing a local advertisement

- For local press, choose the day the jobs supplement is published
- Avoid advertising before a holiday period
- Ensure your advertisement is placed in the correct and most appropriate section of the paper
- It pays to be brief and concise when compiling the text. A good example would be:

Hire Drivers Ltd – the area’s leading driving agency ①

Category C (Class 2) drivers – excellent rates of pay. Call us if you can say yes to the following:

- Held a Class 2 for 2 years
- Multidrop experience
- Three penalty points or less
- SAFED/fuel efficiency training preferred

Call Bill on 01XXX XXXXXX
www.xxx.co.uk ③

1. Concise and easily understood headline – grabs attention
2. Requirements clearly stated – grabs attention
3. Simple response mechanism



Many companies use specialist recruitment websites to advertise jobs. These channels are low cost, heavily marketed and reach a wide audience. Specialist recruitment agencies include www.indeed.co.uk and www.reed.co.uk.

These websites not only reach a wide audience, they also offer the opportunity to expand your coverage for a lower cost than local newspaper advertising. An example of an advertisement for a HGV driver can be seen right:

HGV Class I Driver

Salary:

Ltd Company – £XX.XX per hour to £XX.XX per hour Monday to Friday

Job reference: GNY

Region: South East

Skills Required: HGV Class I (category C+E)

X Company are delighted to be given this opportunity to work with one of the UK’s biggest retailers, providing HGV Class I drivers to their high street retail contract, based out of XXXXX.

As a professional C+E Class I driver, you will be required to deliver products to store locations and distribution centres throughout the South or South East. This role enables us to provide successful drivers with ongoing work, on either AM or PM shifts, five out of seven days per week, or ad hoc/weekend shifts to suit. As well as great rates of pay and the opportunity of ongoing work, we will be able to fix each successful driver to a regular working pattern ongoing long term. These exciting opportunities require only drivers of the highest calibre in terms of presentation and skills.

The pay rates for Ltd Company drivers are as follows:

- Monday to Friday days – £XX.XX per hour
- Monday to Friday afternoons – £XX.XX per hour
- Monday to Friday nights – £XX.XX per hour
- Saturdays – £XX.XX per hour
- Sundays – £XX.XX per hour

Only HGV category C+E drivers will qualify. A minimum of 12 months HGV driving experience is desirable. You must have no more than six penalty points for driving offences and no driving bans. References to cover the last three years will be required.

4.1.4 Job Centre

If you are seeking HGV drivers you should also consider using Jobcentre Plus. This service is run and funded through the Department for Work and Pensions. Its role is to assist people of working age to find a job. It can be useful if you are looking for local job seekers with certain skills.

You can find guidance on how to use Jobcentre plus at:



4.1.5 Recruitment agencies

Figures from the Office of National Statistics show that approximately 40 per cent of HGV drivers in the UK are agency drivers. Agency drivers may be an attractive option for you because:

- They eliminate the need to go through the recruitment and selection process
- They allow employers to focus on other parts of the business
- They can help to cope with unexpected demand or seasonal factors such as Christmas or summer holidays

Recruitment agencies will charge for supplying drivers, and research conducted by the Fleet Safety Forum suggests agency drivers are statistically more likely to be involved in a collision. If you decide to source drivers from an agency, it is important to follow the guidance below.

Guidance on using agency drivers

- You need to be familiar with the Employees Agency Act 1973. This act is designed to protect those using agencies
- It is important for you to liaise with the recruitment agency and ensure that all conditions of the driver's temporary employment are in a binding contract with the agency. These conditions should include (at minimum):
 - Up-to-date driving qualifications and licences
 - Duration of contract
 - Vehicle types to be driven and hours of work
 - Manual handling experience (if needed)
 - Dress code
 - Ensuring an arrangement is in place to secure the return of driving record sheets (tachographs) or the facility to download (dip) driver tachograph cards at the start and end of each shift

You should also:

- Personally check their licence and credentials
- Ensure the agency knows about recent work carried out by the driver. This will ensure the driver is not in breach of driver hours regulations. Always check the driver's card prior to each shift
- You should be familiar with section 97A of the Transport Act 1968 that governs the inspection of driving records
- Be aware that you, the employer, are responsible for:
 - Insuring the vehicles
 - Informing the driver of health and safety requirements
 - Providing uniform (if needed) and maintained vehicles
 - Informing drivers on how to return tachographs and other documentation

'When I find an employee who turns out to be wrong for a job, I feel it is my fault because I made the decision to hire him.' Akio Morita

The RMT has produced an agency driver questionnaire and declaration that should be completed by both the driver and agency. Sample documents can be found below and more detailed guidance on using agency drivers can be found here (pages 30-34):



Agency Driver Declaration and Questionnaire

This is a suggested procedure to help you when employing temporary drivers:

1. Make sure the temporary driver fully completes and signs the questionnaire and declaration.
2. Keep a photocopy of the driving licence on record for each period of employment.
3. Carefully check licence groups for the class of vehicle intended to be driven.
4. Examine any tachograph charts and driver card data for the driver's current week.
5. At the end of each shift ensure all drivers hours records are monitored and tachograph charts retained where required.
6. Retain all Tachograph charts as required and ensure all digital drivers hours data are downloaded from each drivers card.

Sample questionnaire and declaration to be completed by the driver

Name of agency: _____

Name of driver: _____ Date of birth: _____

Vehicle reg number: _____ Date: _____ Route no.: _____

Are you on the books of any other company or employment agency? Yes No

If 'Yes' give details: _____

When did you last finish work? (enter date and time): _____

When did your last weekly rest finish? (enter date and time): _____

Have you worked for any other company or carried out any other employment since you last weekly rest? Yes No

If 'Yes' which days (Sun/Mon/Tue/Wed/Thu/Fri/Sat) and which company [did you work for] or [what] employment [did] you carried [carry] out? _____

I understand the requirements of drivers' hours and tachograph legislation

Start time: _____ Finish time: _____ Total hours: _____

Above time checked from driver's charts and card? Yes No

Driver's licence number: _____

Photocopy taken? Yes No

Driver issued with new chart numbers: _____

Number of days driver employed: _____

Photocopy of charts taken at end of employment? Yes No

Any other information: _____

Signature of manager/supervisor: _____ Date: _____

4.1.6 Local community – offering apprenticeships

One of the biggest recruitment challenges facing the transport sector is the difficulty of recruiting and retaining young drivers. The cost of paying for an HGV licence deters young drivers when making career decisions at 18. A lack of awareness of professional driving as a career adds to the challenge of recruiting young talent.

To increase the talent pipeline it would help to engage school-aged children early, raising awareness of professional freight driving. This could be achieved through recruitment fairs, talks at schools and colleges or running apprenticeship schemes to employ school leavers in warehouse roles until they can qualify as drivers. 'Warehouse to wheels' schemes is one example. Involving employees in these initiatives would have the added benefit of contributing to an organisation's corporate responsibility objectives.

There are more than 130,000 businesses across the UK offering apprenticeships, with 80 per cent reporting a significant increase in employee retention. Other benefits include:

- A more motivated and satisfied workforce
- All training and learning done on the job, minimising operational disruption
- Apprenticeships tailored to the specific needs of the business, providing skilled workers for the future

'Often the best solution to a management problem is the right person.' Edwin Booz

4.1.7 Assessment and selection

The final stage in using the 'best practice' approach to recruitment is to conduct an interview and driving assessment before making the final selection. There are six steps to follow to ensure a fair and thorough selection process.

Step 1: Shortlisting responses to job advertisement

This will be done using the information provided on either the CV or application form. Each application should be assessed against the person specification already prepared and the job description. This process should be conducted by two people and be as objective and consistent as possible. Depending on the number of applicants, you should aim for between four and six candidates on the shortlist.

Example shortlisting form – CV sifting checklist

Name: _____ Assessor: _____

1.1. Essential (double weighted scores)

Criteria	No evidence		Poor		Satisfactory		Good		Very good		Excellent
Relevant qualifications 	0	1	2	3	4	5	6	7	8	9	10
Strong customer service skills 	0	1	2	3	4	5	6	7	8	9	10
Good organisation skills (planning, prioritising, managing time) 	0	1	2	3	4	5	6	7	8	9	10
Good H&S awareness 	0	1	2	3	4	5	6	7	8	9	10
Shows interest/commitment to wanting to work for 'Sofas R Us' 	0	1	2	3	4	5	6	7	8	9	10
Total score:											150

 Further details on the current apprenticeship schemes can be found at: www.gov.uk/education/apprenticeships-traineeships-and-internships

1.2 Desirable (single weighted scores)

Criteria	No evidence		Poor		Satisfactory		Good		Very good		Excellent
Aspirations: commitment and enthusiasm to learn and progress 	0	1	2	3	4	5	6	7	8	9	10
Transferable skills: evidence of team work/collaboration 	0	1	2	3	4	5	6	7	8	9	10
Transferable skills: evidence of leadership and holding responsibility 	0	1	2	3	4	5	6	7	8	9	10
Relevant work experience (delivering furniture) 	0	1	2	3	4	5	6	7	8	9	10
Total score:											150
Notes:											
Combined Score:											

Channel	Rater 1	Rater 2	Total	Overall	Percentage %	Overall %
Essential double score received)			/100	/150		
Desirable			/50			



Case study:
Canute Logistics and Wilko collaborate on a new apprenticeship scheme

National logistics provider Canute Group has joined forces with Wilko, a major customer, to launch a new driver apprenticeship scheme. The scheme, centred on Wilko depots in Nottinghamshire and South Wales, aims to give a new generation of would-be drivers the chance to overcome the rising costs of entering the industry, as well as securing a steady supply of skilled drivers for Canute.

The two companies contracted apprenticeship specialist Fleet Master to set up a framework for training drivers and took on their first two apprentices last April.

The scheme enables 18 to 23-year-olds to benefit from full training on Category B Licences before progressing in their first year to Category C and C+E Licence

for Class 2 and 1 vehicles, and becoming a fully qualified HGV driver within two years. The apprentices also produce course work for the Quality Credit Framework (QCF), which is similar to NVQ qualifications, aiming to reach QCF Level 2 in Driving Goods Vehicles within the first year, and the Transport Freight by Road QCF within their second year.

Of the six apprentices in Manton Wood, two have already achieved their Class 1 (C+E) licence with a 100 per cent pass rate, and three have attained their Class 2 (C) licence with an 80 per cent pass rate. The apprentices also spend time shadowing the transport manager and the health and safety and driver training departments.

Source: www.theloadstar.co.uk/canute-logistics-and-wilko-gear-up-to-beat-the-hgv-driver-shortage-with-a-new-apprenticeship-scheme/

Step 2: Continue shortlisting with a telephone call

Once the shortlist has been produced, you may wish to invite the candidates for a one-to-one interview. However, you could continue shortlisting by conducting phone interviews. These are inexpensive and offer a stepping stone to the next stage of candidate selection.

Guidance on conducting a phone interview

- Try to contact candidate beforehand to agree time for phone call. If this is not possible try cold calling
- You should thoroughly prepare questions beforehand and use a simple answer sheet
- Ask a few open-ended competency based questions (see note below on competency based questions)
- You need to confirm candidate's interest in the post and clearly outline next steps
- When the conversation is over, fill out the answer sheet based on the examples of behaviour that the candidate described

Competency based questions: These questions test for real-life examples of using a certain skill. They require an interviewee to draw on previous experience, sharing how they dealt with a particular situation

'As a business owner or manager, you know that hiring the wrong person is the most costly mistake you can make.' Brian Tracy

For example -

'Tell me about a time when you have had to handle a customer complaint and how you dealt with it.'

Others might include: Tell me about a time when you have...

- Exceeded customer expectations; what did you do?
- Worked to your own initiative? (Prompts: How did you come to that decision? What were the outcomes?)
- Met an urgent deadline? (Prompts: How did you decide on your approach?)
- Changed procedures and improved the system? (Prompt: What were the outcomes?)
- Dealt with an irate customer; how did you respond?
- Showed flexibility in your working schedule; what did you do?
- Witnessed an individual failing to behave in a safe way; what did you do?

Option: Driver risk profiling

At this stage it is also good practice for potential new drivers to complete an online driver risk assessment.

To measure attitudes towards driving during the selection process, you can use online driver risk assessment tools.

Why?

This captures attitudes towards driving, looking to identify any risky behaviours in drivers, across age groups and demographics.

It ensures that you do not employ high-risk drivers, enabling you to interview a highly competent pool of candidates.

Many insurers offer a driver profiling service to their clients so we suggest you ask your provider. Alternatively, The Royal Society for the Prevention of Accidents has created a 20-minute online survey assessing individuals against the following elements:

Driver profiling			
Aggression 	Alertness 	Stress 	Dislike of driving 
Anticipation 	Attention 	Violation 	Error 

For more information on this tool, please visit:



- A free trial is available, and you can contact RoSPA for a quote
- Licences are valid for 12 months for any number of drivers

Many insurance companies also offer driver profiling for their clients.

Once all telephone interviews (and potential risk profiles) are complete, combine assessment data from Step 1 with additional data to shortlist down to two or three candidates. At this point, invite shortlisted candidates for a face-to-face interview.

Step 3: Conduct face-to-face interview

Almost all job selection processes will involve a face-to-face interview.

Benefit of conducting interviews

- Easy to validate information such as driving licences, qualifications, training completed and other skills (i.e. health and safety training)
- You can explore omissions such as gaps in experience or education

- You can provide the candidate with more detailed information on the role, training and employee benefits, and closely assess their suitability
- Gives candidates the opportunity to sell themselves and reveal their personality

Interview checklist

Conducting a face-to-face interview is one of the most important parts of the selection process. As such, it is vital to be adequately prepared. Here is an interview checklist:

Before	During
<ul style="list-style-type: none"> • Decide who is best placed to interview the candidate. This should be someone who is familiar with the role and someone from an HR/management background if possible. • Book time/location and confirm with candidate – ensure enough time for discussion, questions, driving assessment and full review with interview panel at the end. • Re-familiarise yourself with the person specification and job description. • Read CV/application form/feedback from telephone interview. • Meet with interview panel to agree on line of questioning, roles (time keeper, note writing) and approach (who will ask the questions?) • Confirm time/location with interview panel. • Notify reception/scrutiny of the candidate's arrival. 	<ul style="list-style-type: none"> • Start on time and with a warm welcome. • Outline interview agenda. • Proceed with questions (past experience, competency-based questions, past experience, specific skills, ambition). • Avoid asking closed questions (where the answer will be only be yes or no) and try to let the candidate do the talking. • Observe non-verbal behaviour. • In line with questioning, try to provide more information on the role and offer the candidate the chance to ask questions. • Ensure the candidate's responses are noted. • Keep an eye on the time. • End interview and reiterate next steps.

Step 4: Driving assessment

You must conduct a driving assessment when selecting a HGV driver. This can include a mixture of urban, rural and motorway driving.

The aim of a driving assessment is to get a feel of the driver's behaviours. The driving assessment must ensure that the new driver displays a high level of competence, following good practice and procedures.

The initial driving assessment

- A Highway Code test should be undertaken as well as driver profiling as appropriate. The practical element of the driving assessment should not be undertaken if the applicant fails the Highway Code test or demonstrates a poor attitude and knowledge on the profiling.

- We suggest that all candidates complete a standardised route which allows for approximately 45 minutes of assessed driving. We also recommend that you allow an additional 30 minutes for other competency checks such as use of ancillary equipment, manoeuvring, coupling/uncoupling semi-trailers and demonstrating securing a load where applicable
- Should be a formalised procedure adhering to the Highway Code and all safety and security procedures
- This is to be conducted by a member of your team in-house or via an external driving assessor who is a qualified HGV Driver Assessor
- Initial familiarisation and guidance should be given by the assessor prior to any activity to ensure the candidate is fully conversant with the controls and any other ancillary equipment on the vehicle



It is good practice to complete a checklist to ensure that the driver demonstrates the following best practice competence:

Driving assessment checklist

- Walk-around vehicle check
- Pre-driving material preparation
- Accurate use of vehicle controls (including ancillary equipment such as HIABs, tail lifts, fridge units, tippers, winches as applicable)
- Accurate use of mirrors
- Moving and stopping safely (including safe coupling and uncoupling where applicable)
- Parking, reversing and overtaking safely
- Correct use of signals
- Being aware of road/weather conditions
- Cautiously approaching roundabouts and junctions
- Appropriate reaction time to road signals and hazards (traffic lights, pedestrians, cyclists etc)
- Assessing the new driver's attitude and behaviours
- Assessing new driver's speed and distances from other vehicles
- Being aware and cautious around other vehicles/pedestrians/cyclists
- Driving fuel efficiently
- Planning of driver hours, break times and time to destination
- Competent in using a tachograph device
- Assessing level of safety as a passenger – consideration of passengers in the vehicle. (For example, if driving a passenger coach, how safe do you feel having this driver in control of the vehicle?)

An example score sheet is shown in Appendix I.

General guidance:

✓ Good practice

Whether your fleet organisation is large or small, you should adhere to the following guidelines when conducting initial driving assessments:

- Ensure transparency in the scoring of the criteria – giving drivers feedback on positive and negative behavioural indicators
- Assessments should always be consistently completed (not picking and choosing what and what not to assess)
- Ensure the assessment is in a written format and easy to read
- They should be carried out as part of the selection process, and then annually to maintain best practice (can be used more frequently as required for a driver with a poor collision record)

Step 5: Candidate assessment and selection

When interviews and pre-employment assessments are complete, the interview panel should meet to assess each candidate. This may be a simple or complex task depending on the number and quality of candidates. Training is available for hiring managers via the FORS Practitioner suite of training – Managing driver training and development. Available at: www.fors-online.org.uk/cms/practitioner-workshops/

Tips for conducting candidate assessments:

- Be as objective as you can, discussing what competencies and skills the candidate demonstrated rather than whether you liked them
- Assess each candidate using the person specification
- Some companies choose to use a scoring system; however, candidates who perform best in a scoring system may be over-qualified for the role. It is important to ensure the candidates have performed well in the areas that are crucial to your business
- Once you reach a decision, you are now in a position to make a job offer.

Step 6: Making an appointment

Once the decision has been taken, you are in a position to make a job offer. Typically, most employers will make an offer over the phone to the successful candidate

✓ Tip

It is vital that you inform the successful candidate before informing the unsuccessful candidates – just in case the person declines the job. Unsuccessful candidates should be treated with respect, as you may need them in the future.

Following a verbal acceptance, you should send a letter of acceptance that contains the following:

- Start date
- Person to whom reporting
- Salary/benefits/pension
- Terms and conditions
- Dress code
- Adding: Subject to background check requirements

After making a job offer and the successful candidate accepting the role, you must run a background check on the candidate.

Step 7: Background checks

Guidance on conducting background checks:

- Check driving record (again), guidance on running this check can be found here: www.gov.uk/check-driving-information
- Typically, the duties of an HGV driver will involve a high degree of client interaction. It is important to run a criminal record check, as anyone with a history of violence, for example, may not be suited to this role. Guidance on running these checks can be found here:
- www.gov.uk/guidance/dbs-check-requests-guidance-for-employers
- You are legally required as an employer to check an employee's eligibility to work in the UK. This is governed by the Immigration, Asylum and Nationality Act 2006. Further information can be found here:
- www.gov.uk/browse/visas-immigration
- In line with the background check, employers should take the time to contact candidate's referees. This enables the employer to monitor the candidate's employment history and to validate information provided throughout the selection process

✓ Tip

When something is uncovered during a background screening you need to consider giving the applicant the opportunity to share more information about the situation. It's always possible there's been a mistake that can be rectified or extenuating circumstances that change the view of the situation.

Pre-employment medical checks

As an employer, you are legally bound by The Health and Safety at Work Act 1974 to practise a duty of care to ensure your working environment is a safe place in which to work and does not pose any dangerous hazards to others. Training is available for hiring managers via the FORS Practitioner suite of training – Managing driver fitness and health. Available at: www.fors-online.org.uk/cms/practitioner-workshops/

It is best practice for offers of employment in safety-critical roles to be made conditional to a satisfactory medical examination or satisfactory answers to a medical questionnaire. Although the Equality Act 2010 largely prohibits pre-employment health questions, they can be asked of candidates if the ability to carry out certain activities safely is an intrinsic part of the role.

Employers should ensure any such questions or enquiries are relevant to the role, otherwise claims of disability discrimination may result. This is important, as a driver's health status may have altered since they qualified for their HGV licence.

Medical assessment

It is good practice for potential new drivers to be referred to an occupational health assessor or their GP for a health screening to ensure they are fit to work in a driving environment, before being employed. A health assessment may typically include:

- Drug and alcohol check
- Eye test
- Hearing test
- Judgment test
- Attention and concentration test
- Questions regarding any long-term health conditions

HGV medical assessments can only be administered by any registered doctor in the UK. The HGV medical assessment will examine all (or more) of the above components.

✓ Good practice

Health checks do not stop as soon as a medical certificate has been provided. A report from the occupational health assessor or GP must be thoroughly studied for each new driver. This is to allow for the manager to make any additional adjustments if necessary to facilitate work performance and ensure safety.

Please note: All applicants holding an HGV licence will have been required to complete a D4 medical evaluation form and submit this to the DVLA upon licence renewal. This evaluation is required at intervals, depending on the driver's age, and submitted to the DVLA with the D2 – Licence Renewal form. It is within your duty of care to ensure that this medical assessment is up to date and revisited by a medical professional when recruiting a new driver.

‘Hire character.
Train skill.’ Peter Schultz



Medical questionnaire

Alternatively, you can ask your potential new drivers to fill in a medical questionnaire, disclosing any pre-existing medical conditions. It is recommended that specific medical questions are supplemented by: ‘Is there anything else in your history or circumstances which might affect our decision to offer you a job?’

It should be stressed to employees filling in such questionnaires that should an employee be found to have lied or deliberately misled an employer in the answers provided; employers are likely to be justified in taking disciplinary action up to and including dismissal for gross misconduct.

4.1.8 Providing employee references

Employers do not have to give a reference but if they do it should be fair and accurate, some employers may only give a factual reference stating dates of employment, job title and salary. There is generally no legal obligation to give a reference, if one is given it should be a fair reflection and accurate.

4.2 Driver inductions

4.2.1 Induction standard

Once you have selected your new drivers, it is vital to give each employee a detailed induction. Certain elements of this induction should be consistent across sites and roles, while other elements should be adapted according to the specific depot site and role.

Induction material consistent across sites and roles	Tailored induction material
<ul style="list-style-type: none"> Company aims, objectives and ethos 	<ul style="list-style-type: none"> Depot familiarisation
<ul style="list-style-type: none"> Health, safety and wellbeing processes and procedures 	<ul style="list-style-type: none"> Vehicle and route familiarisation
<ul style="list-style-type: none"> Collision management policy 	<ul style="list-style-type: none"> Role familiarisation (including aims and objectives)
<ul style="list-style-type: none"> Appraisal and development processes and procedures 	

Typical structure:

You need to keep the induction procedure engaging as well as educational for drivers. Here is a suggested structure:

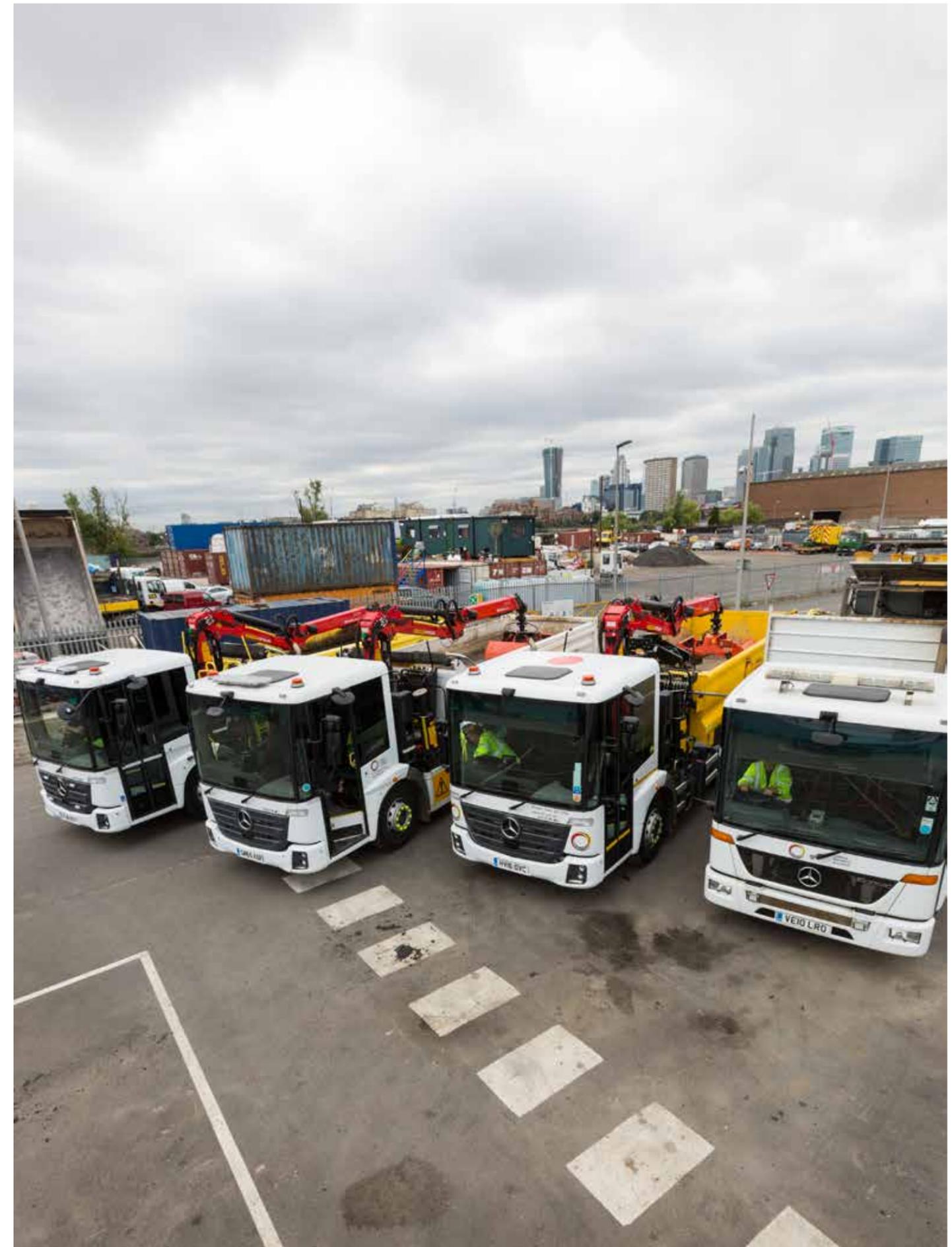
- Classroom training followed by a written test. This may cover topic areas such as road safety, the Highway Code, the driver handbook, fuel efficiency, managing your vehicle and any other issues
- This may be conducted via PowerPoint presentations and supported by videos
- Classroom training should consider the experience and demographics of the group, and be tailored accordingly where possible
- For HGV drivers a DCPC induction module which could include: manual handling, driver's hours, site induction, use of ancillary equipment (i.e., tail lifts, fridge units, rear steer trailers).

4.2.2 Inducting agency divers

You should follow the guidance on managing agency drivers outlined in Section 4.8.

'I am convinced that although training and development are important, Recruitment and Selection are much more important.'

Stephen R. Covey



5. Retaining, engaging and managing drivers

5.1 Retention

Context

As previously highlighted, the constant turnover of drivers significantly increases an operator's costs.

These consist of:

Separation costs	Recruitment costs	Training costs	Logistical costs
<ul style="list-style-type: none"> Administration of terminating contract Exit interviews 	<ul style="list-style-type: none"> Advertising costs Interviewing and assessing candidates Pre-employment administration Medical examinations/ tests 	<ul style="list-style-type: none"> Induction On-boarding time: ramping up in productivity 	<ul style="list-style-type: none"> Idle equipment Productivity loss Insurance costs

An American study (Rodriquez, et al, 2016) into the costs of driver turnover concluded that:

- The average cost of turnover per driver for all companies in the study was £6,298.21 and ranged from £1,715.68 to £15,855.68.

This data was collected from company driver fleets and owner-operator firms, from van operators to refrigerated and flatbed companies who were involved in the study, ranging in size from a few drivers to many hundreds.

Reasons employees leave a company

- Salary and benefits package are not aligned to industry standard
- Employees feel role or company is not what they expected
- There is little training or mentoring from senior management
- There is little chance of future personal development
- Employees feel their work is not valued or appreciated
- Drivers spend most of their time away from the depot, so it is difficult to have the right face-to-face conversation at the right time
- Some drivers are not comfortable with new technologies (telematics/ in-cab cameras) so leave the industry
- Employees feel they are been overworked, affecting work/life balance
- There is little trust, respect or confidence shown by senior management

5.2 Barriers to retaining drivers

In 2015 the FTA commissioned a study to understand and quantify the extent of the shortage of commercial drivers in the UK (FTA, 2015). It showed that there is a current shortfall of 52,000 drivers. A further survey with 412 drivers pinpointed poor wages and unsociable hours as significant factors.

The need to offer at least a competitive salary – one that is in line with industry standard – has to be recognised. As for working hours, it is the operator's responsibility to ensure drivers are working to realistic delivery schedules.

Other notable reasons why it is difficult to retain drivers include:

- Poor driver roadside facilities.
- An ageing workforce.
- Low levels of engagement between managers and drivers.

'Always treat your employees exactly as you want them to treat your best customers.'

Stephen R. Covey





Case study:
Driver Welfare Report

Completed by: Chartered Institute of Logistics and Transport (2015)

A recent report by CILT explored best practice in driver facilities. Recommendations included:

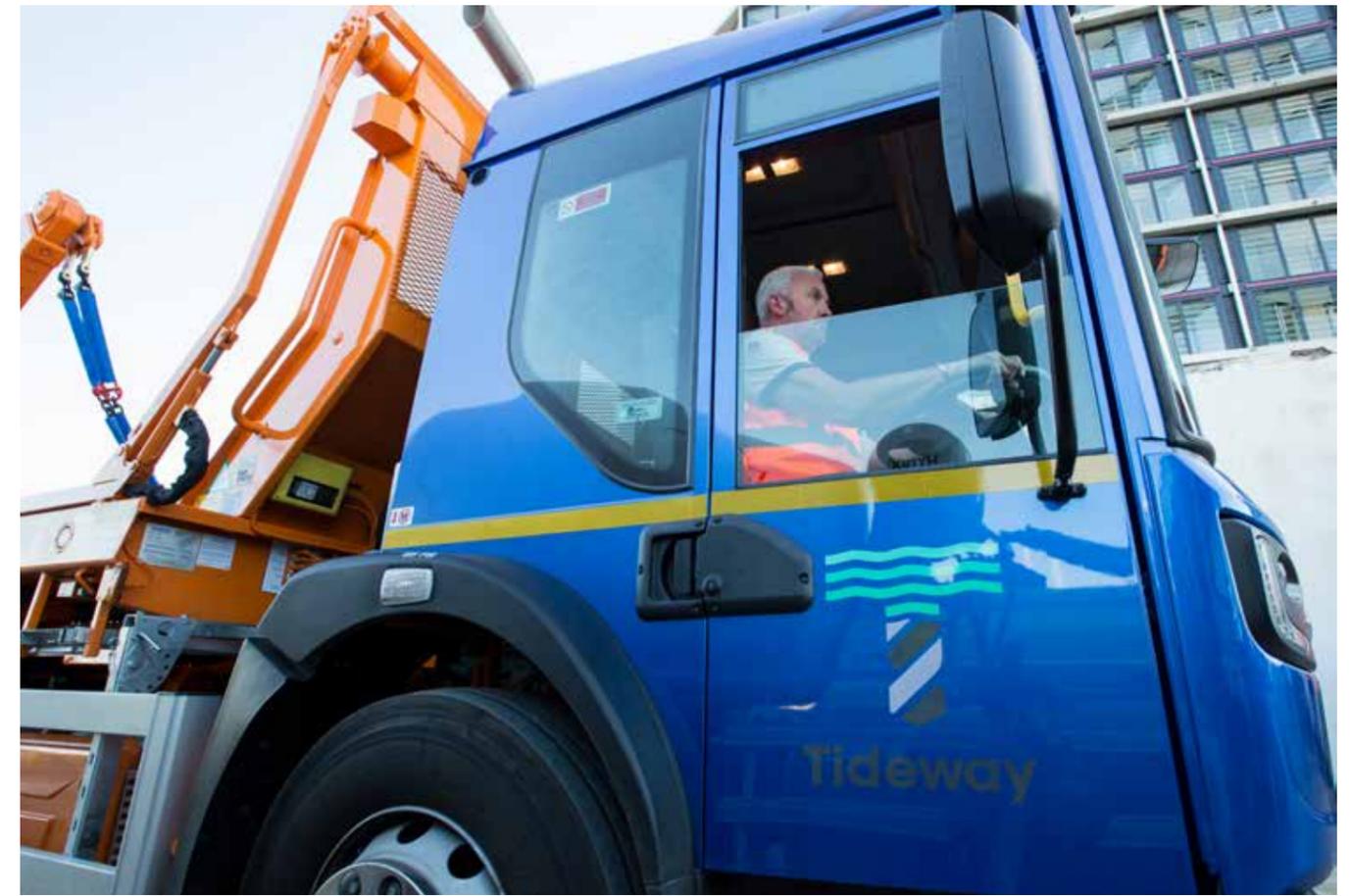
- Refuse to deliver to clients who do not provide facilities for drivers
- Provide showers, toilets for both sexes, cleaned regularly, and suitable lighting at own depot.
- Attempt to implement a schedule so drivers avoid having to wait for long hours.
- Install tea/coffee facilities in every lorry.
- Build awareness around the issue – contribute to industry awareness campaigns such as the ‘Blue Arrow – Drive with Pride’ campaign www.bluearrow.co.uk/pages/drive-with-pride.aspx

5.2.1 Providing proper facilities for drivers

HGV drivers are required to take daily driving breaks and overnight rest (if needed). This is governed by the EU Driving Hours Directive 3820/85. However, based on secondary research and interviews with operators, industry bodies and special interest groups it is evident there are number of issues regarding roadside facilities for drivers. These include;

- Long waits at depots with no permission to access toilet facilities or rest areas
- Not permitted to eat food at a location where they are making their delivery
- Constant security risk for those sleeping overnight at truck stops
- Poor roadside conditions (no access to showers, no female toilets, food on sale too expensive)

The recurring theme throughout research (Returnloads.net, 2016) is that drivers feel welfare facilities provided to them are often poor. This can represent a significant barrier to entry to the profession and contribute to people leaving it.



5.2.2 Ageing workforce

One of the major challenges facing the HGV industry is how to manage an ageing workforce. Almost 60 per cent of drivers are currently over 45 years old. Additionally, the number of drivers claiming job seeker’s allowance has dropped by 88 per cent from 11,845 to 1,365 since the January peak in 2010. As such, the ‘safety net’ of out-of-work drivers looking for employment is no longer available (FTA, 2016). One of the key challenges facing operators is to convince drivers of the benefits of new technologies and to dispel the myth that ‘big brother is watching’. One way to overcome this is to remind drivers regularly about the safety benefits of these technologies. Also, it is essential that drivers are aware that using these

technologies creates a ‘win-win’ for both driver and operator. For example, using in-vehicle technology:

- Allows operators to monitor and reward good driving behaviour
- Allows access to data that if used correctly can help reduce emissions, improve fuel consumption, reduce idling and improve customer satisfaction
- Can support in a post-collision investigation, ensuring the correct allocation of blame

The case study below identifies some of the other factors that can help galvanise driver loyalty.

Case study:
Driver retention

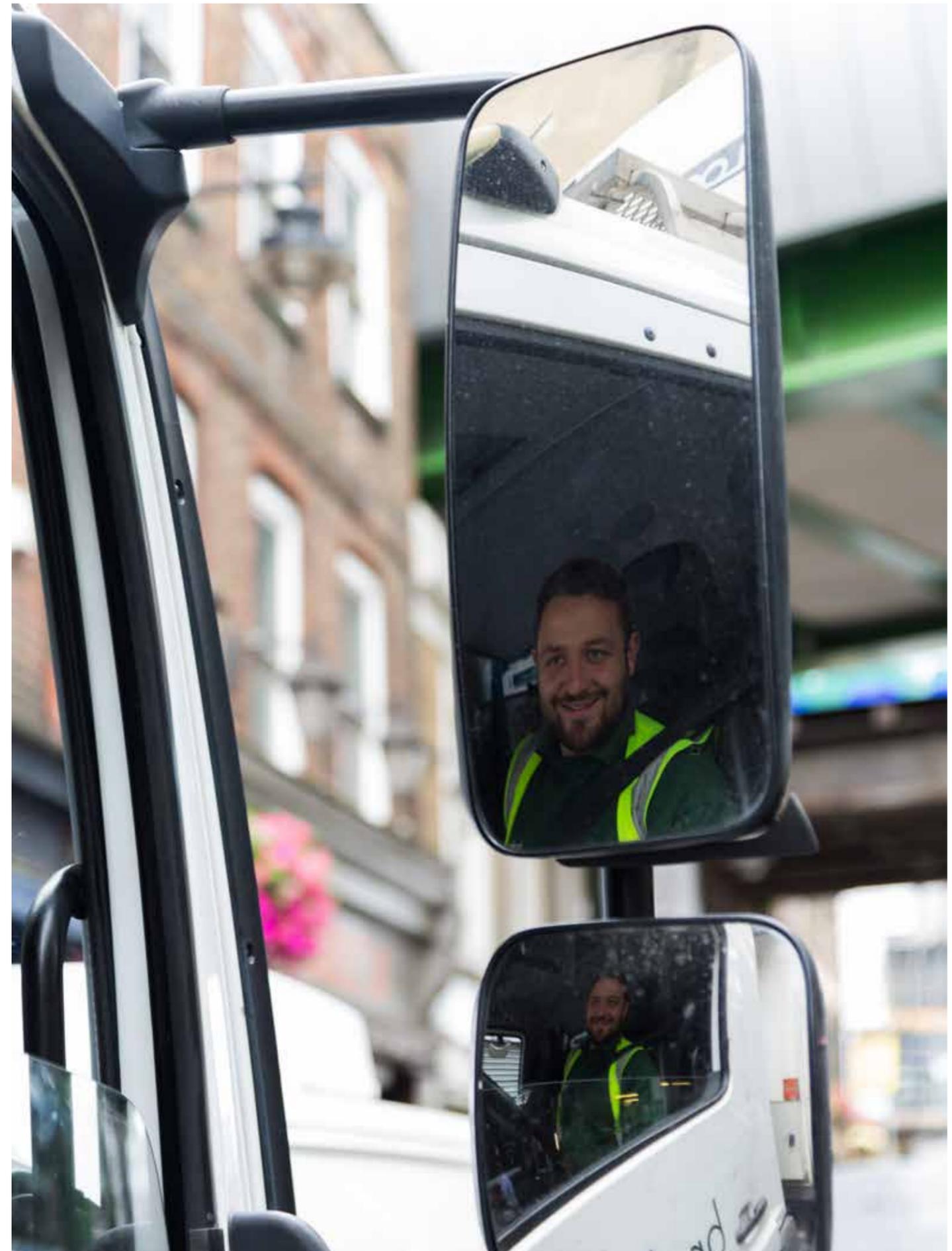
Research with managers and current and former HGV drivers in Scotland.

Completed by: Skills for Logistics for the Scottish Road Haulage Modernisation Fund (2014)

The results of a survey of 80 HGV drivers explored the most important elements contributing to the likelihood of a driver staying with an employer. For older drivers (40+) commitment increased

when there were attractive pension arrangements, comfortable vehicles to drive and job security. Younger drivers, however, were motivated more by higher wages and flexible, family friendly conditions of employment. The report concludes by recommending that a 'one size fits all' approach to retaining employees should be avoided. Instead, a more tailored approach based on age is recommended:

Tips for retaining older drivers	Tips for retaining younger drivers
 <ul style="list-style-type: none"> • Provide an attractive pension contribution system 	 <ul style="list-style-type: none"> • Provide attractive salary and benefits package
 <ul style="list-style-type: none"> • Minimise stress by devising realistic delivery timescales 	 <ul style="list-style-type: none"> • Offer flexible and family-friendly conditions of employment
 <ul style="list-style-type: none"> • Operate a flexible policy on retirement ages 	 <ul style="list-style-type: none"> • Provide adequate training



5.3 Framework for retaining staff

There is extensive research into methods to improve employee retention rates across all industries. Five main principles underpin the management of employee commitment. Known as CERRT, they are:

- **C**ommunicate • **E**ngage • **R**espect • **R**eward • **T**rain

With each of these principles there are a number of ways to manage employee retention:

Principle	Methods
Communicate	<ul style="list-style-type: none"> • Ensure that drivers are provided with a realistic job preview and job description during the recruitment phase – honesty is the best policy • Instil the culture of the company from the start, making drivers feel part of the family – sharing the company vision, ways of working, and asking the driver how this resonates with their working style • Allow applicants to meet some of your employees and ask honest questions peer to peer • Create channels of communication between your management and your employees through regular meetings, suggestion boxes, and socials • Circulate a weekly/monthly newsletter and include any driving-related achievements • Your management need to have an open-door policy that encourages employees to speak honestly without fear of repercussions • Give on-going supportive feedback – both positive and corrective • Have a mentoring system in place for employees. This is particularly important for younger drivers who can get advice from senior staff on an ad-hoc/informal basis
Engage	<ul style="list-style-type: none"> • Get your managers involved in coaching or training. This helps harness respect and trust in senior management. Additionally, it engages senior management more fully with employees • Ensure managers know the names of their drivers – particularly relevant for SMEs • Ensure managers are fully trained in managing people or at a minimum have strong inter-personal skills • Ensure your employees are fully engaged with the company's values. This can help foster an employee's loyalty to the company • Engage employees in the company's mission and goals from the start, and continue to engage with employees through the year – providing updates and setting up question time with senior leadership • Ask employees what they think – formally through opinion surveys, and informally between supervisors and employees. Make sure you follow up on this feedback and provide resolutions where possible

Principle	Methods
Reward	<ul style="list-style-type: none"> • Offer a competitive benefits package that fits your employee's needs • Have photos displayed around the canteen regarding everyone's contribution to a certain project or meeting a target • Have a structured system in place that assesses employee performance. This would involve twice-yearly appraisals in which clear performance goals should be established. This should be linked to pay rises and promotions • Reward those who receive positive feedback from the customer • Provide small perks such as a good coffee machine in the staff room and subsidised meals • Promote internally where applicable. This gives employees a clear path for potential advancement • On your company website, have a sample career path for drivers • Ensure that your scheduling allows all drivers the opportunity to earn additional pay through completion of overtime, where applicable and legally permissible
Respect	<ul style="list-style-type: none"> • Demonstrate and cultivate respect. One of the key ways this can be achieved is by providing proper facilities for your drivers (see case study below) • Provide clean and comfortable vehicles (Skills for Logistics, 2003) • Publicly recognise staff for their hard work. For example, have a league system in place for safe driving, in which monthly winners are rewarded with a small gift • Respect the work/life balance of the employee. For instance, by understanding employee's needs you could offer non-traditional work schedules to those who require it (flexitime, extra holidays, and days in lieu) • Minimise job-related stress by streamlining paperwork and devising realistic delivery timescale
Train	<ul style="list-style-type: none"> • Empower employees by holding regular training sessions. This ensures they have all the tools, resources, information and training courses required to do their job effectively • Consider offering drivers a position in another area such as sales/warehousing for a six-month period. This will contribute to their personal development and galvanise loyalty • According to a report by the Scottish Road Haulage Road Modernisation Fund, the three areas where driver training is most required are: <ul style="list-style-type: none"> – Stress management – Updating legislative requirements – Customer Care

CILT case study:

'The O'Donovan Way' – O'Donovan Waste

The nature of the waste management business means that a large element of the work inevitably involves transport and logistics. Each year, the UK generates more than 77 million tonnes of construction waste. This equates to almost four million HGV waste movements on the UK's roads per year.

O'Donovan operates a fleet of 85 vehicles and drivers comprise 75 per cent of the workforce. The company recruits through word of mouth and social media, and an introduction programme rewards members of staff for recommending successful new starters. Investing in training is crucial to ensure that health and safety risk is minimised, the company says, and safety of all workers as well as other road users is paramount. A comprehensive induction programme is in place along with continuing and in-depth training, which is crucial for keeping safety a priority.

This includes:

- Driver assessment
- Waste essentials DCPC
- CSCS training
- Safe urban driving (SUD)
- Hazard perception training
- Crossrail training

O'Donovan also invests to ensure all its drivers achieve NVQs in HGV driving as well as in waste management. The company has also become an approved JAUPC CPC training centre to help improve safety and standards in logistics. Its bespoke driver course deals specifically with the issues faced by those working in the waste industry. The content is based on the experiences of the company's own staff and drivers.

As well as training, the company provides drivers with the best possible vehicles and safety equipment. 'Our procurement policy includes driver feedback and recommendations so that new vehicles are comfortable and aesthetically pleasing for the drivers as well as being fuel efficient and safe,' the company says. 'We invest in comprehensive safety enhancements for each lorry, including CCTV and audible sensors, and we also have our bespoke telematics equipment and a fleet management system. This enables driver behaviour and driving patterns to be monitored in real-time and potential training requirements to be recognised at an early stage.'

Importantly, as well as increasing the knowledge of the drivers, the telematics will also contribute to reducing the risk of accidents and improve road safety. By analysing data on individuals' driving style, speed, braking, cornering and idling, O'Donovan is able to train and educate its drivers on the safest driving techniques. At the same time, the company is more environmentally friendly in terms of fuel economy and lower carbon emissions.

Over the past year the company says it has achieved the following:

- Fuel consumption reduced by 27.5 per cent
- Insurance claims reduced by 25 per cent
- Recorded driving events (e.g. harsh braking, sudden acceleration) reduced by 60 per cent
- Reduced idling by 50 per cent



5.4 Demand management

Forecasting demand for drivers allows you to match demand with the supply of drivers. Before undertaking labour forecasting, you must ask yourself:

1. What is our expected growth over the next three to five years?
2. What is our vision – do we, for instance, plan to expand into new markets?
3. What technological advancements may affect staffing levels?
4. What are our turnover rates?

Once you can answer these questions you can undertake staffing demand forecasting:

5.4.1 Approach to demand forecasting

1. Setting the objective:

Make sure you understand the scope and purpose of the forecast. A forecast is required for the number of deliveries made by the company each month to estimate the amount of driver resource required throughout the year.

2. Determining the time period:

Typically, staffing plans include a variety of planning horizons, with some immediate concerns addressed more quickly (for example, within one year), and others over the long term. The length of the planning horizon should provide your company with enough time to carry out the items listed in the plan. Often organisations find that a five-year planning horizon is necessary to provide enough lead time to perform recruitment, selection and training.

3. Selecting method for demand forecasting:

There are two methods you can use to forecast demand:

Quantitative forecasting (using statistics and mathematics):

These are based on mathematical (quantitative) models and are objective in nature. They can be formed using historical data such as number of deliveries over the last five years.



Example: Using average deliveries

- Total number of deliveries for the past three days has been five, four and eight
- Since there are three data points, the most recent day (eight) gets a weight of three; the second recent day (four) receives a weight of two, and the last day of the three periods (five) receives a weight of just one
- The calculation is as follows:
$$[(3 \times 8) + (2 \times 4) + (1 \times 5)] / 6 = 6.17$$
- Therefore six to seven deliveries is the forecast number of deliveries for the following day
- From this, based on experience you assign the number of drivers to cover the forecast number of deliveries

✓ Tip

Although a simple example is illustrated, using statistical analysis to plan resources can be complex and expensive. It is typically used by large organisations.

Using Past experience/intuition/team meetings:

Small and medium-sized businesses often prefer to rely on qualitative approaches to determine labour demand forecasting. These approaches tend to use experts within the business – the employees, managers and business owners themselves – to determine future need. Popular approaches include:

Managerial judgement

Business owners/managers assess their own labour requirements individually, taking into account factors such as retirements and promotions.



Nominal group technique

This is a controlled form of 'brainstorming', when management engage in a small group discussion to reach consensus on future staffing.

1. Each individual writes down their ideas silently and independently
2. The group engage in a 'round-robin', stating their views
3. Each idea is discussed and questions are asked
4. Ideas are voted on privately to prioritise solutions

✓ Tip

One of the major advantages of this approach is that the techniques involve the people who are likely to be affected by any changes. So there is likely to be greater commitment and acceptance of policies and practices by those involved. One of the downsides is the time and cost of involving employees, managers and business owners in the processes.

5. **Collect data:** Collect the primary or secondary data used to create the forecast.
6. **Present results:** Validate the collected data, develop a resource schedule and implement.

5.4.2 Benefits of demand forecasting

- You can save costs by maximising resources (not over/under staffed), and reduce the need to hire or make staff redundant
- Reduces the need to use agency drivers
- Allows handling of seasonal factors such as summer holiday or peak demand at Christmas, Easter, maximising deliveries made, increasing profit
- Allows planned introduction of overtime or flexitime for drivers as required

5.5 How to resource peaks and troughs in demand

Manage resources internally

To cope with peak demand, you must:

1. Ensure your drivers are trained, deployed and productive as quickly as possible – matching the right skill sets to the relevant job role (see Selection and induction, Section I).
2. Plan and monitor shift patterns comprehensively to ensure sufficient driver resource to cover demand. Labour costs need to be carefully monitored to identify ways to cut overheads by optimising the current workforce. In addition, full visibility over all employees' working hours is required to maintain compliance to the Working Time Directive (see Managing driver fatigue, Section 7.5).

Use agency drivers

You can consider using agencies to cover fluctuations in demand and holiday periods. See Section 8: Managing an agency and permanent staff mix.

Hire floating staff

You could explore the possibility of having a floating driver. This is someone who can step in at times of driver shortages and be deployed to other business functions when demand is stable. Ideally, they should be trained to drive all the vehicle types in the fleet and able to operate all ancillary equipment to offer value.

Hire semi-retired or part-time drivers

The solution to resourcing through peaks and troughs could be to use semi-retired or part-time drivers. Careful consideration needs to be given to re-training/assessing to prevent skill fade, dependant on the time period, since last driving commercially.

5.6 Managing drivers with overseas qualifications

You need to ensure that all practices, particularly in relation to health and safety, are undertaken correctly and consistently across drivers from different backgrounds, complying with UK rules.

Your aim:

- Ensure all drivers across nationalities understand the UK driving laws, the need for safe driving practices and understand the company internal policies.

✓ Tips

- For all HGV drivers to comply with legal procedures, it must not be assumed that everyone has the same level of oral, written and reading skills in the English language.
- It is important that drivers of different nationalities are given detailed information on the UK Highway Code and other information on road safety.
- It is essential to observe any cultural needs and practices.
- If an employee feels they have been treated unfairly because of their cultural background, they have the right to file a claim against the company in court or through an employment tribunal.

The tables below offers advice and guidance on how to manage cultural differences and ensure drivers are proficient with the UK Highway Code.

Option	Pros	Cons	Effort	Cost
<p>Buy books on the Highway Code in different languages to distribute to your drivers: You can buy these in bulk from ebay.co.uk or amazon.co.uk.</p>	<p>Quick and easy way of providing information to staff.</p> <p>Ensures drivers are studying the correct and relevant material.</p> <p>Self-learn material enables driver to test their knowledge at the end of each chapter.</p>	<p>Low, one-off cost incurred.</p>	<p>Low</p>	<p>Low</p>
<p>Have drivers from the same overseas country budding up with each other.</p>	<p>Allows for easier transition of new employee.</p> <p>Makes them feel more comfortable.</p> <p>Low cost.</p>	<p>New driver can become too dependent on buddy and may not integrate into the team.</p>	<p>Low</p>	<p>Low</p>
<p>Use online guides on road safety: Free road safety information is available in 23 different languages via the European Road Safety Charter: www.erscharter.eu/en/road-safety-in-action/good-practices</p>	<p>Some information is available free of cost.</p> <p>Available in a variety of different languages</p>	<p>Generic European road safety guidance – limited reference to The UK Highway Code.</p>	<p>Low</p>	<p>Low</p>
<p>Posters and leaflets: Road safety charity 'Brake' and the Health and Safety Executive have created online tools and resources hub to access road safety posters, health and safety posters, banners and leaflets in various different languages. You can display these around the staff room, kitchen, behind toilet doors and notice boards at the workplace. These can be accessed via the links below: www.roadsafetyweek.org/tools-resources www.hse.gov.uk/languages/index.htm</p>	<p>Posters are a hard-hitting way of constantly reminding drivers of the risks associated with dangerous driving.</p> <p>Good to have a mix of posters in English and various other languages to accommodate for all drivers from all nationalities.</p> <p>Materials from 'Brake' are free of cost.</p>	<p>Could be overlooked.</p> <p>Materials from some suppliers are costly.</p>	<p>Low</p>	<p>Low to Medium</p>

Option	Pros	Cons	Effort	Cost
<p>Offer English reading, writing and speaking classes: Investing in the career development and education of your employees – supporting retention.</p>	<p>Supports with staff retention.</p> <p>Enhances communication within the organisation.</p>	<p>Costly and time consuming</p> <p>Requires staff engagement</p>	<p>High</p>	<p>High</p>
<p>In-house English support: Offer support through H&S training classes provided by a member of your senior fleet team. This can be conducted in-house and drivers can go through, for example, any part of the Highway Code they may not understand.</p>	<p>Opens up opportunities for drivers from different nationalities to be educated on the Highway Code and signage in a low-paced setting.</p>	<p>Time consuming for the managers.</p> <p>Logistically challenging if drivers are in the depot infrequently and for short time periods.</p> <p>Cost of overtime.</p> <p>Challenging if drivers English literacy is particularly low.</p>	<p>Medium</p>	<p>Medium (should overtime costs be incurred)</p>
<p>Learn English online: Offer your staff access to online English language resources. There are many podcasts available on the internet that are free of charge. Search: 'Learn English Podcast' using a search engine.</p>	<p>Free of cost.</p> <p>Learn English on the go.</p> <p>Enhances communication within the organisation.</p>	<p>Requires driver engagement.</p> <p>No easy way to ask clarifying questions.</p> <p>No thorough method of testing knowledge.</p>	<p>Low</p>	<p>Low</p>
<p>Translation of company driver manuals and any other materials: It is possible to have your company driver manual and any other material such as the Highway Code translated to different languages required. Simply search for your local accredited translation company to transform these documents and obtain quote.</p>	<p>Access to all the information drivers require in their first language – thus ensuring full comprehension.</p> <p>Easy way to ensure new drivers from different nationalities are proficient with the UK Highway Code and other rules regarding road safety.</p>	<p>Very costly.</p> <p>No long-term benefits of enhanced communication.</p>	<p>Medium</p>	<p>High</p>

✓ Tip

Remember, as an organisation you must be highly flexible and respect the cultural differences of drivers from different nationalities, without compromising on the relevant standards, if we are to address the shortage of drivers within the driving industry.

We must aim to retain our staff as turnover is expensive in time and resources.

5.7 Secondary employment

- A driver's ability to undertake secondary employment will depend on the contract of employment provided by you, the employer
- Unless stated in the contract of employment, a driver does not have to tell you about any secondary employment
- If a driver is allowed to undertake secondary employment, this must be done without breaching the GB Domestic Drivers' Hours Rules www.gov.uk/drivers-hours/gb-domestic-rules
- You should conduct a risk assessment for any driver with a significant driving component to their role and who engages in secondary employment or other outside interests. Agreement to engage in secondary employment should be withheld if there are safety concerns or a conflict with driving or working regulations

5.8 Managing an agency and permanent staff mix

Individual differences are always present when a group of people work together. It is essential to have a collaborative working environment as it:

- Sets the ground rules for a consistent working relationship
- Helps resolve issues and removes a 'them and us' culture
- Improves productivity through a 'one team' approach
- Encourages a blame-free culture
- Improves the work experience (and thus reduces likelihood of staff turnover)
- Ensures staff work together and share knowledge to perform at their best

In this case, your aim should be to foster collaboration between agency workers and permanent staff. However, this can be a challenging task.

'You can have the best strategy and the best building in the world, but if you don't have the hearts and minds of the people who work with you, none of it comes to life.' Renee West

How can I engage my agency drivers and encourage collaboration?

Framework for managing a mix of agency and full-time drivers	
Communication	<p>A new driver in your fleet organisation must be included in all communication to the team from day one.</p> <p>All drivers – both agency and permanent – must receive the same messages through the same means.</p> <p>Messages and news can be passed on via email, but a face-to-face approach is more engaging, allowing questions to be asked.</p>
Positive & supportive team environment	<p>Encouraging your permanent staff to create a positive, supportive and inviting environment for your agency staff can go a long way.</p> <p>This can be simply done by introducing the new agency worker to all permanent staff in their induction, and identifying a 'buddy' from the permanent staff team (based in the same depot, on the same shift pattern) to support the new agency employee in their first weeks.</p> <p>As a fleet manager, you can set a positive example by making the effort to speak with different team members throughout the working week and ask how they are doing at work.</p> <p>It's great if as a manager you can remember names, personal information and details from previous conversations to act as a role model.</p>
Knowledge sharing	<p>Encourage permanent staff and agency workers to share knowledge, experiences, best practice and skills learned throughout their driving careers.</p> <p>An example of knowledge sharing in a collaborative environment would look like this: A new agency driver seeking health and safety advice from a senior driver who is a permanent member of staff.</p>
Rewards and recognition	<p>Be a fleet manager who actively recognises good work and offers praise to permanent and agency staff alike.</p> <p>See Section 6.5: Reward and recognition Schemes for more detail on how to reward your drivers.</p>

Hints and tips for engaging drivers:

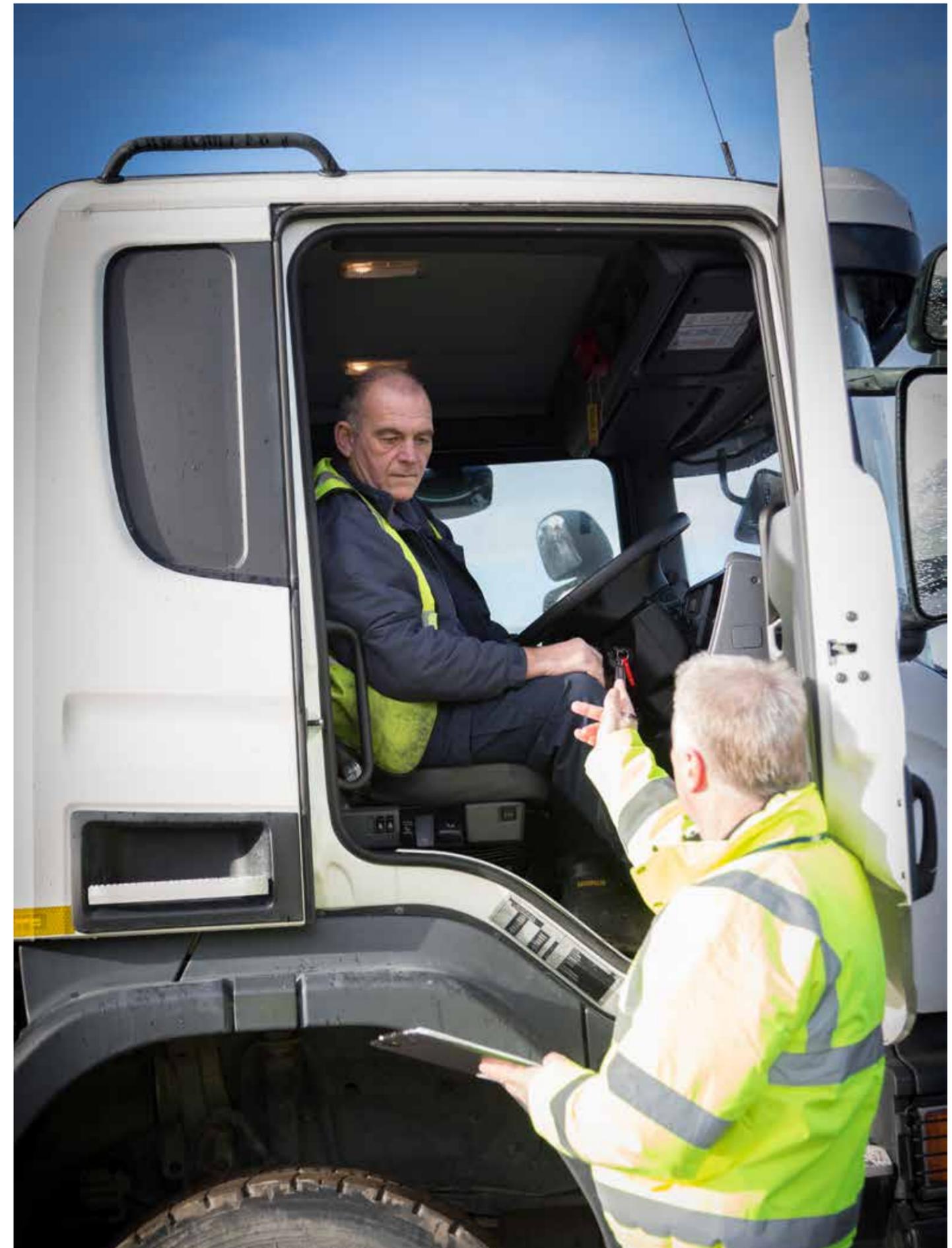
Option	Description
Buddy system	Pair the new agency worker with a permanent worker for support and to act as a mentor. The permanent worker must introduce the agency worker to all staff in their first week and provide all the essential information that is required. The buddy can also take the new agency worker through any driver manuals that need to be studied.
Induction when a new driver joins	This can be held every week or month depending on when your new agency workers join the team.
One hi-vis jacket	Wearing the same hi-vis jacket with the company name can create a real sense of unity.
Monthly competitions	The most effective monthly competitions relate to the workplace.

Managing effective company inductions for agency staff:

✓ Tip

As with all new recruits, all company policies and procedures should be thoroughly explained in the first week of induction. An employee handbook and any other documentation should be provided to the new recruit. As a fleet manager with a mixed team of agency and permanent staff, you should ensure:

- The new agency worker has had a warm welcome and is introduced to all members of the team
- Any differing contractual rules that solely apply to the agency worker have been explained, as these will be different to the contractual rules of permanent staff
- The agency worker knows where to go for any advice or additional support
- He or she has completed all new starter documentation and assessments. These form part of the employee file – keeping records is essential for performance appraisals



6. Training

Since 2009, all HGV and PCV drivers are required by EU law to hold the Driver Certificate of Professional Competence (DCPC). Following initial qualification, Driver CPC requires drivers to complete 35 hours of CPC-accredited training every five years as evidence of their competence. The Driver CPC aims to ensure drivers are up to date with current legislation, as required by EU law. Regular training improves drivers' road safety awareness.

Clear organisational and personal benefits have been associated with driver training. The personal driver benefits include:

- Increased driver safety
- Enhanced work efficiency
- Improved ability to undertake risk assessments and understand risk management

These personal benefits lead to the following business benefits:

- Enhanced productivity
- Increased driver retention
- Fewer accidents, lowering insurance premiums
- Reduced business interruption
- Improved driving, reducing vehicle wear and tear
- Increased fuel economy

- Enhanced business image
- It is an organisation's responsibility to ensure drivers have the correct qualifications and meet training requirements. Although it is important that organisations comply with EU law this is the baseline requirement and may not be enough to meet drivers' development needs or business needs, so organisations should also:
 - Encourage drivers to undertake training, incorporating new skills into their driving behaviour
 - Look for additional training opportunities that go beyond the Driver CPC
 - Proactively cross-reference driver training records against organisational competencies to track development

Training is available for both Managers provided by the FORS Practitioner Modules and by the FORS Professional suite of training, in the form of e-learning, classroom training, toolkits and varying resources which are available at:



6.1 Legal requirements

Following the introduction of the Driver CPC, the legal requirements for new drivers and existing drivers differ slightly as outlined below.

New drivers

When recruiting new drivers mandatory checks must be conducted to ensure the driver in question holds a valid Driver CPC or offers support to acquire the Driver CPC qualification. It is not common practice to support the acquisition of the Driver CPC, as most organisations will not finance this training. However, if a suitable candidate is found, then this could be considered.

In 2009, the EU mandated that professional HGV and PCV drivers must acquire the initial Driver CPC professional qualification.

The initial Driver CPC is acquired by passing the following four modules:

1. Theory test (Theory and Hazard Perception)
2. Driver CPC case study test
3. Driving ability test
4. Driver CPC practical demonstration test

These are administered by the DVSA and cannot be undertaken 'in house' as per the acquired rights CPC. On successful completion of the necessary training, drivers will be sent a Driver Qualification Card (DQC) (see example above), to be carried when driving commercially. Failure to do so can result in a £50 fine. Individuals caught driving without the Driver CPC qualification may be fined £1,000.

Example driver record of CPC:



Existing drivers

Those already working as professional drivers before the Driver CPC scheme was introduced are granted 'acquired rights'. Drivers who obtained their PCV entitlement before 9 September 2008 and/or their HGV entitlement before 9 September 2009 are granted 'acquired rights' and are required to complete 35 hours of periodic training every five years to retain their DQC. For drivers holding both PCV and HGV entitlements, only one of the two syllabuses needs to be completed.

Training modules consist of either 7 hour or a 3.5 hour modules; however, if a 3.5 hour module is undertaken, to achieve the recordable 7 hours, a second 3.5 hour module must be undertaken within 24 hours of the first, or the training cannot be recorded with the DVSA.

The Joint Approvals Unit for Periodic Training (JAUPT) are responsible to the DVSA for the standards and recording of all training, course approvals and approved training centres. Only JAUPT-approved training counts towards the Driver CPC periodic training requirements.

7.2 Driver CPC training courses

Note:

There are a few cases when periodic Driver CPC training is not required. Exemptions apply when:

- The vehicle has a maximum speed not exceeding 28mph
- The vehicle is used by, or under the control of, the armed forces, civil defence, the fire service and forces responsible for maintaining public order
- The vehicle is used in states of emergency or assigned to rescue missions
- The vehicle is used for driving lessons for those wanting to obtain a driving licence or Driver CPC
- The vehicle is used for non-commercial carriage of passengers or goods – for personal use
- The vehicle is carrying material or equipment to be used by the driver in the course of his or her work, provided that driving the vehicle is not the driver's principal activity



Step 1: Choosing training content (here)

There is large variety of courses available to drivers. All of them provide a chance to develop new skills and knowledge. Selecting appropriate training courses should not be treated as a 'tick box' exercise. If selected appropriately, training can have valuable safety, developmental and cost implications for drivers and their organisations.

Training programmes may not only develop drivers' own abilities but also meet organisational needs and add value to operations. For example, if you are looking to achieve CLOCS or FORS status, your drivers need to have attended the FORS Safe Urban Driving course. To transport Dangerous Goods (DG) drivers must complete ADR training relevant to the category of DG (core, road, and either in tanks or out of tanks).

All JAUPPT-approved training courses will match the Driver CPC syllabus. Each course will focus on a specific aspect of the syllabus rather than the full syllabus. Within each of the three broad areas there are a series of sub-headings dividing the sections into 17 training areas. The JAUPPT syllabus can be found at: (www.gov.uk/government/publications/driver-cpc-syllabus/driver-certificate-of-professional-competence-cpc-syllabus)



Step 2: Choosing the training provider

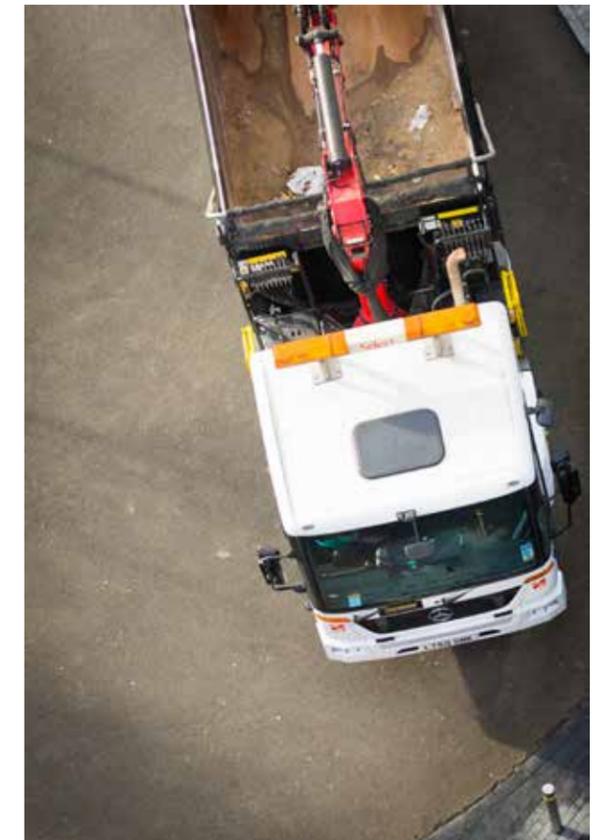
Driver CPC courses are carried out at approved training centres around the UK. Training costs are not regulated and prices vary between providers. This can lead to organisations choosing a course based on its price without considering quality. It is therefore important to review driver feedback and reviews from individuals who have attended previous courses to ensure value for money and suitability to the individual driver roles. This requires a clear evaluation process as detailed further in section 6.5.

When choosing a training provider, assess your preference between course types. Some are full-day courses (seven hours); others are split between two consecutive half day courses. Different drivers will have different needs so it is important that the course selected suits the driver's needs to encourage maximum learning. For example, drivers with childcare commitments may need two half-day (3.5hr) courses.

Before signing up for a course it is important to check that course providers are running a legitimate business and the training provided is adequately delivered in accordance with regulations.

✓ Tip

- Consider individual driver needs when selecting training courses
- If drivers are attending two half-day training sessions, the second should begin within 24 hours of completing the first to qualify for the seven-hour DCPC module
- Background check and assess the legitimacy and legality of the training provider





Step 3: Continued driver CPC training

As explained, 35 hours of JAUPT-approved training needs to be completed every five years. Ideally training be staggered across the five-year period in a 'one day a year approach' to maximise driver development. This avoids the risk of the training provider/s having insufficient availability towards the end of the period. Delaying training to the end can also be costly as drivers will need to take a 5 day period off the road, which may lead to the need for agency driver cover and the additional expense.

✓ Tip

Manage the DCPC training to utilise a 'one day a year' approach

6.3 Beyond driver CPC: additional training

Although the legal training requirement in the UK and the EU is for 35 hours across five years, organisations and drivers may feel this is inadequate.

There are circumstances in which additional training may be required, such as an induction training for new employees and training to meet a driver's developmental goals or in response to organisational trends. Driver CPC training should be considered as the basic competence training, with additional training providing an opportunity for improving skills.

Further training may develop a driver's skillset and benefit your company's operations. As drivers' knowledge broadens they will feel more empowered and be more productive and effective.

Any additional training does not need to meet the criteria outlined below. So a 20-minute update on Highways Code or a three-hour stress reduction training session will both be legitimate training options. Training above and beyond Driver CPC can take the form most suited to organisational or driver needs, making it much more flexible to deliver.

Inductions

When drivers join your organisation it is essential to provide induction training. This is an opportunity for the drivers to learn about the organisation's policies and procedures inform them of its culture, establishing base knowledge in health and safety and legal requirements.

For more detailed guidance on induction content refer to Section 3: Selection and induction.

Inductions are often carried out in the first week after joining a new company. Be aware, that individuals may struggle to retain a lot of new information, so on-going induction training at periodic intervals will be beneficial. Legal and company policy requirements may change over time, so refresher training at three-year intervals to ensure all employees are current is considered best practice. This benefits longer term employees who have been in the company, but may not be aware of legislative changes.

Training to meet developmental objectives

There are numerous ways to gain information on driver needs. You could host 'biscuit briefs' where the management team are available at defined dates/times over refreshments to have informal conversations with drivers about their developmental and training needs. A similar approach includes an anonymous suggestions box with management responses being posted monthly. Similarly, bespoke 'toolbox talks' can be given to respond to requests for information updates. Each method allows for a driver-centred approach, increasing drivers' engagement and motivation.

'The only thing worse than training your employees and having them leave is not training them and having them stay.' Henry Ford

A more bespoke approach would be to arrange one-to-one sessions with drivers to create a personal development plan that would in turn determine training needs. This is closely linked to performance management, which is addressed further in Section 7: Performance management and driver development. A less resource-intensive version of this would be to get employees individually to complete a survey focusing on training needs.

Training in response to organisational trends

The most successful organisations are constantly looking for ways to improve. Within the transport industry significant improvements can be realised through organisational responses to collision investigations and emerging collision trends. For example, an appropriate response to an identified trend of drivers reporting rear-end shunts in wet weather could be training on braking in varying weather conditions to minimise this trend. Equally a trend in fatigue-related incidents could be addressed through health and wellbeing training, as addressed in more detail in Section 8.5: Managing driver fatigue.

On-the-job training

One of the concerns about providing additional training is the associated agency driver costs required to cover operations while the driver attends a training course. One solution would be to complete on-the-job training where the trainer joins the driver on a selected day and provides practical on-the-job training. Obviously, this is limited to practical skill learning but there is evidence to suggest that recall is improved when the learning environment matches the practical application environment, which is the premise of on-the-job training.

The only resource consideration when employing this form of training is the 15 minutes at the start and end of a shift where the trainer requires the driver to be stationary for an introduction and debrief.

Specialist training – dangerous goods (DG)

To expand operational flexibility or meet a specific need, it might be necessary to train some or all drivers in specialist skills. The European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) allows drivers of goods vehicles to carry dangerous goods inclusive of cross-border transits.

If you have drivers in any vehicle, including those with a gross vehicle weight of 3.5 tonnes or less, carrying dangerous goods they must have an ADR training certificate. All drivers must pass the following modules: core, road and either in or out of tanks, then the specific module for each class of DG to



be carried. The ADR qualification is a legal requirement for any driver when moving dangerous goods.

6.4 Training continued

I-I Check-ins

Training is most commonly carried out in a classroom environment. Good training courses will reference practical applications throughout the training, getting delegates to reflect on how they can apply the learning within their role. However, it can still be difficult to put the training into practice. When individuals return to the working environment it is easy to return to old routines, so it may be useful to reinforce training using different methods. One would be to schedule frequent catch-ups between the driver and management, perhaps

weekly or fortnightly in the six to eight weeks following the training, and set goals that can be monitored. It is useful to ensure that goals formed are Specific, Measurable, Achievable, Realistic and Timely (SMART), as detailed further in section 6 of the toolkit.

Informal reinforcement

Another method to reinforce training is to make the subject matter more personal and emotive. This can be done by simply signposting related news articles on your company noticeboard, intranet or newsletter, reminding drivers of the consequences of breaking the law.

Role modelling

Another effective technique is role modelling. It is important that the management team and non-driving staff also 'buy in' to organisational policies and initiatives – individuals naturally look to their peers and more senior staff for guidance on conduct. For this reason it is important that appropriate behaviours are demonstrated throughout the organisation. For example, management staff should not be using hands-free in their car, if drivers are not permitted to do the same. Similarly, if wellbeing is being addressed, it is important that any meetings are held within standard working hours.

Ensuring training understanding

If drivers are required to sign a policy document or consent form for their role, it is important that they driver receive adequate training and understand the implications of what they are signing.

This may be a particularly pertinent point for drivers who do not speak fluent English. For example, most organisations will have certain policies in place around mobile phone use in cabs. Often drivers will be required to sign documentation agreeing to this policy. This means that if a collision happens as a result of inappropriate mobile phone use the driver, rather than the organisation, will be liable. Morally, it is important to ensure that a driver understands what they are signing before doing so.

6.5 Training evaluation

Course evaluation

Well-designed training courses will conduct training evaluation and gather feedback at the end of the sessions. This evaluation gathers information at two different levels:

1. Initial reactions
2. Learning

Initial reactions include data on course satisfaction in terms of content, method and style of delivery. Evaluations that include learning take this to a deeper level and gather data on whether delegates have gained course-specific knowledge, information and skills. This can often be measured in a quiz, to test understanding and memory retention.

To capture this data, it can be valuable for an organisation to design its own training evaluation processes. Reaction data is a good measure for judging course effectiveness and determining whether the training provider should be used again.

More importantly, data should be captured on delegates' learning. Has the training course led to the expected knowledge and skill levels?

Post-course evaluation

Monitoring initial learning is important, but measuring how the learning is applied is equally critical. This reflects level 3 training evaluation where behavioural application is measured. The organisational benefits of training are not realised unless the information gained is applied within the working environment. It is often useful to test this at a series of intervals after training to allow employees time to apply these skills in practice. Having a record of training application will help guide personal development conversations with drivers.

6.6 Evaluating training using in-vehicle technology

It is possible to use technology to evaluate the training benefits. Vehicle telematics and GPS trackers typically provide data on the geographic position of a vehicle. They also provide vehicle speed, driving style and incident alerts, such as harsh braking. The tachograph will provide a calibrated analysis of vehicle speed at the time of an incident and a record of driver hours to check that the driver is operating within the law. For relevant courses this data can be used as a pre- and post-course evaluation measure. In-vehicle technology thus provides an objective measure of training application and subsequent assessment of results.

6.7 Recording driver training

Organisations are responsible for ensuring their drivers have received all the mandated training. It is good practice to keep an up to date detailed record of training. The DVSA also holds a record of Driver CPC modules attended by drivers. This can be accessed via its portal: www.gov.uk/check-your-driver-cpc-periodic-training-hours

As this is a Driver CPC specific portal, any additional training above and beyond requirements is not recorded.

Included in the training record, organisations must ensure that everyone who drives for the company has a valid driving licence to do so. Driving licence validity should be checked at regular periods as determined by the individual's performance and driving record. Best practice suggests a licence check every 3 months.

Tip: These checks should be incorporated within the contract of employment, so that licences and training records can be checked without having to obtain the necessary further permissions. The following website gives you an overview on best practice in terms of driving licence and qualifications checks and licences can be checked at:

 www.gov.uk/check-driving-information

The following sites offer licence checking services:

 www.fors-online.org/cms/licence-checking-service/

 www.adlv.co.uk/

 www.gov.uk/check-driving-information

Licence details and training records can be managed using a simple spreadsheet tracker or a more comprehensive programme depending on budget. Recording this information allows training to be proactively planned. This process helps to ensure drivers complete training that will be most beneficial for an organisation or at personal level. In turn this prevents drivers from completing the same course five times, substantially limiting training value.

During the recruitment process it would be beneficial to gather information on previous driver undertaken to date. Attendance certificates should be requested and any prior DCPC training can be checked, via the DVSA portal.

This way training repetition is avoided, which is more engaging at an individual level and offers more value to an organisation. Having robust training processes in place can also improve

application rates, as organisations that support personal development, are viewed as more attractive places to work by prospective employees.

Training records need to be reviewed to ensure that any skills gaps are removed and successive training and upskilling is provided for those moving into a management role or similar. Recording driver training can also be incorporated into league tables or reward systems to incentivise drivers to better performance.

6.8 Going the 'extra mile'

By supporting driver training, this can achieve real benefits for both drivers and the organisation itself. Many companies have recognised this and put considerable effort into their training programmes, going the 'extra mile' to engage, motivate and retain their staff.

Some 'extra mile' examples:

- Implementing an internal training strategy
- Tailoring CPC modules through a training plan
- Running a driver training event or driving competitions
- Running in-house training courses
- Developing existing drivers into trainers
- Gaining recognition/accreditation for dedication to training (for example, People in Industry Awards) in turn enhancing attractiveness of organisation to prospective employees

7. Performance management and driver development

Performance management aims to improve the performance of individuals and organisation continuously. It is essential that the organisation sets aside time for the performance review process or ad-hoc catch-ups. Also, if a driver needs extra training or support, then timing for this should be considered as important as driving time.

Having the correct developmental conversations at the right time will ensure that your drivers feel they are valued members of the organisation.

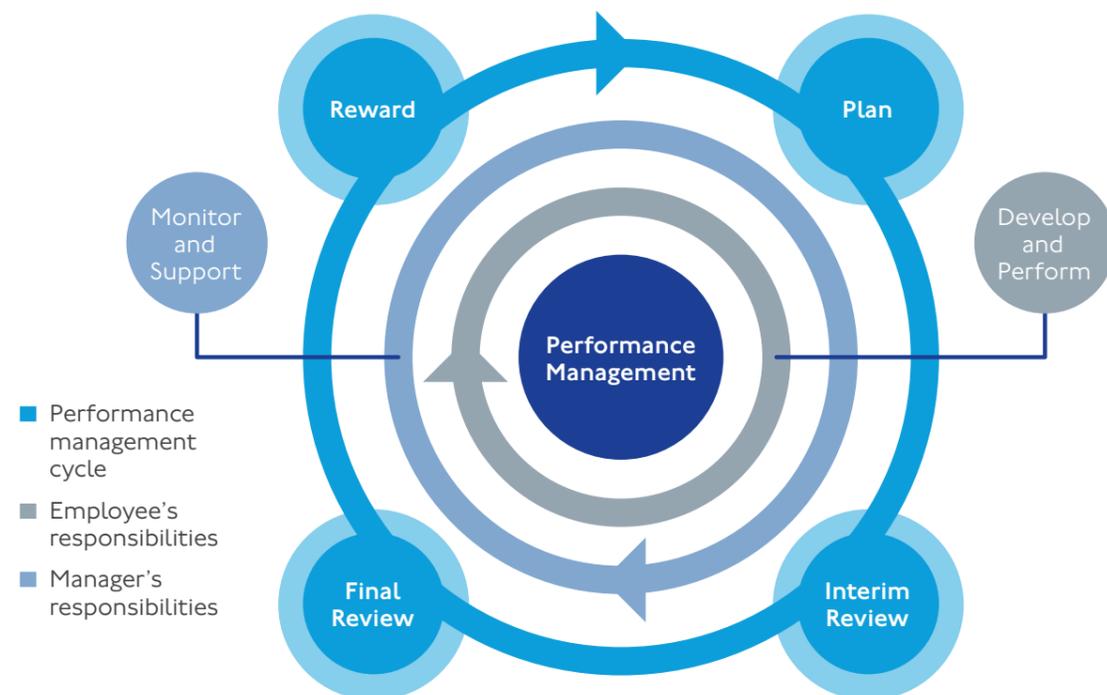
Face-to-face sessions with drivers, giving them feedback and thanking them for their efforts, will increase their motivation and productivity and increase retention.

Training is available for Managers provided by the FORS Practitioner Module – Measuring and monitoring fleet performance – Available at:



7.1 Role of managers and drivers

How you choose to implement a performance management system will depend on the size, context and make-up of your organisation. You need to make sure your employees are aware that you expect them to develop and perform, and that there is someone in place to monitor and support each employee's performance.



7.2 Creating a performance management framework

7.2.1 Competencies and behaviours

Performance management starts with a shared understanding of what your organisation is trying to achieve. Each of your drivers should be able to see how their good performance contributes to the overall success of your business.

Competencies are the behaviours that enable drivers to perform their role and achieve the desired outcomes, and they ensure that drivers are clear about the behaviours you expect from them.

Assessing your drivers against specific, consistent competencies will give you a better view of the level of capability in your team. You should monitor the development of desired behaviours over review periods so that opportunities for improvements can be identified.



✓ Tip

You can use the same competencies drivers were assessed against in selection in performance management (See Section 1: Selection).

There are also a number of competency-based frameworks available online that can be adopted by your organisation. For example:

- www.fors-online.org.uk/cms/wp-content/uploads/2015/10/TfL_Van_Smart_Managers_Toolkit.pdf
- www.gov.uk/government/collections/national-driving-and-riding-standards

Some competencies could be applicable to everyone in your organisation. Others will describe behaviours required for a certain role. You should also use them when assessing the suitability of candidates during the selection process. The degree to which drivers possess and display these competencies should then be assessed during the appraisal process and used to identify areas for development. This is discussed further in Section 7.4: **Reviewing Driver Performance**.

7.2.2 Performance objectives and personal development

Performance objectives describe actions and outputs that drivers should be displaying. You should set objectives that will ensure the driver knows exactly what actions and outputs they are expected to achieve during the review period. Objectives provide targets to work towards.

You should set objectives at the beginning of each review period. You must ensure that drivers play an active role in setting their objectives. This ensures that the objectives are meaningful and that drivers understand what is expected from them.

You could use the same key objectives for drivers who perform a similar role.

You should give drivers an opportunity to set one or two personal goals in addition to these common objectives. What skills does the driver want to develop? Where do they see themselves in the long term and how are they going to get there?

The objectives should be 'SMART'. These questions should help you to set appropriate objectives:

SPECIFIC 	Does the objective clearly state a desired outcome?
MEASURABLE 	How will you and the driver know that the objective has been achieved?
ACHIEVABLE 	Is the objective challenging but also something that the driver can realistically achieve in striving for high performance?
RELEVANT 	Does the objective relate to the team's and overall business objectives?
TIMEBOUND 	Can this objective be achieved by the end of this period?

7.3 Measuring driver performance

Once objectives are set you must be able to measure performance in a transparent and impartial way. Choose suitable measures of performance to enable you easily to identify drivers who are high performing and drivers who may require intervention.

You should use performance metrics to provide a basis for the competitive league tables and reward systems discussed later. They can be used as measures of competency demonstration and objective achievement, which provide robust evidence for disciplinary procedures if required.

When used together, metrics can provide a good indication of a driver's overall performance. For example, good vehicle condition and positive maintenance reports are not only a good indicator

of safe and efficient driving style, but also that the driver is carrying out vehicle checks as appropriate.

You can use telematics, vehicle cameras, various driver apps and smart phones/tablets to collect data. Such devices can increase the amount of data available to you and make collation easier. Large investments in such technology, is not always required – a simple spreadsheet could be used to capture most of the key information suggested below.

Performance Metrics	
 Driver licence	<ul style="list-style-type: none"> Penalty points Additional vehicle category qualifications (increases driver flexibility)
 Incidents	<ul style="list-style-type: none"> Incident frequency Incident severity (could be measured by cost) Incidents per 10,000 miles useful to compare drivers
 Customer/public feedback	<ul style="list-style-type: none"> 'How's my driving?' feedback/complaints Customer service feedback/complaints
 Fuel data	<ul style="list-style-type: none"> Fuel spend relative to number of miles travelled
 Maintenance reports	<ul style="list-style-type: none"> Component repairs due to poor driving techniques Frequency and cost of bodywork repairs
 Attendance	<ul style="list-style-type: none"> Absence Timekeeping/poor punctuality

7.4 Reviewing driver performance

7.4.1 Keeping a record of progress

Reviewing performance is a continuous cycle that should be reviewed annually. Objectives should be set at the beginning, reviewed mid way and formally at the end of the cycle or defined period. Regular reviews, either formal meetings or informal discussions will be particularly useful if you do not have regular contact.

The annual performance review, often called an appraisal, should see the entire year's performance assessed against the set objectives and required competencies. You should base this assessment on your experience of managing drivers. It should be backed up by the performance metrics discussed earlier and a formal rating

of performance for that year should be given.

A sample performance record is provided in Appendix I. The record should be completed as follows:

7.4.2 The appraisal interview

Preparing for the interview

You must give employees adequate notice of the appraisal interview. It is useful to provide a short form on which your employee can write their thoughts on what they think has gone well and not so well during the period; how they can build on their achievements and any concerns. This can serve as a useful memory jogger and help to put the employee at ease.

Structure

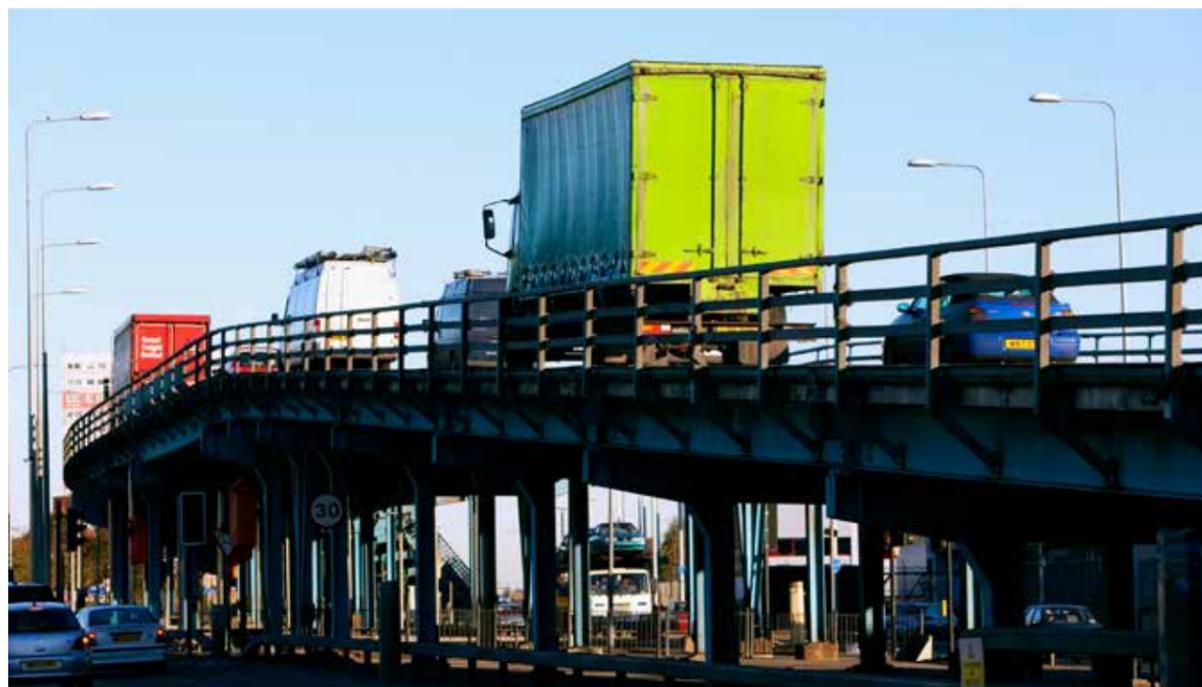
The interview will generally be carried out between the employee and their line manager.

You should explain that the purpose of the meeting is to review the driver's performance against their performance plan and a set of competencies. Opportunities for further development should be discussed and noted on the form.

Outcome

You should conclude with an overall assessment of performance over the period being reviewed. This assessment covers both objective achievement and competency demonstration.

Some companies get employees to assess themselves against the same criteria. This makes the employee think critically about their own performance from your perspective and explore how they can improve their performance in the next review period. You can then compare the performance of employees during this period and across periods, using this assessment criteria.



Assessment level

Outstanding performance

Objectives exceeded and competencies more than fully demonstrated.

Standard performance

Objectives met and competencies fully demonstrated at required levels.

Below standard performance with development needs

Most objectives met but development required to fully meet requirements.

Unsatisfactory performance

Performance unacceptable. Objectives not met and competencies not demonstrated.

✓ Tip

In a good appraisal interview you will ensure:

- A comfortable environment, free from interruptions, is used
- The driver is encouraged to do most of the talking and line manager actively listens
- Performance is analysed, not personality
- The whole period is reviewed, not just isolated events
- Achievement is recognised and rewarded

The meeting ends positively with an agreed action plan to improve and sustain performance in the future.



7.5 Reward and recognition schemes

Positive reinforcement – rewarding desired behaviours and good performance – is essential for managing behaviour, encouraging high performance and incentivising performance.

By rewarding good performance you add meaning to the performance management process and encourage a culture that focuses on high performance and successful attainment of objectives. Suitable reward should be a key outcome of an appraisal and should be discussed at this meeting where appropriate.

You must make sure that reward systems, including pay and employee benefits, are transparent and fair. This can be achieved by linking rewards to the performance metrics discussed in Section 7.2.

✓ Tip

When analysing performance data it is important to 'compare apples with apples'. For example, the performance of drivers who are working on a multi-drop urban route will not be comparable with those working on a long-distance depot-to-depot route.

Your options:

- **Team targets:** In some cases, incentives work better when targeted at teams rather than individuals. Social compensation occurs when members are expected to achieve goals that are important to both individual and group. This leads to increased effort and performance from each team member
- **Individual targets:** It may be better to target some rewards at individuals. This allows for competition between your individual employees and avoids punishing employees for the poor performance of other team members and the resulting effect on team morale

7.5.1 Game-based systems

- Examples of the types of systems that could be used could include: league tables, traffic light system, gold/silver/bronze
- Games that compare the performance of individuals and teams against their peers can spark healthy competition among your drivers. They can also encourage the identification and application of best practice among drivers
- You could acknowledge your high performing drivers at internal award ceremonies, in company newsletters or on noticeboards. It is important not only to recognise the best driver of a category, but also most improved, young category, etc
- Internal recognition can often be enough on its own to motivate your employees to change and improve their behaviour. The competition could be supported by financial rewards or prizes
- One of the key challenges of using these systems is how to engage with the middle 90 per cent of drivers. It is simple to reward the top five per cent and work on developing the bottom five per cent. But the challenge is to engage with the middle 90 per cent. Guidance on how to have this conversation is outlined in Section 7.6.4.

7.5.2 Financial rewards

- Financial rewards, such as an increase in salary or cash bonuses, could be offered monthly, quarterly or annually for the best performing drivers or teams
- You should take particular care when designing financial rewards to ensure that desired behaviours are encouraged. For example, if you financially incentivise collision-free driving, drivers may stop reporting small collisions/incidents
- A financial-based reward system must be transparent and fair to all parties. Developing these systems can take time and incur a significant amount of administration costs. Additionally, when it comes to financial awards, employees can get emotive and it could lead to conflict with management

7.5.3 Prizes and gifts

- Prizes could be from a variety of sources – meal vouchers or service station breakfast voucher for the best performing team/individual each week. To promote wellbeing your company could offer a year's gym membership or even a weekend break for high performance over a long period of time
- Other prizes could include choice of shifts for the following month or extra days' holidays
- Alternatively, a point scheme could be introduced with collected points traded for gift vouchers. Points could be awarded for hitting mpg targets, zero damage trips and maintaining an accident-free record

7.5.4 Career rewards

- Rewards linked to your drivers' professional development could include promotions or vocational qualifications. You should use the appraisal process to identify drivers who are ready for promotion to a management position. Training opportunities for career development can be used as rewards to encourage high performance

7.6 Managing poor performance

Most problems to do with performance, conduct, absence or personal issues are generally dealt with by the line manager.

A performance management system will help you to review performance regularly and identify poor performance early. Poor performance could include:

1. Failure to meet objectives.
2. Unsatisfactory quality of work.
3. Breach of code of conduct or work practice.
4. Conflict with colleagues.

7.6.1 Causes of poor performance

Managers must be able to recognise factors which could lead to poor performance in the workplace and appreciate that in some cases they may be outside the individual employee's control.

Under-performance could be caused by:

- Unsuitability for the role
- Inadequate training
- Inadequate resources
- Poor communication within the organisation
- Poor change management practices
- Poor leadership and direction from management
- Heavy workloads
- Stress

Managers should work with employees to identify and minimise these factors so that the likelihood of poor performance occurring can be reduced. Awareness and prompt intervention will resolve and address poor performance. The principal way to address poor performance is to keep asking why until all of the underlying causes of an incident of bad performance are identified. Please consider the example below:

✓ Tip

Identifying those with management potential from within your organisation can reduce time and cost of recruitment in the future. Internal management candidates will already have the credibility to run teams and will know the processes, systems, structure and culture in your organisation.

A driver who has the potential to progress into a management position should possess these qualities:

- Excellent communication skills – a 'people person'
- Proactive in making suggestions and engaging with wider organisation
- Takes responsibility
- Multi-tasking abilities
- Understands and champions best practice ways of working



If you identify someone with leadership potential you could give them additional responsibilities and see how they respond. If they continue to show potential explore training opportunities that help them to develop leadership skills.



A driver has crashed and caused damage to his vehicle

The driver was on his phone when he crashed

Transport manager was calling to inform driver of change to route

The driver has not been trained to understand the dangers of this behaviour

Training has not been made available to the driver

✓ Tip

Once the driver has acknowledged their poor performance, you will work together to identify the causes and how these can be overcome.

You will provide feedback in writing that outlines:

- The performance problem
- The improvement that is required
- The timescale for achieving this improvement
- A review date
- Any support that you will provide to help the driver. This could include training or counselling depending on the nature of the issue

A copy of the note should be kept and used as the basis for monitoring and reviewing performance over the period specified in your procedure.

You will inform the driver that this process aims to help them achieve the desired performance but that failure to improve could result in disciplinary action and ultimately dismissal.



You must remember that learning and behaviour change takes time. You should use this opportunity to develop a strong relationship with the driver by praising improvements in performance and providing constructive criticism. This will help to improve their performance and strengthen your team.

7.6.2 Support and coaching

Managers must address and agree the actions to remedy poor performance with the employee at the earliest opportunity. It is important to discuss causes of this poor performance so that practical solutions can be agreed.

7.6.3 Holding difficult conversations

Managers must engage with the employees regularly and not avoid difficult conversations. If prompt action is not taken, this could:

- Mislead the employee by giving the impression that there is not an issue
- Deny the employee the chance to improve
- Reduce the productivity and efficiency of your business
- Damage team morale through demonstrating an inconsistent approach

Managers can make conversations with employees less difficult by (ACAS, 2017):

- Having an informal conversation to discuss the issue as soon as it is identified
- Maintaining communication. If you are approachable, employees are more likely to discuss issues with you
- Use employee representatives to canvass and report back the general feeling amongst employees about issues/changes

Successfully managing difficult conversations requires preparation, control and communication from managers.

'Integrity is telling myself the truth. And honesty is telling the truth to other people.' Spencer Johnson



✓ Tip



Preparation

To prepare for your conversation managers must:

- Establish the facts
- Reflect on what you know about the individual including their long-term performance and personal circumstances
- Check your policies
- Seek guidance and support from other managers, from HR or from external organisations
- Select an appropriate room/space where you can have a private conversation and not be interrupted
- Set aside sufficient time for the meeting – don't rush. It is useful to allow time for a break to gather your thoughts or obtain further information, and to give yourself breathing space after the meeting



Control

Managers need to control the meeting and how it progresses and must remain objective and non-judgmental at all times. Decide what tactics are working and recognise if a change of approach is required.

Managers must control your emotions and maintain a professional manner to ensure that the employee feels they are being dealt with fairly, and give the manager the confidence to deal with the problem



Communication

Difficult conversations should be held face to face where possible. There are a number of techniques that will assist with engaging with the employee, to obtain the maximum benefit from the discussion.

Active listening demonstrates to the employee that he/she has something worthwhile to say and strengthens the relationship between the manager and the employee. Non-verbal behaviour is a key part of active listening, and eye contact should be maintained at all times, using encouraging and supportive facial expressions and gestures.

Ask the right questions to maximise the amount of information that can be obtained from the conversation, making resolving the issue easier.

- At the start of the discussion it is often best to ask open questions e.g. 'How do you feel about...?' This will get the employee talking and allows decisions to be made on where to take the conversation
- These can be followed up with more probing questions

Closed questions might be used to verify information e.g. 'What time did it happen?' To drive improvements in performance and providing constructive criticism and feedback

Best Practice Meeting Agenda

Introduction

1. Explain the purpose of the meeting.
2. Set out the structure of the meeting.
3. Agree standards of behaviour required during the meeting.
4. Reassure the employee about confidentiality regarding the issue and the conversation.

Check

- If possible you should have already spoken to the employee informally about the problem – surprises can be hard to take
- Don't be afraid of referring to your pre-prepared script. It will help you stay in control
- Remember to focus on the issue not the person

State what the issues are and give evidence

5. Tell them what the problem is using your knowledge of the situation.
6. Give specific examples and refer to dates, documents, work or specific interactions.
7. Explain the impact of the problem on the individual, team and organisation.

Check

- If you have been monitoring their behaviour or conduct this should have been agreed with them earlier

Ask for an explanation

8. Listen to what they have to say.
9. Acknowledge their position and any mitigating circumstances.
10. Introduce your questions and explore the issues together.

Check

- Keep an open mind and don't jump to conclusions
- If new evidence emerges, adjourn the meeting if this feels appropriate
- Remember that you are in control. Use questioning techniques to avoid diversions or too much repetition
- You may have to be firm and keep restating your position
- Stay clear of emotive language and don't respond to manipulative behaviour

Agree a way forward

11. Ask the employee for proposals to resolve the situation.
12. Discuss the options.
13. Make a decision. Remember – you are in charge.
14. Arrange a follow-up meeting.
15. Monitor and feedback on progress and continue to provide support where agreed.

Check

- Document any agreement and give a copy to the employee. This should include:
- Agreed outcomes with dates and standards required
 - Any support or training to be provided by you
 - Any consequences if the agreement is breached

7.6.4 Disciplinary procedure

If the informal approach fails, it may be necessary for the manager to take formal action, which could result eventually in dismissal if the employee fails to make the necessary improvement.

The Acas statutory Code of Practice on discipline and grievance is issued under section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992. An employment tribunal will be able to adjust any awards made in relevant cases by up to 25 per cent for unreasonable failure to comply with any provision of the code.

Managers must follow a number of steps when handling disciplinary issues in the workplace, these are:

1. Establish the facts

Investigate the issue as soon as reasonably possible, while details are fresh in people's minds. This stage could involve interviews with those involved and collection of data that could be used as evidence (for instance, attendance record).

2. Inform the employee of the problem

Notify the employee in writing if there is a disciplinary case to answer. In this letter, information should include enough detail about the alleged misconduct or poor performance to enable the employee to prepare to answer the case in the disciplinary meeting. Copies of any written information, such as witness statements, should be provided prior to the meeting if deemed appropriate.

The notification should outline the potential consequences of the disciplinary procedure. It should give details of the time and venue of the disciplinary meeting and inform the employee of their right to be accompanied at this meeting.



3. Hold a meeting with the employee to discuss the problem

The nature of the complaint against the employee must be explained along with any evidence obtained. The employee should then be given an opportunity to respond to the allegations. It is important that the employee is also given an opportunity to raise points, present evidence and ask questions.

4. Allow the employee to be accompanied at the meeting

The employee has a statutory right to be accompanied by a fellow worker, a trade union representative, or an official employed by a trade union.

5. Decide on appropriate action

After the meeting you must decide whether disciplinary or other action is justified. You must then inform the employee in writing of the decision.

The first stage is usually a first written warning. In the event of further misconduct, or if the initial poor performance is sufficiently serious, a final written warning can be given. These warnings should include:

- The nature of the misconduct
- The change in performance/behaviour that is required
- How long the warning will remain current
- The consequences of further misconduct

Managers should only resort to dismissal if warnings fail or in the event of gross misconduct (disciplinary rules should give examples of acts which will be regarded as gross misconduct, such as theft or physical violence). In this case, this must be given in writing, detailing the reasons for the dismissal, when their employment contract terminates and the right to appeal.

6. Provide employees with an opportunity to appeal

Appeals should be held at the earliest possible opportunity if requested by the employee. The manager must be totally impartial and where possible, it should be heard by a manager who has not previously been involved in the case.

'Knowing what's right doesn't mean much unless you do what's right.' Theodore Roosevelt



8. Health, safety and wellbeing

8 Health, safety and wellbeing

Health, safety and employees wellbeing are increasingly being recognised as vital to employers. Traditionally a large emphasis was placed on health and safety, but importance is now also being attached to wellbeing. Vehicle safety and 'wellbeing' is taken seriously, with regular maintenance and assessments. It is important that this approach is applied to employees.

This section provides guidance on best practice in health, safety and wellbeing. There are many DCPC training courses available, under the syllabus headings: Personal health and wellbeing, and Physical/mental health and wellbeing. Examples include:

- Health and safety for HGV drivers
- Driver CPC – vulnerable users
- Prevention and emergency first on scene
- Road risk, drug and alcohol awareness
- Health and safety and manual handling
- Safe and economic driving and personal wellbeing
- Driver hours and safe driving
- The healthy driver

8.1 Proactive management of wellbeing

There is considerable concern about the impact of driving lifestyles. Research finds that the major health-related issues for commercial drivers are (Korelitz, J.J, et al, 1993; Krueger, G.P, et al, 2007):



Health related issues

- Obesity
- Poor nutrition
- Lack of exercise
- Hypertension
- Cardiovascular and heart disease
- Diabetes
- Hearing and vision problems
- Fatigue
- Musculoskeletal disorders (back and neck pain)
- Psychological stress and mental health disorders
- Alcohol, prescription drugs and other chemicals
- Smoking

Drivers who take time off due to sickness increase operational costs and contributes to the driver shortage. However, employers often prioritise organisational aims, such as profits and business development over wellbeing, which is seen as a separate and distinct 'add on' to business. It is therefore vital to ensure that health and wellbeing are top of the agenda. They should be seen as a KPI that is reported on in the same way as profitability.

Training is available for Managers provided by the FORS Practitioner Module – Managing driver fitness and health. Available at: www.fors-online.org.uk/cms/training/

8.1.2 Driver health checks

It is vital to ensure that your drivers are healthy and well, and can safely operate your vehicles. A medical examination is required by law when a HGV licence is first applied for, valid until the age of 45, then must be undertaken at 5 years intervals, until the age of 65, when this is required on an annual basis.

In addition to this, it is best practice to offer:

- A voluntary annual health check from occupational health to check blood pressure, urine for diabetes, waist measurement, body mass index, hearing and eyesight

- A voluntary annual 'self-check' questionnaire. This should include questions to increase awareness of key risks to personal health, with advice on support should the results raise concerns

These checks allow the proactive identification of individual health risks. Depending on the specific case, this might allow:

- Action to be taken to prevent the risks from resulting in a medical impairment
- Medical action to prevent the symptoms worsening

Note: Health checks, screening and questionnaires can raise concerns that drivers might lose their licences and/or jobs if they are unwell. These initiatives must be accompanied with clear and concise messaging defining what the data will be used for, and what will happen should a driver be declared unfit to drive.

Potential solution: Many organisations will temporarily remove their drivers from driving duties in the event of ill health and while they are being supported to return to fitness. In the case of severe health impairments, a driver could be offered a permanent alternative post.

Changes to health between checks

- If there are any changes to a driver's health status, they must be re-referred to the occupational health assessor or their GP
- All drivers are required by law to inform their employer and the DVLA of any changes in health conditions (see the DVLA website)
- It is highly important that the health assessment has been carried out before the driver continues driving

8.1.3 Proactively support drivers in their lifestyle

What can managers do to reduce the risks of experiencing these health issues?



Driver support

Commitment from senior management

- Managers should appreciate that there will need to be some investment in a wellbeing campaign
- The value of this monetary spend must be understood and the possible return on investment
- Management should participate in programmes

Involve employees

- Investigate the issues facing your organisation
- Understand the key challenges faced by drivers through interviews/ questionnaires
- Explore data to highlight key trends to discuss with employees

Communicate effectively

- Share recent health stats and information with drivers – ensure this is accessible to all drivers
- Make sure that this information is visible – in cabs, staff rooms, depots and face-to-face where possible
- Look to engage 'health champions' among your driver pool to spread key messages
- Ensure these messages are motivating to employees – what is in it for them?
- Look to create healthy competition where possible (see Reward and recognition)

Make healthy choices easy choices

- Make sure the recommended wellbeing actions are easy for drivers to get involved in
- Where possible, ensure the cafeteria and vending available in depots is stocked with healthy options
- Ensure the working environment of all drivers is adaptable to minimise musculoskeletal problems – consider the cab seat

Evaluate success

- Measure the impact of actions through questionnaires / interviews
- Share good news stories and feedback with drivers

(Roberts, S. et al, 1997; Krueger, G.P. et al, 2007; Log Transport Safety Council 2008; Coombs, J. (2015)).

What sorts of things can be implemented?

Employees must understand the simple changes they can make to enhance their wellbeing. If a proactive and tailored approach to wellbeing is undertaken, this can reduce the impact of common issues before they have a negative impact on the business. Ensure this approach is comprehensive – proactive, as well as

reactive, with a focus on rehabilitation back to work.

It is important to note that changing drivers' behaviours is not going to be an easy 'quick fix'. Sustainable behaviour change takes time. The first step to changing behaviour is increasing awareness of one's present state.

Here are some of the things to be considered, spanning a range of issues:

- Develop a printed company calendar with health messages (the illustrations drawn by drivers' children)
- Display education posters at each site with key health messages throughout the year

'Take care of your employees and they'll take care of your business,' Richard Branson

Should you wish to target a specific challenge within your organisation, you might consider the following (CIPD (2016)):

Key issues	Operator initiatives	
	Proactive	Reactive
Obesity <ul style="list-style-type: none"> • Nutrition • Exercise 	<ul style="list-style-type: none"> • Healthy food options being available on each site • Provide food in the depot in the morning • Offer employee workshops about nutrition and the importance of exercise • Ice boxes for each driver to put in their cabs (to allow storage of healthy food) • Sponsorship/organisation of team sporting events • Free/contribution to gym membership (based on commitment from driver) • Provide cycle racks and showers • Provide step counters to increase awareness of how sedentary drivers lifestyles are • Install alarms in cabs to alert the driver when they have not moved from their seat in a certain number of hours 	<ul style="list-style-type: none"> • Referring employees to dieting groups

Key issues	Operator initiatives	
	Proactive	Reactive
<ul style="list-style-type: none"> • Physical health • Hearing/vision • Diabetes • Cardiovascular problems • Musculoskeletal problems 	<ul style="list-style-type: none"> • Offer eyesight vouchers • Eyesight test charts on each site with instructions on how drivers can test their own eyesight • Ensure drivers are trained on manual handling • Adapt driver seats and cabs to suit their height and musculoskeletal needs 	<ul style="list-style-type: none"> • Offer discount vouchers off glasses • Individual advice from occupational health/referral to GP on any health matter • Health insurance • Return to work schemes • Adapting a driver's cab when they are experiencing back pain
Lifestyle <ul style="list-style-type: none"> • Alcohol • Drugs • Smoking 	<ul style="list-style-type: none"> • Sessions and leaflets informing drivers on the negative impact of alcohol, drugs and smoking on their health 	<ul style="list-style-type: none"> • Run 'quit smoking' programmes (refer to NHS for support) • Run drug testing initiatives: random sampling
Mental health <ul style="list-style-type: none"> • Stress • Anxiety • Depression 	<ul style="list-style-type: none"> • Undertaking assessments to ensure drivers can complete their rounds within the set hours • Train line managers to identify risk signs and be comfortable having conversations around mental health • Before handing out vehicle keys, ask: How are you feeling? Ask same question during shift debrief 	<ul style="list-style-type: none"> • Employee assistance programme • Counselling

This information can be shared widely with drivers' families and spouses to support them in identifying health and wellbeing concerns.

Consideration could be given to elements of lifestyle support that can be provided for agency staff members. After a qualifying period, agency staff could be offered access to your employee assistance programme and eyesight vouchers. This must be managed with the agency directly, knowing what benefits are available directly through the agency driver's employer and what can be done to enhance them.

8.1.4 Mental health awareness

As well as considering physical health, it is vital to think about the steps that can be taken to ensure the employees are not suffering mental health issues.

Why?

- 1 in 6 workers experience depression, stress or anxiety
- Mental ill health is the leading cause of sickness absence in the UK
- 1 in 10 people have resigned from a position through stress, and one in four have considered it
- 19 per cent of staff feel they can't speak to managers about stress at work

Commonly, people who are not thoroughly trained do not feel comfortable discussing the wellbeing and mental health challenges their colleagues are facing. This is because:

- We worry it will make the other person feel uncomfortable or embarrassed (58 per cent)
- We don't know what to say (32 per cent)
- We worry the other person won't want to talk about it with us (32 per cent)
- We worry that we wouldn't feel we could help (27 per cent)

It is vital to encourage your employees to speak about their wellbeing and mental health. This can be approached through a variety of ways:

- Formal training sessions increasing awareness of mental health, offering tips on how to start conversations about it, and how to support colleagues who are facing mental health challenges
- Sharing information through poster campaigns, intranet and newsletters
- Creating a network of mental health champions who are passionate about wellbeing, and share their personal experiences with their colleagues

The Time to Change government campaign offers a range of resources for businesses to get involved – see: www.time-to-change.org.uk/get-involved/get-your-workplace-involved

The following organisations also offer free resources that can be accessed to ensure your employees receive appropriate support:

Organisation	Website	Services
Samaritans	www.samaritans.org	Provides confidential, non-judgmental emotional support for people experiencing feelings of distress or despair, including those that could lead to suicide. You can phone, email, write a letter or in most cases talk to someone face to face.
Mind Infoline	www.mind.org.uk	Mind provides confidential mental health information services. With support and understanding, Mind enables people to make informed choices. The Infoline gives information on types of mental distress, where to get help, drug treatments, alternative therapies and advocacy. Mind has around 140 local centres providing local mental health services.
Rethink Mental Illness Advice Line	www.rethink.org/about-us/our-mental-health-advice	Provides expert advice and information to people with mental health problems and those who care for them, as well as giving help to health professionals, employers and staff. Rethink also runs services and groups across England and Northern Ireland.
Saneline	www.sane.org.uk	Saneline is a national mental health helpline providing information and support to people with mental health problems and those who support them.

8.1.5 Evaluating success

Managers should monitor the effectiveness of the initiatives, to understand the benefits the employees are gaining from this investment.

What should be measured?

This depends on the context, the challenges faced prior to implementing the initiatives, and what issues were identified for improvement.

Factors to be evaluated and measured (Leeds Beckett University, 2014):

- Absence rates
- Disciplinary cases
- Employee turnover rates
- Exit interviews
- Return to work interviews
- Performance

8.2 Managing driver fatigue

Fatigue at the wheel is one of the recently uncovered reasons behind a large proportion of fatal car crashes. Research shows:

- Fatigue reduces reaction time, alertness, concentration and decision-making, all crucial driving skills
- Tired drivers are much more likely to have an accident, and the crash is likely to be severe because a drowsy or sleeping driver does not usually brake or swerve before the impact

High Risk Shift Scenarios

The Royal Society for the Prevention of Accidents estimates the risk of a driver falling asleep at the wheel at 2am to be 50 times greater than at 10am [1]

Workers on 12-hour shifts (compared with eight hours) were significantly sleepier at the end of a shift, especially at 7am [2]

17 hours of sustained wakefulness leads to a decrease in driving performance equivalent to a blood alcohol level of 0.05% (two glasses of wine) [3]

To combat fatigue at the wheel, several measures are available and are being widely implemented (Sagaspe P. et al, (2010): AAA Foundation for Traffic Safety, (2010):

- Selection: Ensuring drivers live within a one-hour radius of their depot
- Regulations: Enforcing a maximum role and route-dependent working time
- Driver check-in: Enforcing stops along the driver's route and ensuring drivers take a break, park the vehicle, go for a walk and call the base to check in
 - Note: Legally drivers must take a 45-minute break after 4.5 hours' driving. It is recommended that after two hours 15 minutes drivers take a 10-minute break to improve alertness. During this break the driver could carry out a vehicle and load check, requiring them to leave the cab, walk and breathe fresh air

- In-vehicle mechanisms: Detecting and informing drivers of signs of fatigue or vigilance impairment through, for instance, lane departure warning systems

8.2.1 What is shift work?

There is no specific definition of shift work in law, but it usually means:

- A work activity scheduled outside standard daytime hours, where there may be a hand-over of duty from one individual or work group to another
- A pattern of work where one employee replaces another on the same job within a 24-hour period

Standard daytime hours are considered as:

- A work schedule involving an activity during the day, commonly for a period of eight hours between 07:00 and 19:00. There are usually two periods of work, one in the morning and one in the afternoon, separated by a lunch-time break.

8.2.2 What are the effects of shift work?

Sleep provides the body and mind with the necessary time to rest, recuperate and re-energise for the next day. In the adult general population, seven to eight consecutive hours are considered a healthy length of time spent asleep (Monk T H, et al 1992: Smith C S, et al, 2003).

Shift work may result in:

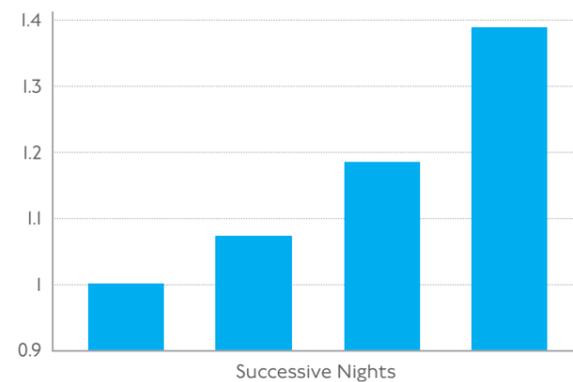
- Disruption to the natural internal body clock
- Fatigue
- Sleeping difficulties
- Disturbed appetite and digestion
- Reliance on sedatives and/or stimulants
- Social and domestic problems

These challenges can in turn affect performance, increase the likelihood of errors and accidents at work, and possibly have a negative effect on health. In the transport industry it is vital to maintain a satisfactory level of productivity and safety (Mustard, et al, 2002: Folkard S, et al, 2003: Folkhard S, et al, 2005).

The risk of work-related accidents and errors has been found:

- To be higher on the night shift
- To rise with increasing shift length over eight hours
- To increase over successive shifts, especially night shifts
- To increase when there are not enough breaks

Figure 2:
The relative incident risk over four successive night shifts



8.2.3 How can we reduce these risks? Legal requirements

All employees must legally comply with a number of regulations within the UK.

The Working Time Regulations 1998 (WTR) define the minimum legal requirements on how to organise working time. Road transport workers are only subject to certain provisions of these Regulations, covered by the **Road Transport Directive (2002/15/EC)**.

When planning shift work, managers must also comply with employers' general duties under the Health and Safety at Work Act 1974 (the HSW Act) and the Management of Health and Safety at Work Regulations 1999 (MHSWR).

Under the Safety Representatives and Safety Committees Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996, employers must consult with employees on health and safety matters.

See summary of these regulations in Table I.



Further References	
The Health and Safety at Work Act (1974)	Employers have a duty of care to ensure, so far as is reasonably practical, the health and safety of all employees who drive for them. This duty of care also extends to all those who may be affected by company business, including other road users, pedestrians and general public. Health and safety law does not apply to commuting unless the employee is travelling from a home to a location not considered their usual place of work.
The management of Health and Safety at Work Regulations (1999)	Employers must assess the risks involved in their staff's use of the road for work and put in place all reasonable practical measures to manage fatigue risk. This should include an assessment of the driver, taking into account drivers' work schedules, vehicles and the journeys they make.
The Railways and Other Guided Transport Systems (Safety) Regulations (ROGS) (2006)	Under 'Regulation 25 – Fatigue', duty holders are required to manage fatigue in safety-critical workers.
UK Drivers' Hours Rules	The rules specify maximum driving times, frequency of breaks, minimum rest periods and requirements for record keeping (eg tachographs) for goods vehicles <3.5 tons and passenger vehicles carrying more than nine people (see Appendix I) [38].
European Union Drivers' Hours Rules and Regulations	The rules and regulations specify maximum driving times, frequency of breaks, minimum rest periods and requirements for record keeping (eg tachographs) for goods vehicles >3.5 tons and passenger vehicles carrying more than nine people (see Appendix I) [38]
The Working Time (Amendment) Regulations (WTRs) (1998)	The WTRs include limits on the number of hours employees can be required to work per week by employers, limit night work hours, and include provision for rest breaks, paid annual leave and health assessments for night workers. Duty holders need to consider and comply with requirements of WTRs, but complying with the WTRs is not in itself sufficient to adequately control risks from staff and fatigue. The WTRs are not risk based, nor are they 'relevant statutory provisions' made under the Health and Safety at Work Act (1974). They contain many exemptions and opt outs. For safety-critical workers (as defined under ROGS), the WTRs provisions are therefore in addition to, not instead of, protection under the ROGS.

Risk management of shifts

Managers can take additional steps to improve the health and safety of employees in addition to adhering to the law. A planned approach to assessing and managing the risks of shift work can financially benefit the organisation by:

- Lowering sickness and absenteeism
- Decreasing lost-time incidents
- Reducing the risk of fatigue-related accidents
- Reduce the likelihood of compensation claims
- Increasing work efficiency
- Improving product quality
- Reducing staff turnover

For more advice on the fatigue risk assessment process see: **RSSB – Managing occupational road risk associated with driver fatigue: A good practice guide**



Shift risk management process:

1. Seek commitment from management

- Ensure senior management (those making business decisions) are included in the development of shift-working arrangements

2. Assess the risks and identify where improvements can be made

- Consider risk factors at work and those who might be harmed by them. Gather and evaluate information about shift-working arrangements
- Consider whether specific groups of staff might be more vulnerable than others (eg age, those with health conditions)

3. Consult employees

- Work with employees to understand their experience of the advantages and disadvantages of existing work patterns. Invite the contribution of ideas for improvement

4. Implement interventions

- Consider and prioritise where to make improvements
- Improve the shift work schedule based on this assessment

Good practice guidelines for shift-work schedule design

There are many different shift-work schedules, each with different features. The diversity of work roles and workplaces means there is no single optimal shift system for everyone.

Use the current knowledge of best practice below to contribute to the design of your shift schedules:

- Avoid placing drivers on permanent shifts (early or late), by implementing a rotating shift schedule
- If possible, rotate shifts forwards (from morning to afternoon to evening)
- Rotate shifts quickly, for example, every two to three days, avoiding weekly/fortnightly rotating shift schedules
- Avoid starting morning shifts before 07:00 (where possible)
- Limit shifts to a maximum of 12 hours. Limit demanding, monotonous, dangerous and/or safety critical shifts to eight hours
- Limit consecutive working days to a maximum of seven days or less in accordance with the EU Drivers Hours Regulations
- Limit consecutive working days for those working >8 hour night shifts/early mornings to three days

- Make sure your employees have adequate rest time between successive shifts (a minimum of 11 hours as specified by the Working Time Regulations 1998)
- Ensure a minimum of two successive rest days to allow adequate recovery time when switching between day and night shifts and vice versa
- Build regular free weekends into shift schedules
- Work closely with each individual employee to ensure they are being placed on a shift pattern that will suit their lifestyle

Workload:

- Ensure your drivers' workloads are appropriate and achievable during the length and timing of the shift
- If practical, allow your drivers a choice around the order in which work tasks should be completed
- Avoid scheduling demanding, dangerous, monotonous and/or safety-critical work during the night, early morning, towards the end of long shifts and during other periods of low alertness

Additional considerations:

- Arrange shift start/end times to be convenient for public transport or consider providing transportation for your drivers
- Encourage and promote the benefit of your drivers taking regular breaks away from the vehicle/workplace
- Where possible, allow discretion over where and when your drivers take a break

Good practice guidelines for improving the shift work environment:

- Make sure supervisors and team members with responsibility for shift-working arrangements are aware of the risks associated with shift work and can recognise shift work-related problems
- Control overtime and shift swapping by monitoring and recording hours worked and rest periods. Discourage your drivers from taking second jobs
- Make provision in the work schedule to allow adequate rest for those workers carrying out standby/ on-call duties or overtime
- Provide training and information for your drivers, their families and management on the risks associated with shift work and on coping strategies. This may help them to cope better with shift work

- Make provision to release your staff for foreseeable training, development and communication needs
- Encourage interaction among your workers and provide a means of communication for lone workers
- Agree on and ensure that timing and procedures for transmitting information to the next shift team are followed at all times
- Encourage your drivers to inform their doctor about their working arrangements
- Promote healthy living strategies such as increasing exercise and improving diet – for example, provide shift workers with fruit when arriving for their shift at the depot
- Ensure that free health assessments are provided for night workers
- Where employees have to travel a long distance to a work location at the beginning of the day or the journey is likely to take more than two hours, consider asking staff to travel the night before and stay overnight
- Share long drives with a second driver under the double manning rules

For more advice and information about the reasons for these recommendations please refer to **Health and Safety Executive (2006). Managing shiftwork: Health and safety guidance. Surrey: HSE.**

Top tips for drivers working shifts Awareness

Managers should, as part of recruitment, training and staff appraisals, ensure your drivers and line managers are reminded about:

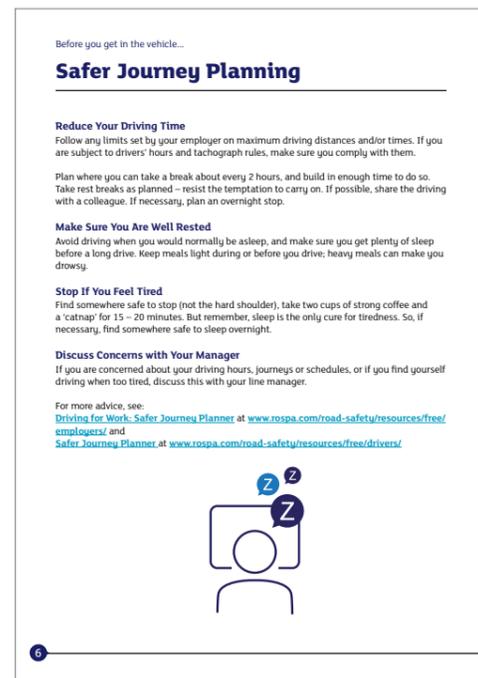
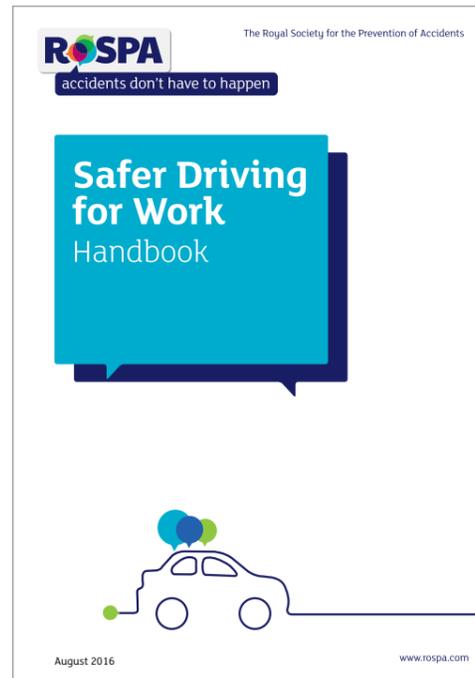
- The danger of falling asleep at the wheel
- The main causes of falling asleep at the wheel
- The need for safe journey planning
- The need to get adequate sleep before starting to drive (at least seven hours)
- The dangers of ‘moonlighting’ or spending too long on evening hobbies, social activities or domestic work that limit rest periods
- The times of day when fatigue is most common (02:00-06:00; 14:00-16:00)

- Encouraging drivers to consider fatigue-related driving risk as a personal responsibility
- The early signs of fatigue and what to do if they begin to feel tired during a journey
- The tendency towards enhanced fatigue associated with ageing and certain medical conditions
- The risks of making a lengthy home journey after a day’s work away from their normal base
- The organisation’s policy on what staff should do if they feel fatigued before or while driving

Following such training, this information should also be available as a reference at all times in the Driver Handbook (see Appendix 8.5)

About 40% of sleep-related accidents involve commercial vehicles, Gov.uk

Useful hand-outs and tools:



Measuring success

Managers must periodically review the shift-working arrangements and any training rolled out to make sure these are effective.

When making changes to the system it is important to monitor and undertake a risk assessment before and after any changes take place.

Useful indicators below will assist in determining if changes have helped:

Indicator	Measures of success
Fatigue	Utilise the HSE fatigue / risk index for shift workers
Sleepiness at work	The Epworth Sleepiness Scale (ESS) provides a subjective measure of sleepiness using a short questionnaire. The higher score, the higher level of sleepiness.
Accidents, near misses and safety-critical events	Do records show a reduction in accidents, near misses and safety-critical events?
Absenteeism	Do records show a decrease in absenteeism?
Staff turnover	Do records show a decrease in staff turnover?
Employee welfare	Interview and survey workers to understand whether the arrangements are working positively for them.
Performance and productivity	Do records show an increase in performance? For example, have customer/driver interaction ratings improved? Are drivers making decisions to choose the most efficient route?

8.3 Return to work procedure

It is recognised that staff operating vehicles involved in collisions, and in particular fatalities, are at risk of experiencing stress and anxiety.

Returning to work following a collision can be daunting. Drivers' confidence can be set back and they can experience post-collision driving anxiety, nervousness and discomfort.

Further, those involved in fatal collisions might experience post-traumatic stress disorder (PTSD), a recognised mental

disorder. Characteristic symptoms include 'persistent re-experiencing of the traumatic event, persistent avoidance of stimuli associated with the trauma and numbing of general responsiveness'.

It is important that those who are involved in traumatic events receive the appropriate help.

The FORS-specific Collision Management Toolkit provides guidance on how best to return your employees to work following a collision.

When interacting with an employee it is important to bear in mind that there is no 'one size fits all' approach for everyone and every trauma.

Note:

As a business, it is vital to continue operating and meeting your customer's

needs. However, it is important to take time to understand how the driver is responding to the trauma and come to an appropriate solution to avoid a repeat incident while the driver is still experiencing anxiety.

8.3.1 Management guidance Post-accident process



✓ Dos	✗ Don'ts
Place driver's health and wellbeing as your highest priority.	Make assumptions that the driver will be OK based on past experience.
Take time to assess the individual's needs based on the specific context of the collision.	Rush decisions in light of operational pressures.
Give the driver space to speak and share how they are feeling – actively listening.	Prevent the person from talking about their anxieties. Rush conversations.
Offer the driver the option of being relieved from duty. Try and remove as many stress-inducing factors as possible.	Ignore the driver's concerns. Pressure the driver to return to work immediately following a collision.
Refer the driver to specialists for advice that you are not qualified to provide – within your organisation (HR if possible), and to their GP.	Offer advice about how to overcome psychological and medical difficulties.
Offer/recommend formal counselling on a voluntary basis, approximately one month post incident should the driver still be experiencing symptoms.	Force the driver to receive formal counselling if this is not wanted or necessary.



Case study:
Arriva Trains Wales

Following an operational fatality, the company identified a lack of consistency in the support given to staff.

A review was carried out of existing 'chain of care' and support procedures, involving employees who had experienced problems, and this led to revisions in procedures and policy.

The company's commitment to supporting temporary and fixed-term staff involved in a traumatic event at work extends to managers who attend the scene of an incident or who may be affected through dealing with traumatised employees.

The first 27 days after an incident are designated as 'watchful waiting', during which line management refer staff to medical practitioners, manage immediate

needs and ensure they are available to support staff.

If symptoms are still being experienced 28 days after an incident onwards, employees are referred to an occupational health provider. Following necessary treatment (up to 12 weeks of sessions), a return to work plan is incorporated in the specialist's assessment report.

This may include a phased re-introduction to the driving environment, using simulation or re-familiarisation training for a blameworthy collision, before returning to real-time experience in the cab with a driving instructor, and ultimately returning to driving duties.

www.orr.gov.uk/__data/assets/pdf_file/0020/2783/atw-stress-case-study.pdf

Support network

Drivers experiencing trauma are often more comfortable speaking to others who have either gone through a similar event or are familiar speaking to those suffering following a collision.

Research shows that drivers feel relief in talking to the public or colleagues with similar experience, and find this more comfortable than speaking with medical or mental health professionals 8.

What can you do?

Set up a buddy support system. Here's how:

- Call for volunteers within your organisation who have experienced a collision and are willing to support others experiencing trauma
- Ensure the volunteers undergo a training process so that they are aware of the types of support they should be offering, the time they should be spending on this, and what to do if they suspect the individual is experiencing issues requiring professional support
- In a small operating company, look to partner with other small operators in your area

Make the buddy support system available to your employees shortly after involvement in a traumatic incident, and ensure it is offered on a voluntary basis.

'Having a personality of caring about people is important. You can't be a good leader unless you generally like people. That is how you bring out the best in them.' Richard Branson

8.4 Eyesight testing

Vision problems are common – almost three-quarters of the UK population either wear glasses or contact lenses, or have had laser eye surgery to correct their vision. Road crashes as a result of poor driver vision are estimated to cause 2,900 casualties and cost £33m in the UK a year.

It is therefore essential that all drivers vision is regularly assessed and taking corrective measures where appropriate. Good practice suggests that a basic eyesight test should be conducted 'in house' every six months.

Eyesight tests can also provide useful insights into the general wellbeing of a person. An eye test could detect early signs of high blood pressure, high cholesterol and even mental health problems.

8.4.1 Driver eyesight: the law

✓ Tip

The DVLA driving eyesight rules state that:

You must be able to read – with glasses or contact lenses if necessary – a car number plate made after 1 September 2001 from 20 metres.

You must also meet the minimum eyesight standard for driving by having a visual acuity of at least decimal 0.5 (6/12) measured on the Snellen scale (with glasses or contact lenses, if necessary) using both eyes together or, if you have sight in one eye only, in that eye.

You must also have an adequate field of vision.

There are additional rules for lorry and bus drivers. These state that:

You must have a visual acuity at least 0.8 (6/7.5) measured on the Snellen scale in your best eye and at least 0.1 (6/60) on the Snellen scale in the other eye. You can reach this standard using glasses with a corrective power not more than (+) 8 dioptres, or with contact lenses. There's no specific limit for the corrective power of contact lenses.

You must have a horizontal visual field of at least 160 degrees; the extension should be at least 70 degrees left and right and 30 degrees up and down. No defects should be present within a radius of the central 30 degrees.

You must tell the DVLA if you have any problem with your eyesight that affects either eye.

8.4.2 Eyesight tests

Changes in eyesight can be gradual, and it is possible to lose up to 40 per cent of your vision before noticing it. The Eyecare Trust recommends having a professional eye test, at least **once every two years**, or immediately if an issue is discovered. A professional eye test not only checks vision over distance, but also for defects such as problems seeing things in your central or peripheral vision.

Supporting the drivers

Ensure access for drivers to get their eyes tested and ensure that their vision meets the legal requirements for driving. Suggestions include:

- Allowing paid time off for eye tests
- Paying for driver's eye tests
- Arranging a discount scheme with local opticians
- Arranging for an optician to visit your depot to carry out eye tests
- Contributing to the cost of a pair of glasses

It is important to raise awareness of the availability, need for and benefits of eye tests in the workplace. Ensure that employees are aware that they may be eligible for free eye tests, as applicable.

✓ Tip

Eyesight tests are free in the UK if you are under 16, over 60, claiming certain benefits, or if you have certain medical conditions. In Scotland, eyesight tests are free for everyone. See the NHS website to find out if you qualify.

8.5 Drug and alcohol testing

The Health and Safety at Work Act 1974 states that, as an employer, all employers have a duty of care to ensure your drivers are not under the influence of any drugs or alcohol at work.

An employer, who does not monitor and enforce this act, may be prosecuted, as it is a criminal offence under The Transport and Works Act 1992. The organisation's drugs and alcohol policy must be included within all employment contracts to ensure the employee is aware of the consequences for failing to comply. An organisation of any size can manage the misuse of drugs and alcohol at work via the steps on the facing page.

Confidential reporting system and self-referral:

Encouraging self-referral in the workplace and offering support is important.

Eliminating stigma

Make it clear that drug and alcohol-related issues must be disclosed and will be dealt with in strict confidence. Displaying a simple poster and providing staff with an email address and contact can assist employees with making the first approach. Advise your employees to visit their GP or simply Google search 'UK rehab' or 'NHS mental health services' if they require further information or help.

✓ Tip

- Random drug and alcohol testing should be in your employees' contract of work – this removes the option to refuse random tests.
- Remember: drugs and alcohol tests will be undertaken by a GP or occupational health assessor at the time of obtaining a HGV medical certificate.
- It is good practice to have random drugs screening and testing periodically.
- Always offer support to employees who have had a history of drug misuse by providing them with counselling. As there is a shortage of staff, it is essential that we work with our drivers to retain them.
- Seek permission from employees before carrying out random drug testing under the health and safety policy of your organisation.
- No one is specifically targeted during a random drugs test.
- UNISON states that drugs and alcohol search and testing procedures must be conducted by someone of the same sex with a witness.
- Disciplinary action may be taken upon refusal from taking part.

These steps ensure everyone is treated equally and fairly.

Consulting union representatives

Union representatives can discuss drugs and alcohol-related issues within your organisation. They can provide help with raising awareness and reviewing any current drugs and alcohol policies. They can also speak to suspected employees and discuss issues with work-related stress or personal matters.

Steps	What you should do
Step 1: Ensuring your staff are informed: 	<ul style="list-style-type: none"> • A drugs and alcohol misuse policy should not be new information – it must be stated in the employee’s contract and any handbooks and other health and safety documents provided to drivers • For more information on how to draft and implement a policy on drug misuse, please see page 12 of HSE’s ‘Drug misuse at work – a guide for employers’ on the HSE website. More information can also be found on the Acas website in the Health and Employment booklet. <p>Communication options:</p> <ul style="list-style-type: none"> • Display posters in staff rooms, kitchens and toilets reminding staff of the negative consequences of drinking and driving and drug misuse at work. These are available free from the charity Brake’s website in its online tools hub • Remind staff through posters and leaflets to encourage self-referral • Provide informative leaflets and contact details of organisations that can help drugs and alcohol addiction • Include a drugs and alcohol session in the induction process • All managers should be trained to recognise and handle the misuse of drugs and alcohol at work – please contact your local drug or health advisory services for guidance on how to organise this (there may be a charge for this service)



Steps	What you should do
Step 2: Explore and investigate any concerns regarding drugs and alcohol issues in your workplace 	<ul style="list-style-type: none"> • Absence/sickness records – check to see any regular patterns in absence the reasons behind all absences • Check HGV medical report provided by GP or occupational health assessor at the time of providing a medical certificate. Is there any information related to drug misuse (past or present)? • Random drug testing – announce to your driver pool that you will be undertaking random drug testing. Advise drivers that if they have taken drugs in the past three months they should declare this, and they will be dealt with more favourably than in the instance of positive drug testing. In the instance that a driver is found to have taken drugs, it is recommended that they should be suspended from the role for one week, and advised to visit their doctor for dependency checks <p>Engage managers to spot:</p> <ul style="list-style-type: none"> • Changes in behaviour – aggressive, irritable, confused, sweating, shaking, loss of appetite • Accident record – lack of interest in safety. • Lack of productivity – lack of interest in the job itself • Disciplinary issues – including conduct and work performance
Step 3: Taking action 	<ul style="list-style-type: none"> • It is highly important that if you suspect a member of staff of being involved with drugs and alcohol misuse at work, this must be treated with strict confidence • Please see Section 7.6.4 – ‘How to handle a difficult conversation’ for further information on how to structure the conversation as it is a sensitive issue, and then proceed with disciplinary action if appropriate • Do not accuse the employee. Listening and being supportive is essential in a sensitive situation such as this • Call the Acas helpline for further advice on any sensitive issues



9. Appendices

- 1. Example: Performance record
- 2. Example: Disciplinary hearing invite
- 3. Example: Disciplinary hearing outcome letter
- 4. Example: Minutes for disciplinary hearing
- 5. Example: Fatigue Management: Driver Handbook Content

.....

Appendix I: Performance record

Employee's name:	
Staff number:	
Job title:	
Department:	
Manager:	
<hr/>	
Miles driven:	
Attendance:	
Incidents:	
Detail any accidents, penalty points incurred etc	

Competencies and objectives

Objectives and competencies should be reviewed in the middle of the review period and during the final review.

Each driver should be scored against the same competencies using the following criteria at each review:

Rating	Description	Interpretation
5	Excellent	Evidence suggests very high competence with excellent examples of the competency and few or no development needs.
4	Good	Evidence suggests high competence with many strong examples of the competency and very minor development needs.
3	Acceptable	More positives than negatives. A few good examples of the competency with a few areas for improvement.
2	Marginal	More negatives than positives. Few examples of the required behaviour but worth considering development to improve
1	Poor	Significant development needs. Very strong negative examples or simply a lack of evidence to support the competency.

Competency	Competency demonstration score (1-5)	
	Interim Review	Final Review
1. Customer focused		
2. Risk aware and safety conscious		
3. Organised		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Interim review:

The line manager should identify any actions that should be taken to improve competency demonstration or share best practice.

Final review:

The line manager should summarise competencies which have been particularly well displayed and others which will require improvement in the next review period.

Objective	Desired activity/outcome These should be agreed by the employee and manager at the beginning of the review period	Interim review The line manager should summarise the progress that has been made in working towards this objective	Final review Has this objective been achieved? Detail specific actions which demonstrate objective achievement
1	A number of objectives could be the same for drivers who perform similar roles.		
2			
3			
4	The driver should set one or two personal goals		
5			

Interim review summary

This section is for brief overall summary comments for the half year by the employee and their line manager, together with assessment level agreed after discussion at the interim review.

Date of interim review: _____ / ____ / ____

Employee's summary

Employee should provide a summary of how they feel they have performed. This should include anything from the period that they are particularly proud of and any development opportunities that they can identify.

Manager's summary:

The line manager should comment briefly on progress towards objectives and competency demonstration. Opportunities for further development should be noted as discussed at the review meeting.

Indicative interim assessment level	Tick the agreed level
Outstanding performance On track to exceed objectives with competencies more than fully demonstrated	
Standard performance On track to meet objectives met with competencies fully demonstrated	
Below standard performance with development needs Most objectives should be met but development required to fully meet requirements	
Unsatisfactory performance Performance unacceptable. Not on track with objectives and competencies	

Employee's signature: _____ / ____ / ____

Line manager's signature: _____ / ____ / ____

Countersigning manager signature: _____ / ____ / ____

Final review summary

This section is for brief overall summary comments for the full year by the employee and their line manager, together with assessment level agreed after discussion at the interim review.

Date of interim review: _____ / ____ / ____

Employee's summary

Employee should provide a summary of how they feel they have performed. This should include anything from the period that they are particularly proud of and any development opportunities that they can identify.

Manager's summary:

The line manager should comment briefly on the achievement of objectives and competency demonstration. Opportunities for further development in the next review period should be noted as discussed at the review meeting.

Indicative interim assessment level	Tick the agreed level
Outstanding performance On track to exceed objectives with competencies more than fully demonstrated	
Standard performance Objectives met and competencies fully demonstrated at required levels	
Below standard performance with development needs Most objectives met but development required to fully meet requirements	
Unsatisfactory performance Performance unacceptable. Objectives not met and competencies not demonstrated	

Employee's signature: _____ / ____ / ____

Line manager's signature: _____ / ____ / ____

Countersigning manager signature: _____ / ____ / ____

Appendix 2: Disciplinary hearing invitation

Employee name:

Employee address:

Date:

Disciplinary hearing due to poor punctuality/absence/misconduct

Dear name,

Intro:

In this example, this employee has exceeded their punctuality limit in the month of June 2016 by 39 minutes in total. The company policy states that anyone exceeding 30 minutes in a month is called in for a disciplinary meeting.

You are required to attend a disciplinary hearing on date at time with myself and name of HR representative/senior manager/accompanying colleague, at location and room. The hearing has been scheduled to discuss your alleged (state why the employee is being called to a disciplinary meeting) poor punctuality / excessive absence record / misconduct issues.

Provide evidence for the allegation:

In June 2016 you have arrived at work 00:39 hours late, which has resulted in you exceeding the punctuality limit for this month and which, if substantiated, is deemed unacceptable and not to the standard expected of any employee.

Please see details of your poor punctuality in June 2016. This will be discussed at the hearing. You will be given the opportunity to provide an explanation for your poor punctuality and you will be encouraged to raise any issues which may be relevant to this matter.

Poor punctuality

16th June 2016 – 8 minutes

21st June 2016 – 31 minutes

Explaining the employee's rights, potential outcomes of the meeting and contact details:

You may be accompanied by a fellow employee or trade union official of your choice.

At this point I would like to draw your attention to our disciplinary rules and procedures which state that we retain the discretionary right to take into account your length of service with us and to vary the procedures accordingly in respect of formal warnings such as a verbal warning, written warning and final written warning, and including termination for a first breach of conduct rules.

Please confirm your attendance on telephone number or via email to: state email address

Yours sincerely,

Company name

Name

Job title

Appendix 3: Disciplinary hearing outcome letter

Employee name:

Employee address:

Date:

Re: Disciplinary hearing due to poor punctuality/absence/misconduct

Dear name,

Intro:

The nature of the disciplinary meeting is explained here. In this example, an employee was called in to discuss their poor punctuality in the month of June 2016. Each case is different due to the circumstances posed by the employee at the meeting.

I am writing to confirm the outcome of the disciplinary meeting held on date.

As you are aware the topic of our conversation was regarding your poor punctuality/absence/misconduct (explain the nature of the disciplinary hearing here).

For example,

Punctuality Records

16th June 2016 – 8 minutes late

21st June 2016 – 31 minutes late

Conclusion:

Please find below a written example of the outcome to the meeting, the conversation must be detailed here:

During the meeting we discussed each occasion in turn. On 16 June 2016 you informed me that there was traffic on your way to work, which resulted in your being late. On 21 June 2016 you stated that you had overslept and this resulted in your being late for work.

In conclusion, after carefully reviewing the circumstances, including the mitigation you put forward and the discussions which took place at the hearing, I believe a verbal warning is the appropriate sanction. Arriving to work late on a regular basis is unacceptable. As discussed at the hearing, please ensure you give yourself an extra 30 minutes to account for any delays on your way to work.

I strongly recommend you take all reasonable steps to avoid further poor punctuality in the future. Please be reminded that should there be a repeat of any further occasions of poor punctuality exceeding 30 minutes in any given month, or indeed any misconduct in general during this period, you will be liable to further disciplinary action in accordance with our disciplinary procedure.

You have the right to appeal my decision if you deem this outcome to be unfair and would like this to be reviewed. Please submit this in writing within eight days from the date of this letter to (contact email of a senior manager. The senior manager will review the case after the appeal meeting and make the final decision of whether to uphold or withdraw the warning).

Yours sincerely,

Company name

Name

Job title

Appendix 4: Minutes for disciplinary hearing

Minutes: Disciplinary for

Date:	Time:
Location:	Employee:
In attendance:	
HR/Manager: The purpose of this meeting is to discuss with you and to afford you the opportunity to provide an explanation for your recent poor punctuality record (insert reason). After monitoring your punctuality (edit) this did not improve and therefore you have been invited for this disciplinary meeting to further discuss the incidents.	
Any past warnings given to the employee must be stated at the start of the meeting: You were given a verbal warning for your poor punctuality in February 2016. However, after monitoring your punctuality this did not improve.	
HR/Manager: Did you receive the letter and do you understand it?	
HR/Manager: I note that you have/have not brought anyone with you today	
HR/Manager: We will discuss each incident in turn. The recorded dates of poor punctuality in this period are: 16 June 2016 – eight minutes (record the employee's response below) 21 June 2016 – 31 minutes	
Notes: (ask the employee if there is anything else that they would like to add for the purpose of the minutes) 	
HR/Manager: Thank you for attending this meeting. We will write to you with a written outcome within the next few days.	

Appendix 5: Fatigue management: driver handbook content Driver handbook and training content

Sleep

- Get as much sleep as possible prior to working a shift (most adults need 7-8 hours a day)
- Try not to stay up late or reduce your normal sleep before a long journey

Recording sleep patterns and problems using a diary can help to find the most suitable strategies and conditions for a better quality of sleep. Techniques include:

- If you work regular shifts, try going to bed at different times, e.g. soon after you arrive back from work or stay up and sleep before the next shift
- Have a short sleep before your first night shift
- If coming off night shifts, have a short sleep and go to bed earlier that night
- Once you have identified a suitable sleep schedule try to keep to it
- Environment
- To help make the environment favourable for sleeping:
- Sleep in your bedroom and avoid using it for other activities such as watching television and eating
- Use heavy curtains, blackout blinds or eye shades to darken the bedroom
- Disconnect or mute your phone

- Ask your family not to disturb you and to keep the noise down when you are sleeping
- Discuss your work pattern with close neighbours and ask them to try and avoid noisy activities during your sleep time
- Consider using earplugs, white noise or background music to mask external noise
- Adjust the bedroom temperature to a comfortable level; cool conditions improve sleep

Promoting sleep

The following tips may help you relax after a shift and promote sleep:

- Go for a short walk, relax with a book, listen to music and/or take a hot bath before going to bed
- Avoid vigorous exercise before sleep as it is stimulating and raises the body temperature
- Avoid caffeine and 'energy' drinks a few hours before bedtime
- Don't go to bed feeling hungry: have a light meal or snack before sleeping but avoid fatty, spicy and/or heavy meals, as these are more difficult to digest and can disturb sleep
- Avoid alcohol as it lowers the quality of sleep

Diet

Digestive problems are common in shift workers because of disruption of the body clock and poor diet. Plan your meals to help you stay alert at work and to relax/sleep when you need to rest.

- Regular light meals/snacks are less likely to affect alertness or cause drowsiness than a single heavy meal
- Choose foods that are easy to digest such as pasta, rice, bread, salad, fruit, vegetables and milk products
- Avoid fatty, spicy and/or heavy meals as these are more difficult to digest. They can make you feel drowsy when you need to be alert. They may also disturb sleep when you need to rest
- Avoid sugary foods such as chocolate – they provide a short-term energy boost followed by a dip in energy levels
- Fruit and vegetables are good snacks as their sugar is converted into energy relatively slowly and they also provide vitamins, minerals and fibre
- Drink plenty of fluid as dehydration can reduce both mental and physical performance but avoid drinking too much fluid before sleeping as this may overload the bladder

Stimulants and sedatives

- Caffeine is a mild stimulant present in coffee, tea and cola as well as in tablet form and in special 'energy' drinks. It can improve reaction time and feelings of alertness for short periods. Only use caffeine occasionally and don't rely on it to keep you awake. If you

- do decide to take caffeine or other stimulants, you should consider what might happen when its effects wear off, for example when you are driving
- Avoid the use of alcohol to help you fall asleep. Although alcohol can promote the onset of sleep it is also associated with earlier awakenings, disrupted sleep and poorer sleep quality. Regularly drinking too much increases the risk of long-term damage to your physical and mental health, your work and social and personal relationships
- Regular use of sleeping pills and other sedatives to aid sleep are not recommended because they can lead to dependency and addiction
- New drugs have recently been developed that can alter our state of alertness. Although their use may be widespread abroad, the ways in which they work and their long-term effects are not yet fully understood and consequently their use is not advised unless under medical supervision
- If you are taking any medication, check whether it causes drowsiness. If it does, ask your doctor or pharmacist for an alternative that does not cause drowsiness

Lifestyle

An unhealthy lifestyle combined with shift work may increase the likelihood of sleep disorders and sleep loss or exacerbate existing sleep problems. A good diet, regular meals and exercise can improve sleep quality, health and wellbeing.

- You can improve your fitness by spending 30 minutes a day on a physical activity including housework and walking. Consider joining a gym, taking part in a regular exercise class, or simply walking around the vehicle during your breaks
- Eat healthy meals on a regular basis
- Cut down or give up smoking
- Reduce your alcohol intake
- Seek advice from your doctor if you require regular medication such as insulin for diabetes or suffer from a chronic condition such as epilepsy

Working shifts that differ from the routines of friends and family can leave you feeling isolated and it is important to make the effort not to lose contact with them.

- Talk to friends and family about shift work. If they understand the problems you are facing it will be easier for them to be supportive and considerate
- Make your family and friends aware of your shift schedule so they can include you when planning social activities
- Make the most of your time off and plan mealtimes, weekends and evenings together
- Plan your domestic duties around your shift schedule and try to ensure that you do not complete them at the cost of rest/sleep. You may need to change the times/days when some jobs are done
- Invite others who work similar shifts to join you in social activities when others are at work and there are fewer crowds

Maintaining alertness on shift

On some shifts, such as nights and very early mornings, you may find it difficult to remain alert and this can affect your performance. It may also increase the risk of errors, injury and accidents. You may find it helpful to:

- Take moderate exercise before starting work. This may increase your alertness during the shift
- Keep the light bright in the cab
- Take regular short breaks during the shift if possible
- Get out of the cab and walk around during breaks
- Keep in contact with co-workers as this may help both you and them stay alert
- 'Caff' napping: drink a caffeinated drink and take a short (15 minutes but no longer) nap as a way of coping with the onset of tiredness. This is an emergency measure to complete a journey safely and should not be used more than once during a journey

Note: If you are struggling to remain alert you should immediately pull over and sleep. Safety should take priority over the completion of your work tasks.

Raising concerns

If you are concerned about your driving hours, journeys or schedules or if you find yourself driving when too tired, discuss this with your line manager.

10. References and further reading

AAA Foundation for Traffic Safety (2010): Asleep at the Wheel: the Prevalence and impact of Drowsy Driving, found at: www.aaafoundation.org/sites/default/files/2010DrowsyDrivingReport_I.pdf

Smith C S, Folkard S and Fuller J A 'Shiftwork and Working Hours' in Handbook of Occupational Health Psychology 2003 163- 183 Washington DC: American Psychological Association: Folkard S and Tucker P 'Shift work, safety and productivity' Occupational Medicine 2003 53 (2) 95-101, abstract found at: www.academic.oup.com/occmed/article/53/2/95/1519789/Shift-work-safety-andproductivity

Advisory Conciliation and Arbitration Service (Acas) framework for dealing with challenging conversations, 2017, found at: www.acas.org.uk/index.aspx?articleid=747

CILT (UK) – 2015 – Driver Shortage, found at: www.ciltuk.org.uk/News/LatestNews/TabId/235/ArtMID/6887/ArticleID/6540/CILTpublish-Driver-Shortage-Crisis-report.aspx

CIPD (2016). Growing the health and well-being agenda: From first steps to full potential. Policy Report: CIPD, found at: www.cipd.co.uk/knowledge/culture/well-being/health-agendareport

Coombs, J. (2015). Healthy truckers – health promotion: Working well solutions: www.workingwellsolutions.com/healthy-truckershealth-promotion/

Folkard S, Lombardi D A and Tucker P 'Shiftwork: Safety, sleepiness and sleep' Industrial Health 2005 43, 20-23, abstract found at: www.researchgate.net/publication/8001985_Shiftwork_Safety_Sleepiness_and_Sleep

FTA – 2016 – Solving the Driver Crisis, found at: www.fta.co.uk/export/sites/fta/_galleries/downloads/events/driver_crisis_delegate/driver_crisis_repgraph_analysis_web.pdf

Korelitz, J.J., Fernandez, A.A., Uyeda, V.J., Spivey, G.H., Browdy, B.L. and Schmidt, R.T. (1993). Health habits and risk factors among truck drivers visiting a health booth during a trucker trade show. American Journal of Health Promotion 8(2): 117-123, abstract found at: www.ncbi.nlm.nih.gov/pubmed/10146826

Krueger, G.P, Belzer, M.H., Alvarez, A., Knipling, R.R., Hustling, E.L., Brewster, R.M. and Siebert, J.H. (2007). Health and wellness of commercial drivers. In The domain of truck and bus safety research, Transportation Research Circular Number E-C117, Transportation Research Board, May, abstract found at: www.journals.sagepub.com/doi/abs/10.1177/2165079915569740

Leeds Beckett University (2014). Safety health and wellbeing policy. Leeds: Leeds Beckett University., found at: www.leedsbeckett.ac.uk/~media/files/about/governance/studentregulations/nn_swhpolicy.pdf

HGV Drivers in Scotland – found at: www.researchonline.org.uk/sds/search/download.do%3Bjsessionid=5A279A4B89E FEA9DC44A2BB02EB38E8F?ref=LMDI08

Log Transport Safety Council (2008). The health and fitness of log truck drivers: An evaluation of the industry and recommendations for action. TERNZ: New Zealand, found at: www.ternz.co.nz/Publications/The%20Health%20and%20Fitness%20of%20Log%20Truck%20Drivers.pdf

Roberts, S. and York, J. (1997). Design, development and evaluation of driver wellness programmes. Technical memorandum number one: Wellness literature and programs review. Prepared for Federal Motor Carrier Safety Administration, Washington DC, found at: www.ntl.bts.gov/lib/57000/57300/57386/designdevelopmen00robe.pdf

Rodriquez, et al 2016 – The costs of Truckload Driver Turnover, found at: www.ugpti.org/pubs/pdf/SPI46.pdf

Sagaspe P. et al. (2010). Sleepiness, near-misses and driving accidents among a representative population of French drivers, J Sleep Res, 19(4), 578-84, abstract found at: www.ncbi.nlm.nih.gov/pubmed/20408921

Skills for Logistics, 2013, Driver Retention – Research with Managers and Current and Former HGV driver in Scotland, found at: www.researchonline.org.uk/sds/search/download.do%3Bjsessionid=5A279A4B89E FEA9DC44A2BB02EB38E8F?ref=LMDI08

The HGV Driver Shortage, 2016, Return loads.net, found at: www.theloadstar.co.uk/wp-content/uploads/Driver-Shortage-Survey-2016-2.pdf

Williamson, A., & Feyer, A. (2000). Moderate sleep deprivation produces impairments in cognitive and motor performance, abstract found at: www.ncbi.nlm.nih.gov/pmc/articles/PMC1739867/pdf/v057p00649.pdf

Further reading

Code of Practice on disciplinary and grievance procedures (Acas, March 2015), www.acas.org.uk/media/pdf/f/m/Acas-Code-of-Practice-I-on-disciplinary-and-grievance-procedures.pdf

Managing performance for small firms (Acas, October 2017), found at: www.acas.org.uk/index.aspx?articleid=3894

Managing performance for small firms (Acas, May 2012), www.acas.org.uk/media/pdf/c/5/Managing-performance-for-small-firmsaccessible-version.pdf

Challenging conversations and how to manage them (Acas, July 2014), www.acas.org.uk/index.aspx?articleid=3799

Driver performance (Fleet Data Insight, 2015), www.fleetdatainsight.com/

Managing Fatigue – A Good Practice Guide. RSSB RS/504, www.rssb.co.uk/rgs/standards/RS504%20Iss%201.pdf

Driving at Work, Managing work-related road safety, HSE, www.hse.gov.uk

Royal Society for the Prevention of Accidents, www.rospa.org.uk

Road Casualties in Great Britain, 2004, DfT, www.dft.gov.uk

Company Vehicle Incident Reporting and Recording (CoVIR), Bateman et al., 1996, www.dft.gov.uk

Penalty points and disqualification, The Highway Code, 2004, www.gov.uk/guidance/the-highway-code/annex-5-penalties

Reporting and recording crash data: An information sheet for fleet managers, Fleet Safety Forum, www.fleetsafetybenchmarking.net

Fit to Drive: a cost benefit analysis of more frequent eyesight testing for UK drivers, RSA Insurance Group plc, 2012, www.roadsafetyobservatory.com



© Transport for London
Windsor House
42–50 Victoria Street
London SW1H 0TL

October 2017

tfl.gov.uk

PUB17_047