



Effective Leadership and Driving for Work Policy – Managers

Introduction

One of the fundamental skills of fleet safety management is to connect and engage with drivers in order to promote driver safety and well-being. It is essential that line managers receive adequate training for the fleet safety management aspect of their roles and are able to translate their behavioural safety skills towards driver safety.

The Issues

It is common for managers and supervisors to receive little to no training when tasked with managing a fleet. This results in a focus on productivity and efficiency while neglecting fleet safety management. The majority of motor fleet organisations will have a **driving for work policy**. The **driving for work policy** must be kept up to date, have all the relevant information required within and crucially, be understood by managers and drivers.

Driver safety and well-being should be at the forefront of an organisation's philosophy. To ensure this, we would expect the following understanding in a well-managed organisation:

- An increased responsibility for safety of individual drivers
- An attention to the lifestyles of drivers
- An awareness of the organisational pressures that drivers are placed under

Next Steps

Consider reviewing your existing **driving for work policy** to ensure that it contains the most up to date company information and legislation. Once reviewed, ensure any new policy changes are documented and communicated effectively to both managers and drivers.

Some organisations choose to combine their **driving for work policy** with a **driver handbook**. A **driver handbook** is a useful tool as it sets out in clear terms what you expect from your drivers and what they can expect from you in return. Ensure that drivers are involved in the creation of the policy/handbook and that it details all of your procedures. It will give your drivers a valuable resource to keep with them at all times. Some key items for a policy/handbook can be found below but remember, the list is not exhaustive and your documents should be shaped by your risk assessment. Remember to review your policy every 2 years to keep up with changes in legislation.

Key Elements of a Good Driver Handbook

- Policy statement (commitment)
- Management responsibilities
- Driver responsibilities
- Legislation
- Journey management standard
- Driver distraction standard
- Safe speed standard
- Drug and alcohol standard
- Fit to drive standard
- Risk assessment and training standard
- Safe vehicle standard
- Mobile phone standard
- Slow speed manoeuvring standard
- General safe driving standard
- Incident reporting/investigation standard



Driver Handbook - Top Tips

- Make sure the policy is endorsed by senior management
- Conduct a knowledge test for managers and drivers to check their understanding of the policy
- Keep records to confirm drivers accepted the policy

For clarification or further information please contact:

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