

Case Study Seventeen

Norbert Dentressangle UK Ltd

BACKGROUND

Norbert is an international haulage, logistics and warehousing company. The site in Wales forms the focus of this case study. There are 200 employees at this site.

NATURE OF OPERATION AND DRIVING ACTIVITIES

There are 118 employees involved in driving. There are 80 articulated Large Goods Vehicles, 4 rigid Large goods vehicles, 4 3.5 tonne lorries and approximately 25 smaller vehicles including cars. The majority of driving activities involve haulage and goods delivery for a range of clients, including SCA, Sony, NEG and Panasonic.

THE POLICY

Why the procedures were developed

The procedures were developed in response to a high accident rate resulting from road traffic accidents. A training manager was recruited and performance measures were established in relation to:

- Accident rates
- Fuel consumption
- Insurance premiums
- Complaints

Who developed the procedures

The Training Manager developed a safe driving system in 1995, adopting some of the systems already being implemented across the Norbert Group, particularly in France where they have had systems in place for more than 10 years. All health and safety policies and procedures are reviewed and approved by the senior management.

What the procedures cover

There is a Drivers handbook supplied to everyone. Rather than develop their own guidance, this document is purchased from the Freight Transport Association. The company's procedures build on the contents of this handbook that covers:

- Drivers Hours, records and tachographs
- Driving licences
- Driving offences
- Defensive driving
- Speed limits
- Stopping, parking loading and unloading
- Accidents
- Signs and directions
- Motorways
- Dangerous substances
- Insurance
- O-licences
- Vehicle conditions

- Vehicle testing
- Vehicle loading
- Vehicle weights
- Transporting waste
- Lights
- Preventing theft
- Driving abroad

How the policy is communicated and implemented

Initially the MD gave presentations to all employees, following which the Drivers Handbook was distributed.

ROAD SAFETY PROCEDURES

The following procedures build on the content of the Drivers Handbook:

| | |
|--------------------------------|--|
| Risk assessment | There is a risk assessment procedure, see detailed examples below. |
| Driver training | There is training on recruitment followed by refresher training bi-annually. |
| Driver assessments | See detailed examples below. |
| Vehicle maintenance procedures | There is a routine maintenance procedures in place. |
| Journey scheduling | The journey schedules and routes are managed by the driver. |
| Breakdown | There is guidance during the induction onto follow after a breakdown. A breakdown service is provided by the auto company. |
| Incident report | There is a formal incident and accident reporting system. |
| Pre-employment procedures | There are licence checks, pre-employment assessment of driving skill, and formal training on recruitment. |

SPECIFIC EXAMPLES OF PROCEDURES

Driver training

There are three aspects to the driver training:

- Induction on recruitment
- Refresher training
- Master driver scheme

There is an induction training for all drivers, including introduction to the Drivers Handbook and associated company procedures.

In addition there is refresher training bi-annually for all drivers, this involves updates of procedures and reminders of existing systems.

Drivers are invited to take part in the Master Driver Scheme, for which the Training Manager is a qualified trainer and assessor. This scheme costs £1000 over a 5 year period to train the Training Manager, plus £75 per driver for the assessment. There has been a reduction in accidents that are thought to be due to the training programme. There is also an incentive to the drivers as this improves their competence and this spills over in to their personal driving outside work. Many also see a reduction in their personal insurance premiums as a result of the qualification.

Driver assessments

There is a driver assessment as part of the recruitment procedures as well as annual assessments of the drivers. Drivers are assessed on driving checks and controls as well as driving skill and attitude to towards third parties.

They are conducted by the Training Manager using the assessment card (see attachment 1). The Training Manager accompanies the driver on a normal route so that the assessment is in the context of their normal working situation. The assessments help to identify and recruit competent drivers and assist in identifying specific training needs.

COSTS AND BENEFITS

The main benefits have been increased awareness and a reduction in accidents and insurance premiums. There was a noticeable reduction in accidents after only 12 months from introduction of the system and this is improving year on year. The benefits far outweigh the costs as there have not only been financial gains due to reduced maintenance and insurance premiums but there is also a reduction in lost time due to injury following an accident.

LESSONS LEARNED

Initially there was some apprehension from employees as they saw the procedures as a test. Employees were asked for feedback but would have been better accepted if they had been actively involved in developing the procedures.

Norbert Dentressangle UK Ltd Attachment 1



SHEDDICK TRANSPORT LIMITED

DRIVER ASSESSMENT / REPORT

EMPLOYEE NAME :- EVANS DATE STARTED :- _____ DATE :- 20-5-98

LICENCE No. :- EVANS L03ISS WR96Y GROUP :- C1E EXPIRES :- 18-1-03

ENDORSEMENTS / COMMENTS _____

TYPE OF VEHICLE & No. :- MANAGER TYPE OF TRAILER & No. :- _____

INITIAL IMPRESSIONS :- _____

| CHECKS AND CONTROLS | SCORE | DRIVING PROCEDURE | SCORE |
|--------------------------------|-------|--|-------|
| WALK AROUND VEHICLE | 4 | MOVING OFF | 4 |
| OIL, WATER, FUEL. | 4 | MIRROR / SIGNAL | 4 |
| ASKED IF CHECKED | 4 | OVERTAKING | 4 |
| DRIVING POSITION | 4 | JUNCTIONS | 3 |
| MIRRORS | 4 | ROUNDBABOUTS | 3 |
| COMMENTS | | SPEED | 4 |
| | | WIDTH | 4 |
| COUPLING / UNCOUPLING | 4 | LENGTH / CUT IN | 4 |
| WALK AROUND TRAILER | 4 | OVERHANG (FRONT & REAR) | 4 |
| CHECK PIN ENGAGED | 5 | AWARENESS | 4 |
| AIR SUSPENSION CORRECT | | ANTICIPATION | 4 |
| COMMENTS | | HAZARD DRILL | 3 |
| | | CONSIDERATION | 4 |
| CLUTCH CONTROL | 3 | ROAD POSITION | 4 |
| USE OF GEARBOX | 3 | ROAD SENSE | 4 |
| FOOTBRAKE | 4 | SAFETY ZONE | 3 |
| HANDBRAKE | 3 | SCAN | 3 |
| STEERING | 4 | COMMENTS | |
| VEHICLE SYMPATHY | 3 | | |
| COMMENTS | | MOTORWAY COMMENTS | 4 |
| | | | |
| LOAD SECURITY | 4 | ATTITUDE TO CUSTOMERS | 4 |
| ROPING + SHEETING | 4 | ATTITUDE TO OTHER ROAD USERS | 4 |
| TACHOGRAPH + HOURS | 4 | GENERAL ATTITUDE AND APPEARANCE | 4 |
| VEHICLE CLEANLINESS IN/OUTSIDE | 3 | EXPERIENCE | 4 |
| COMMENTS | | | |
| OVERALL IMPRESSIONS | | TOTAL POSSIBLE SCORE (5 GOOD / 1 POOR) | 205 |
| | | SCORE ACHIEVED | |
| | | | |

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