

Driving for work: Driver Assessment and Training



77. You are travelling along a Motorway and you miss your intended exit. What should you do?
- Continue to the next exit
 - Reverse up the hard shoulder
 - Reverse up the hard shoulder with your hazards on
 - Reverse up the first lane
 - Reverse up the first lane
78. A tyre has the marking 195/60 R 14 on its side. The 60 is:
- The rim size
 - The speed rating
 - The width of the tread
 - The aspect ratio
79. Other than between certain times at night. When else is it an offence to sound your horn?
- In town
 - When you are wound up
 - When you are stationary
 - On the Motorway
80. A flashing green light on a car indicates it is being used by:
- Fire Officer
 - Civil Engineer
 - Vet
 - Doctor
81. A round sign with a blue background and the figures 30 in white means:
- 30 tone weight limit
 - 30 mph speed limit
 - 30 mph minimum speed
 - None of the above
82. On arrival at the scene of an accident your first priority should be:
- Your safety
 - The casualties
 - Calling the police
 - Calling the ambulance
83. You have a 14-year-old passenger in your car. Who is responsible for ensuring that they wear a seat belt?
- You the driver
 - The 14 year old's parents
 - No one, he is exempt from wearing his seat belt
 - The 14 year old



Road Safety

Driving is the most dangerous work activity that most people do. Research indicates that about 20 people are killed and 220 seriously injured every week in crashes involving someone who was driving, riding or otherwise using the road for work.

HSE Guidelines, '**Driving at Work**', state that *"health and safety law applies to on-the-road work activities as to all work activities and the risks should be effectively managed within a health and safety system"*.

Within the framework which they should already have in place for managing other aspects of health and safety at work, employers must conduct suitable risk assessments and put in place all 'reasonably practicable' measures to ensure that work related journeys are safe, staff are fit and are competent to drive safely and that the vehicles used are fit-for-purpose and in a safe condition. Such measures will more than pay for themselves by reducing accident costs, many of which will be uninsured.

Employers have a duty to assess, inform, train and supervise workers who drive vehicles as part of their work just as they do for workers who use any form of work equipment. They also need to manage the conditions under which staff drive for work.

Driving standards

Almost all road crashes are caused by, or involve, human error. More and more are caused by drivers losing control of their vehicles and by careless, reckless or aggressive driving. The most frequently recorded causes of road crashes involving drivers are:

- careless, thoughtless, reckless driving
- inappropriate speed
- loss of control of vehicle
- looked, but did not see
- failure to avoid vehicle or object in carriageway
- lack of judgement of own path
- failure to give way
- poor turn or manoeuvre
- inattention or distraction
- failure to look

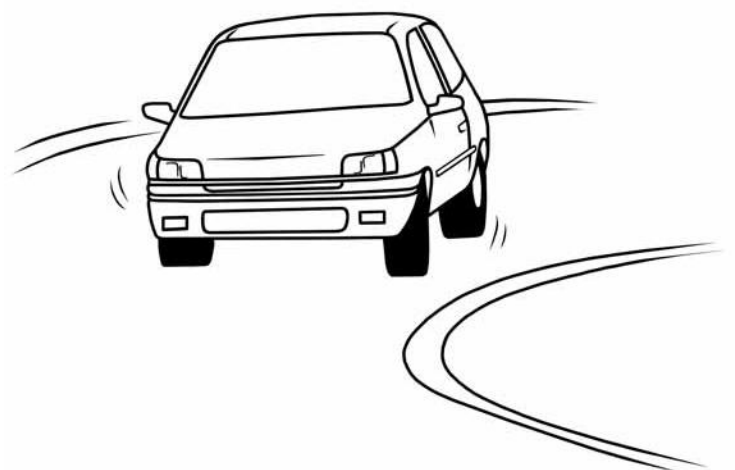
Drivers who drive for work have a higher accident risk than the general driving population. Company car drivers are 49% more likely to be involved in an accident than ordinary drivers, even after their higher mileages are taken into account. Drivers who drive more than 80% of their annual mileage on work-related journeys have about

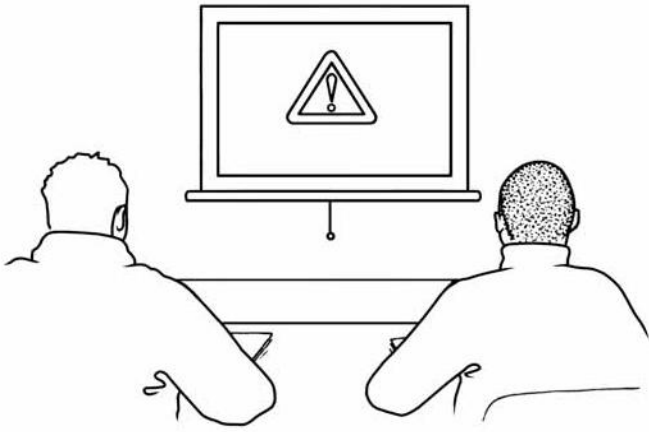
53% more accidents than similar drivers who have no work-related mileage.

An **In-depth Study of Work-related Road Traffic Accidents** found that the drivers of company cars, vans, pickup trucks and lorries all have a high 'blameworthiness' ratio in their accidents. At-work drivers have shown higher levels of risk-taking behaviour than others in various research studies.

This higher risk is not simply related to driving skills and attitudes, but also to the nature of the driving that at-work drivers are required to undertake (which may, for example, include unsafe schedules and time pressures) and the vehicles they drive (fleet cars tend to be more powerful).

Measures such as targeted publicity, structured driver training, group discussions with company drivers and covering driving in periodic management appraisals can reduce the risk of accidents. These measures should be part of an overall policy that also addresses the conditions under which staff drive, as well as their driving skills and attitudes.





Training can help drivers to avoid making lapses, mistakes and violations. It can help them to better anticipate and cope with the unexpected, including the errors of other road users. Training can also help drivers to drive safely while they are not at work and to pass on positive road safety advice to family and friends.

A study comparing different companies showed that those companies with 'clear driving standards and rules, excellent driver training, and a policy to report and try and learn from all driving incidents' had the lowest accident rates and best driver attitudes. On the other hand, companies with 'no formal driver training, unclear rules and reporting requirements, and relatively ineffective lines of communication' had the worst accident rates and most negative driver attitudes.

This leaflet gives simple advice on how employers and line managers can select, assess, train and supervise staff who drive for work in order to reduce the risk that they face and create for others.

A sample 'Policy' is included, which can be adopted as written or adapted to suit your organisation's needs. It can be used as a stand-alone policy or incorporated into your organisation's 'Safer Driving for Work' policy.

What employers should do

Consult staff

Ensure that staff and/or their safety representatives are fully consulted about the organisation's policies on safe driving, including driver assessment and training, and that this is reviewed periodically in joint health and safety committee meetings.

Expect safe driving

Ensure all staff, including managers, understand that the organisation expects everyone to drive within the law, safely and responsibly on work journeys and that it will provide appropriate help and training to enable everyone to play their part.

All managers should be trained to manage work related road safety as part of their health and safety responsibilities. They should lead by personal example and follow the organisation's policy.

Raise awareness

As part of recruitment, training and staff appraisal, ensure that drivers, and their line managers, are reminded about the:

- laws and rules about safe driving (**the Highway Code**)
- main causes of road crashes related to bad driving
- increased accident risk of poor driving
- potential impact of poor health, fatigue and distractions
- potential consequences to themselves and others
- organisation's policy on driver assessment and training
- help that is available for staff who would benefit from further training.

Staff also need to be aware of the:

- legal, financial and bad PR consequences of crashing due to poor driving
- organisation's policy on work related road safety
- need to co-operate in carrying out the policy, to report any problems and to participate in investigations.

Assess drivers and their driving tasks

At work drivers are not all the same. Their accident risk varies, depending on the amount and type of work related driving they do, their vehicles, their driving skills and attitudes, age, gender and personal characteristics. Employers have duties under Health and Safety Law to assess driver competence. Even though employees who drive will have passed the driving test, employers should still assess them to determine their competence to safely undertake the sort of driving their job requires and to identify those who are at the highest risk (due to their driving skills and attitudes and/or to the type of driving they do). This sort of training needs analysis will help to identify what types of training and support would be most suitable and which drivers most need help.

Assessment should take place at various points:

■ On recruitment

If a job involves driving, recruitment should include an assessment of candidates' driving abilities and history (amount and type of driving experience, accidents and motoring offences). For jobs that involve a substantial amount of driving, companies may consider including driver profiling as part of recruitment.



■ Regularly

A good driver assessment system will include regular on-going assessment of all drivers (e.g., once a year, once every three years) to identify any new issues such as a change in driving style, abilities or attitudes or a change in the driving tasks.

■ After an accident or violation

An accident (or near miss) or a conviction for a motoring offence should trigger, where practicable, an investigation to determine whether the driver's attitudes, skills or behaviour, or the nature of the driving task or vehicle, contributed to the crash, and what (if any) action is necessary to prevent repeat occurrences.

■ Following an Adverse Report

Organisations that use 'driver feedback' schemes may require drivers to be reassessed following adverse reports from members of the public.

■ Following an accident or illness

Employees returning to work after a serious illness or following an accident (of any kind), may benefit from an assessment to see if they need extra training or support to help them resume driving.

Type of assessment

There are several options for assessing drivers, which can be conducted by the company's own staff or by one of the organisations listed in Useful Contacts. There are also courses to train staff in a company to assess other drivers within the organisation and identify their training needs. This can be a cost-effective option.

It may not be practical or cost-effective for companies with large numbers of at-work drivers to put all of them through an in-vehicle assessment. It can be more cost-effective to use other forms of assessment first and identify those most in need of in-vehicle training.

■ On paper

A driver questionnaire can be used to gather information about the type of driving staff do, their accidents (and near misses) records, violations, attitudes to driving and their concerns.



■ Online

Several driver training providers (see useful contacts) have driver assessment tools available online or as CD ROMs. These include one or more of:

Knowledge tests, which assess drivers' knowledge of road traffic laws, the Highway Code, traffic signs, etc.

Psychometric profiling tools, which analyse the type of work driving drivers do, their accidents (and possibly near misses), violations and their driving attitudes. They then provide a report detailing the level and type of risk each driver faces. Some also provide a 'Manager's Report' which grades a group of drivers as 'high', 'medium' or 'low' risk to help managers prioritise who needs help first and to indicate the most appropriate form of training. This enables

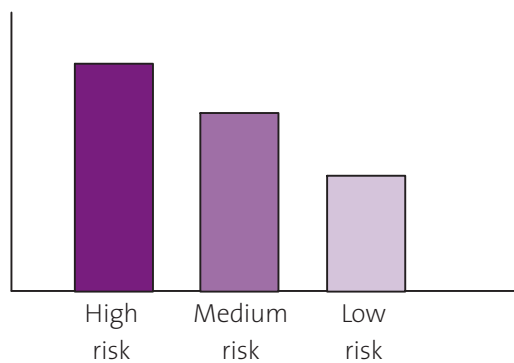
the best use of limited budgets. Some also enable organisations to keep records of who has been assessed or trained, when and how.

Driving simulator software tools in which staff view real or virtual road scenarios on a computer and register hazards or bad driving as they spot them. Again, they can provide a written print-out of the results.

In vehicle assessments involve a driver going on a drive with a professional driver trainer who assesses their driving. Often, two or three staff members go out at the same time and take turns at driving. The Assessor then produces a report analysing the driving of each staff member and recommending further training (if needed) and the particular aspects of their driving that need to be improved.

Prioritise highest risk drivers

Based on the results of the driver assessment, managers are now in an informed position to provide targeted, cost-effective and appropriate training. Managers should ensure that those who have been identified as facing the highest level of risk are given help first and that the training they receive addresses issues revealed by the assessment.



Provide training

One or more of the following options can be provided. Before purchasing training, companies should ensure that they have identified their training needs and that the provider(s) they have chosen can meet those needs.

■ Awareness raising seminars

Organise seminars or workshops which cover defensive driving, road traffic laws (**the Highway Code**), the main causes of road crashes, the increased risk caused by various types of poor driving, the potential consequences and the organisation's policy on driver assessment and training. These are likely to be more effective if they include opportunities for interaction and group discussion so that staff can share their experiences and express their views.

They can be conducted in-house or by one of the training organisations in the Useful Contacts. Specific Seminars (for example, on drinking and driving or behavioural development) can also be useful.

■ Fleet driver training/defensive driving

These courses normally include both education and practical driving sessions. They teach defensive driving techniques and a systematic approach to driving and hazard perception (based on the police system of driving: information, speed, position, acceleration). On completion, drivers should have a better understanding of their vehicles, the principles of defensive driving, improved concentration and observation and earlier anticipation of hazards.



■ Driving tests

Many employers who provide practical driver training, also provide the option for staff to pass a related driving test, and perhaps to achieve a minimum grade. Some make this a requirement. It can be a way of demonstrating that the training has been effective and act as an incentive for drivers who can then add to their qualifications portfolios.

■ Advanced driver training

Managers can consider helping those who wish to do so, to further develop their driving skills by taking advanced driver training and an Advanced Driving Test. Test standards are monitored and approved by The Driving Standards Agency and some of the courses qualify for BTEC vocational qualifications.

■ E-learning

E-learning products are designed to help educate drivers in the principles of defensive driving. They are more likely to be suitable for low and medium risk drivers, and to support in-vehicle training for drivers of all risk levels.

■ Specific vehicles

Training courses can also be provided for drivers of specific types of vehicles or specific types of driving, including minibus driver training, chauffeur courses, skid control, motorcycles. Drivers of LGVs and PCVs must, of course, be appropriately trained and licensed as required by law, but even these drivers will benefit from advanced training in their specific vehicles.

■ Refresher or remedial

A driver assessment and training programme should include periodic refresher training to re-inforce and refresh the skills, knowledge and attitudes previously developed.

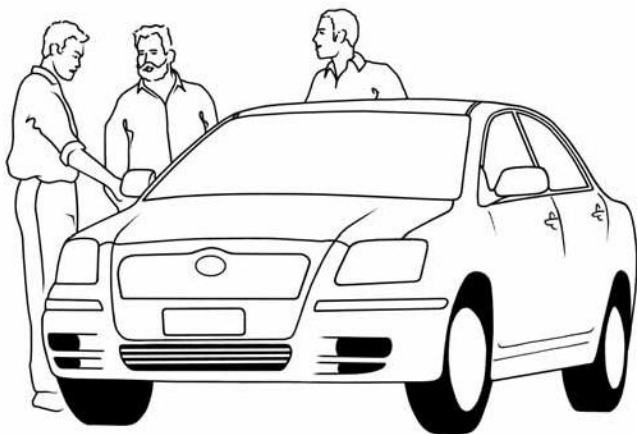
The organisation's overall safe driving policy should also include the provision of remedial training, for staff who are involved in accidents (or possibly near misses) or who commit driving offences.

■ Vehicle familiarisation

Driving a vehicle for the first time (e.g., when someone needs to drive a colleague's car, a pool car or a hire car, or when the company changes its fleet) can be difficult. The driver may not be familiar with the location of all the controls (which may differ from their normal vehicle), equipment (such as SatNavs) or how the vehicle handles. Vehicle familiarisation courses can be tailored to specific vehicles.

■ Country familiarisation

Staff from overseas who are new to driving in the UK may not be familiar with our roads, traffic laws and driving habits. Equally, UK drivers who are required to drive abroad or who are moving to an overseas office, may not be



familiar with the roads, traffic laws and driving habits in the country they are going to. This puts them at a higher risk. Some of the training providers in the Useful Contacts section provide courses designed to address these issues.

Reward schemes/certification

A scheme that rewards drivers for each year of accident-free, offence-free or complaints-free driving can be helpful in motivating staff to maintain their driving standards. A related approach is to link driver training and driving standards to a 'permit to drive' scheme in which drivers are authorised to drive for the employer if they meet certain standards and maintain good driving records. Schemes can be operated internally or through some of the organisations in the Useful Contacts.

Record and investigate crashes and incidents

Require staff who are involved in a work-related crash, including damage-only incidents and significant near-misses, to report it to their line manager. This enables, where practicable, an investigation to be conducted to determine whether the driver's attitudes, skills or behaviour, or the nature of the driving task they were required to undertake, contributed to the crash, and what (if any) action is necessary to prevent repeat occurrences. Keep the organisation's insurers informed. Drivers may also be encouraged to report crashes and incidents that occur outside working hours.

Require drivers to notify driving offences

Require drivers who have been cautioned, summoned or convicted for driving offences (whether while at work or not) to inform their line manager so that a discussion can take place about whether they need help to ensure that they do not re-offend and whether there was any work-related contributory factors (e.g. unrealistic schedule).

Driver feedback schemes

Consider the introduction of 'driver feedback' schemes, which encourage other road users to report positive and negative driver behaviour. This can reveal examples of good and bad driving by employees and increase their sense of accountability.

Monitor and review

Managers should discuss at-work driving, including driving standards and driver assessment and training, with their drivers during periodic staff appraisals and team meetings.

Further advice

- HSE Guide: 'Driving at Work' – www.hse.gov.uk/pubns/indg382.pdf.
- RoSPA Guide: 'Managing Occupational Road Risk' (£25) – www.rospa.com/drivertraining
- www.orsa.org.uk
- www.dft.gov.uk (Road safety section)
- www.thinkroadsafety.gov.uk
- 'Driving for Work: Safer Journey Planner' – www.rospa.com/roadsafety/info/worksafejourney.pdf
- 'Driving for Work: Safer Speeds Policy' – www.rospa.com/roadsafety/info/workspeed.pdf
- 'Driving for Work: Mobile Phones' – www.rospa.com/roadsafety/info/workmobiles.pdf
- 'Driving for Work: Drink and Drugs' – www.rospa.com/roadsafety/info/workdrinkdrugs.pdf
- 'Driving for Work: Own Vehicles' – www.rospa.com/roadsafety/info/ownvehicle.pdf
- 'Driving for Work: Vehicle Technology' – www.rospa.com/roadsafety/info/vehicletechnology.pdf

Useful contacts

RoSPA

Road and Fleet
Edgbaston Park
353 Bristol Road
Birmingham B5 7ST
www.rospa.com/drivertraining
www.rospa.com/roadsafety

Institute of Advanced Motorists

IAM House
510 Chiswick High Road
London W4 5RG
www.iam.org.uk

DriveTech (UK) plc

Alexandra House
Wellington Business Park
Dukes Ride, Crowthorne
Berkshire RG45 6LS
www.drivetech.co.uk

Pro Drive

29a Marston Road
Stafford ST16 3BS
www.pro-drive.co.uk

BSM Fleet Training

81/87 Hartfield Road
London SW19 3TJ
www.bsmfleettraining.co.uk

Driving Standards Agency (DSA)

Stanley House
56 Talbot Street
Nottingham NG15GU
www.dsa.gov.uk

RoSPA Advanced Drivers and Riders

Edgbaston Park
353 Bristol Road
Birmingham B5 7ST
www.roada.org.uk

DIAMond Advanced Motorists

PO Box 3333
Croydon CR9 4ZN
www.driving.org/diamond_enjoy.html

Driving Services UK Limited

The Old Barn
Ledsham Village
Ledsham
Cheshire CH66 0NE
www.drivingservices.com

Drive & Survive UK Limited

Bloxham Mill
Barford Road
Bloxham
Oxon OX15 4FF
www.drivesurvive.co.uk

Interactive Driving Systems

Barclays Chambers
16 Market Street
Brighouse
West Yorkshire HD6 1AP
www.vfrm.net

TTC 2000

Grosvenor House
Central Park
Telford
Shropshire TF2 9TW
www.ttc-uk.com

Technica Training Ltd

Driffield Business Centre
Skerne Road
Driffield
East Yorkshire YO25 6EF
www.technica-training.co.uk

Fleet Safety Association

Forbes House
Halkin Street
London SW1X 7DS
www.fleetsafetyassociation.co.uk

MS305



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Company driver assessment and training policy

As part of our overall health and safety policy, _____ is committed to reducing the risks which our staff face and create when on the road as part of their work. We ask all our staff to play their part.

When driving for work, staff must always drive within road traffic laws, safely and responsibly. Failure to comply with the policy may be regarded as a disciplinary matter.

Senior managers must:

- lead by example, by ensuring that they drive within road traffic laws, safely and responsibly, and by participating in the organisation's driver assessment and training policy.

Line managers must ensure:

- they also lead by personal example
- staff understand the dangers and consequences of poor driving
- staff receive appropriate driver assessment and training to help them drive safely
- staff understand what to do if they consider they are at risk due to the driving they are required to do
- staff are confident that they can report and discuss any driving problems they might have with an appropriate person without fear of being treated unfairly
- work related road safety is included in team meetings and staff appraisals and periodic checks are conducted to ensure our Policy is being followed
- they follow our monitoring, reporting and investigation procedures to help learn lessons which could help improve our future road safety performance
- they challenge unsafe attitudes and behaviours, encourage staff to drive safely, and lead by personal example in the way they themselves drive.

Staff who drive for work must:

- always drive within road traffic laws, safely and responsibly
- participate in the organisation's driver assessment and training programmes
- discuss any driving problems or concerns they have to their line manager
- report any driving accidents, or cautions, summons or convictions for driving offences, to their line manager
- co-operate with monitoring, reporting and investigation procedures.