Managing Driver Managers

Examples of good practice
Managing Driver Managers

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This publication can be accessed via the RSSB website www.rssb.co.uk.
INTRODUCTION 1
Who is the Driver Manager? 1
Why read this guidance? 1
Purpose of the guidance 1
Who should read this guidance? 1
What is covered in the guidance? 2
Guidance structure 2

UNDERSTANDING THE ISSUES 4
Introduction 4
Relevant Information 4
Self Reflective Questions 4
Key Issues Affecting the Management of Driver Managers 5
High Workload 6
Poor Performance of Experienced Driver Managers 8
Poor Performance of Inexperienced Driver Managers 10
Problems Recruiting Suitable Candidates 12
Inadequate/Insufficient Individual Training Outcomes 14
Inadequate/Insufficient Organisational Training Outcomes 16
Poor Management Skills 18

EXPLORING THE ISSUES 21
Introduction 21
High Workload 22
Poor Performance of Experienced Driver Managers 23
Poor Performance of Inexperienced Driver Managers 24
Problems Recruiting Suitable Candidates 25
Inadequate/Insufficient Individual Training Outcomes 26
Inadequate/Insufficient Organisational Training Outcomes 27
Poor Management Skills 28

TACKLING THE ISSUES 30
Introduction 30
DRIVER MANAGER TASKS & ARRANGEMENTS 32
Utilising Deputies 32
Utilising Deputies 33
Utilising other Personnel 34
Splitting Function 35
Playing to your Strengths 36
Computerised Planning System 37
Computerised Planning System 38
Target Setting 39
Checklists 40
Reducing Paperwork Associated with Assessments 41

SELECTING 60
Job Analysis 60
Providing Candidates with Feedback 60
Assessing Technical & Managerial Competence 61
Assessing Technical & Managerial Competence 62

TRAINING 60
Training Needs Analysis 60
Mentoring Inexperienced Driver Managers 61
Technical & Managerial Training 62
Technique & Managerial Training 63
Support after Training 64
Sharing Learning 65
Sharing Learning 66

COMPETENCE MANAGEMENT SYSTEM 60
Assessing both Technical & Managerial Competence 60
Reviewing Competence Management System 61

REFERENCES 60
High Workload 60
Poor Performance of Experienced Driver Managers 60
Poor Performance of Inexperienced Driver Managers 60
Problems Recruiting Suitable Candidates 60
Inadequate/Insufficient Individual Training Outcomes 60
Inadequate/Insufficient Organisational Training Outcomes 60
Poor Management Skills 60
Key Issues Affecting the Management of Driver Managers 60
Greenstreet Berman Ltd and Rail Safety & Standards Board would like to thank the following organisations, who supported the initial questionnaire survey, or the subsequent interviews and discussions:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Support Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>TPE</td>
<td>First Great Western</td>
</tr>
<tr>
<td>One Railway</td>
<td>GNER</td>
</tr>
<tr>
<td>Arriva Trains Wales</td>
<td>Northern Rail</td>
</tr>
<tr>
<td>Eurostar</td>
<td>Central Trains</td>
</tr>
<tr>
<td>South West Trains</td>
<td>First Capital Connect</td>
</tr>
<tr>
<td>First ScotRail</td>
<td>Freightliner (Intermodal and Heavy Haulage)</td>
</tr>
<tr>
<td>Carillion</td>
<td>Grant Rail</td>
</tr>
<tr>
<td>Chiltern</td>
<td>Southern</td>
</tr>
<tr>
<td>Mersey Rail</td>
<td>London Underground</td>
</tr>
<tr>
<td>First Engineering</td>
<td>Gatwick Express</td>
</tr>
<tr>
<td>Southeastern Railway</td>
<td>Halcrow Group Ltd</td>
</tr>
<tr>
<td>AMEC SPIE (UK)Ltd</td>
<td>Balfour Beatty Rail Plant Ltd</td>
</tr>
</tbody>
</table>

In addition, the support of the ATOC Driver Management Group has been invaluable.
Introduction
INTRODUCTION

Who is the Driver Manager?
Job titles differ across the industry to describe the Driver’s front line manager – Traction Inspector, Driver Manager and Driver Standards Manager, amongst others. To avoid confusion this document uses the term ‘Driver Manager’ to refer to the person who is the Driver’s front line manager.

Why read this guidance?
A Driver’s front line manager plays a vital role in any organisation within the rail industry – but do you know what makes a good Driver Manager, and do you know how well you select, train and support your Driver Managers?

Companies that employed various good practices detailed in this guidance reported improvements in:

- Company performance
- Service performance
- Passenger and Driver safety
- Organisational learning and development

and reductions in:

- Reported accidents and incidents
- Driver errors and violations
- Driver turnover and absenteeism

To reap these benefits, organisations believed time and effort must be invested in developing the following:

- Advanced competence management systems (CMS) that accurately and quickly assess deficiencies in Driver Manager competence, and provide ongoing training and support to ensure Driver Managers perform to the highest level
- Work practices that effectively utilise the key competencies of the Driver Manager, provide support and allow opportunities to practice management skills

This guide to good practice in managing Driver Managers is aimed at TOCs, FOCs and Infrastructure maintenance and renewals companies. Adopting good practice in selecting, training, developing and supporting Driver Managers has benefits both for business and safety performance. The alternative can be costly and detrimental to business success.

Purpose of the guidance
The guide does not provide generic solutions to Driver Manager problems and does not present a step-by-step guide to solving a common issue. Every company is different and hence the solutions adopted by one company, may not be ideal for another.

This guide has been developed on behalf of RSSB, by Greenstreet Berman, through industry wide consultation, using both questionnaires and interviews with TOCs, FOCs and Infrastructure maintenance and renewal companies. Its primary purpose is to provide a framework for the reader to consider the issues within their own organisation.

It aims to generate thought and help share information across industry regarding Driver Manager issues that organisations have reported, the reasons they occur and practices that they have found beneficial.

This will help the reader to consider the issues that may affect their Driver Managers, the potential reasons these issues may occur and what type of solutions might be appropriate to their organisation.

This guidance document has been developed in order to:

1. Help organisations consider how they can improve the performance of front line managers
2. Highlight a selection of key issues relating to Driver Managers identified by industry
3. Detail potential reasons why these issues arise, as reported by industry
4. Provide examples of current industry good practices to prompt organisations to consider underlying causes of shortfalls, and options for addressing them

Together with some of the key issues and concerns expressed by industry, the guide presents a selection of key reasons why these problems might occur within different organisations and a set of example solutions that can be implemented to solve an issue.

The focus of this guide is on management skills, and the process of supporting Driver Managers. The importance of technical skills is fully acknowledged, but is already both well understood and supported.

Who should read this guidance?
This guidance is aimed at the following people:

1. Individuals responsible for managing the Driver Manager (competence and day to day management), to help identify how best to support the Driver Manager and to arrange critical tasks to maximise the competence of Driver Managers
2. Individuals who are responsible for selecting, training and developing Driver Managers as well as those people who are responsible for developing and evaluating selection and training, to help identify how these can be improved to ensure Driver Managers perform to the highest level
What is covered in the guidance?
This guide covers seven common issues relating to Driver Managers, as identified by industry:

- High Workload
- Poor Performance of Experienced Driver Managers
- Poor Performance of Inexperienced Driver Managers
- Problems Recruiting Suitable Candidates
- Inadequate/Insufficient Individual Training Outcomes
- Inadequate/Insufficient Organisational Training Outcomes
- Poor Management Skills of the Driver Manager

For each common issue, this guide details the reasons why an issue might arise, potential solutions and associated good practice solutions implemented by organisations.

Key reasons, solutions and good practice examples have been grouped into the following colour coded categories:

- Driver Manager Tasks & Arrangements
- Selection of Driver Managers
- Training of Driver Managers
- Competence Management of Driver Manager

Navigation
The guidance document contains a number of hyperlinks that allow you to move to a desired page instantly within the document. The hyperlinks are coloured blue and underlined like so: hyperlink

To return to the previous page, simply select the link that points to your previous page. Please remember that some pages have multiple links so you will need to remember the page title of where you came from.

Guidance structure
The rest of the guidance document is structured as follows:

02 Understanding The Issues
This provides relevant information about each common issue (definition, potential symptoms and potential reasons to consider), along with a set of self-reflective questions for each common issue that can help tease out issues of relevance to the reader's organisation.

03 Exploring The Issues
This presents the seven decision trees, one for each common issue, which details the key reasons why an issue may occur and potential solutions. These decision trees allow the reader to consider a common issue, think about the reasons why an issue may occur and then look at some of the solutions other organisations have implemented to help solve such an issue.

Key reasons and potential solutions are split into the four colour coded categories.

References and page numbers direct the reader to the relevant case study examples or suitable reference. References are colour coded grey.

04 Tackling The Issues
This section provides good practices identified and implemented by organisations within the rail industry. These are not a ‘one size fits all’ set of examples but highlight what other organisations are currently doing and will help the reader consider what they could do to tackle an issue within their organisation.

Good practice examples are split into the four colour coded categories and referenced as follows:

- Driver Manager Tasks & Arrangements - D1 to D10
- Selection of Driver Managers - S1 to S4
- Training of Driver Managers - T1 to T8
- Competence Management of Driver Manager - C1 to C2

05 References
For some solutions good practice examples could not be found. The reference section provides extra information on tackling common issues by providing references that detail information on solutions that have been identified within this guide.

References are broken down by common issue, colour coded grey and referenced R1 to R11.
Understanding the Issues
INTRODUCTION

Each organisation will be confronted with particular challenges for Driver Managers, arising from the type of organisation and other constraints. Certain issues will be more relevant than others, in turn influencing the range of solutions that should be considered. This section provides information to help the reader think about the seven common issues presented in this guide and to review which of these are relevant to their organisation and could be considered in more detail using the decision trees in Section 3.

RELEVANT INFORMATION

For each of the seven common issues the following information is provided:

<table>
<thead>
<tr>
<th>Definition</th>
<th>A statement detailing how the issue is defined within this guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential symptoms</td>
<td>Examples of consequences that can arise from the issue – this is not an exhaustive list, but aims to help the reader consider whether the issue could be a potential problem for their organisation</td>
</tr>
<tr>
<td>Potential reasons to consider</td>
<td>Examples of potential reasons why an issue could occur – this is not an exhaustive list, but aims to help the reader think about how their organisational practices can affect issues relating to Driver Managers</td>
</tr>
</tbody>
</table>

SELF REFLECTIVE QUESTIONS

For each issue, a set of self-reflective questions has been developed to stimulate thought and discussion. The self-reflective questions are not meant to be a systematic assessment of an issue but have been developed to help the reader uncover whether an issue may be of concern for their organisation. The questions are designed to help the reader reflect on their organisational practices and Driver Manager population, and therefore make a more informed decision as to whether an issue is of relevance.

USING QUESTIONS

The self-reflective questions can be completed by the reader. However, to gain maximum benefit it is helpful to get other people within the organisation to complete the questions or review the answers provided – e.g. Driver Managers, Deputy Driver Managers, Operation Standards Managers etc. This can be done within a workshop or more informally and can help to provide a more robust identification of key issues.

SCORING THE QUESTIONS

Read each question carefully, recording a score using the scale provided.

- If the majority of the scores are 1 to 2, the issue may be of concern and can be explored further, using the decision trees in Section 3
- If the majority of the scores are 4 to 5, the issue is unlikely to be of concern
Key Issues Affecting the Management of Driver Managers

This section briefly discusses two key issues that can affect the performance and management of Driver Managers as well as the type of solutions that are put in place to help tackle such problems – culture and Driver Manager attitudes. They are discussed here both because they can influence each issue, and the implementation of solutions tends to be more wide-ranging than the Driver Manager arena.

Culture

Culture can be described as ‘the way we do things around here’ – essentially the attitudes, behaviours and beliefs of the organisation. Culture will have an impact on all the seven issues described within this guide, the reasons why the issue could arise and potential solutions.

This is because culture underpins many organisational practices and attitudes, such as:

- The type of support mechanisms put in place to help Driver Managers perform their job and develop within their role
- The level of open communication between Driver Managers and their front line managers
- The value of training and support after training
- How much Driver Managers are valued within the company and hence how such individuals are managed – e.g. pay, promotion, working hours, workload etc...
- The willingness to change organisational practices and ensure such change is managed effectively
- The value placed on developing future Driver Managers

When considering the issues described within this guide, the reasons for an issue occurring and potential solutions, the reader should consider the impact their organisational culture may be having and whether certain aspects of organisational culture may also need to be changed or improved to ensure an issue is successfully tackled.

Further information is provided within the reference section to help the reader consider culture in more detail.

Driver Manager Attitude

Driver Manager attitudes refers to the attitudes and beliefs of the Driver Manager towards their job, their Drivers and the organisation.

Negative or unproductive attitudes can lead to poor performance of experienced and inexperienced Driver Managers, poor management performance, insufficient training outcomes and problems recruiting suitable candidates. Attitudes of the Driver Managers can also make it more difficult to implement certain solutions, as Driver Managers may be resistant or lack the motivation to change.

When considering issues described within this guide relating to poor performance, recruitment and/or training and the associated reasons and solutions, the reader should also consider the attitudes of their Driver Manager population and think about how these attitudes could contribute to the occurrence of an identified issue and how they may affect the implementation and success of a particular solution.
### Relevant Information

The following table provides some relevant information on high workload to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Workload refers to the individual effort required for a task or role, particularly the mental demands and tasks associated with managerial duties, such as decision making, planning and organisation, developing and implementing solutions</th>
</tr>
</thead>
</table>
| Potential symptoms of High Workload | • Stress  
• Fatigue  
• Inability to complete certain elements of core tasks  
• Reductions in the overall standard of work  
• Absenteeism |
| Potential reasons to consider | High workload can occur because:  
• The Driver Manager's tasks are not arranged or managed adequately enough to tackle the associated workload  
• Selection criteria and selection tools do not accurately assess competencies such as ability to manage workload, delegate effectively and prioritise work  
• Training and support provided to the Driver Manager does not help them to manage workload  
• The competence management system (CMS) does not accurately assess time-management ability, or provide ongoing support and training and hence does not help Driver Managers improve workload management |

Self-reflective questions follow on the next page.
The following set of questions can be completed to help the reader consider whether High Workload may be an issue to explore. If High Workload does seem to be an issue, go to Section 3 - High Workload p22 presents potential reasons and solutions for High Workload.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes at all depots</th>
<th>At some depots</th>
<th>Not at any depots</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the Driver to Driver Manager ratio exceed 20 to 1?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. If there is a high ratio, are Driver Managers supported by deputies and other personnel?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Do Driver Managers often have difficulty completing tasks and projects on time and to the standard required?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Are Driver Managers working excessive hours? (do they come in early and stay late to complete work)?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Do Driver Managers complain of being overworked?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Do Driver Managers spend a lot of time completing paperwork?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Do Drivers have difficulty meeting up with Driver Managers (formally and informally) to discuss performance and work-related matters?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Does this company consider time-management a key competence for Driver Managers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Responses are categorized as follows:
- 1: Yes at all depots
- 2: At some depots
- 3: Not at any depots
- 4: Do Not Know
- 5: Other
POOR PERFORMANCE OF EXPERIENCED DRIVER MANAGERS

Poor performance of experienced and inexperienced Driver Managers has been tackled as separate sections to highlight the different causes and solutions for poor performance between the two groups. It is up to the reader to determine whether they believe their Driver Managers are experienced or inexperienced. However, a useful criterion to determine level of experience is to consider the range of duties the individual has to undertake and their experience of undertaking such duties rather than merely counting years of service.

Relevant Information
The following table provides some relevant information on poor performance of experienced Driver Managers to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Poor performance of experienced Driver Managers refers to a reduction in performance or common performance deficiencies, particularly with respect to managerial performance</th>
</tr>
</thead>
</table>
| Potential symptoms of Poor Performance of Experienced Driver Managers | • Reduction in overall standard of work  
• Reduction in safety performance at the depot  
• Deterioration in relationship between Drivers and the Driver Manager  
• Drivers perceiving they are ineffectively managed and organised  
• Driver Managers being unaware of work and personal issues affecting Drivers |
| Potential reasons to consider | Poor performance of experienced Driver Managers may occur because:  
• The role becomes too broad to be competently undertaken by an experienced Driver Manager or the Driver Manager may be highly competent in one aspect of the role, say assessment or management  
• The selection process may not accurately assess the key competencies needed for Driver Managers, in turn leading to a common competence deficiency among experienced Driver Managers  
• The on-going training provided to experienced Driver Managers focuses too heavily on developing and maintaining technical competence, as opposed to developing managerial competence  
• The competence management system (CMS) does not adequately assess and identify competence deficiencies of experienced Driver Managers, which in turn are not tackled by the organisation and/or the CMS does not provide adequate support and training and hence poor performance issues are not addressed |

Self-reflective questions follow on the next page.
Self reflective questions - Poor Performance of Experienced Driver Managers
The self-reflective questions can be completed to help the reader consider whether Poor Performance of Experienced Driver Managers may be an issue.
If Poor Performance of Experienced Driver Managers seems to be an issue, go to Section 3 - Poor Performance of Experienced Driver Managers p23 presents potential reasons and solutions for Poor Performance of Experienced Driver Managers.

1. Do experienced Driver Managers often have difficulties completing their core tasks to the standard required?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Some Do</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

2. Have working relationships between experienced Driver Managers and Drivers deteriorated?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Only at some depots</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

3. Do experienced Driver Managers often have difficulties identifying and resolving work-related and/or personal issues affecting Driver's performance?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Some Do</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

4. Do Drivers who are managed by an experienced Driver Manager often feel comfortable approaching and talking to them about work-related and/or personal issues that are affecting performance?

<table>
<thead>
<tr>
<th>No</th>
<th>Some Do</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

5. Do most Drivers, who are managed by an experienced Driver Manager, feel they are effectively managed and organised?

<table>
<thead>
<tr>
<th>No</th>
<th>Maybe</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

6. Do performance indicators for those Driver Managers considered experienced and feedback from Drivers and deputies indicate performance deficiencies?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

7. Do Drivers have difficulty meeting up with Driver Managers (formally and informally) to discuss performance and work-related matters?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

8. Does operational performance data (train performance, customer feedback etc..) indicate potential performance deficiencies relating to experienced Driver Managers?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
POOR PERFORMANCE OF INEXPERIENCED DRIVER MANAGERS

As noted in the previous section, poor performance of experienced and inexperienced Driver Managers has been tackled as separate sections to highlight the different causes and solutions for poor performance between the two groups.

It is up to the reader to determine whether they believe their Driver Managers are experienced or inexperienced. However, a useful criterion to determine level of experience is to consider the range of duties the individual has to undertake and their experience of undertaking such duties rather than merely counting years of service.

Relevant Information
The following table provides some relevant information on poor performance of inexperienced Driver Managers to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Poor performance of inexperienced Driver Managers refers to how well new recruits make the transition to the Driver Manager role and their subsequent performance as a new Driver Manager</th>
</tr>
</thead>
</table>
| Potential symptoms of Poor Performance of Inexperienced Driver Managers | • Inability to develop a good working relationship with Drivers (i.e. effectively take up the role of manager)  
• Inexperienced Driver Managers being unable to carry out core tasks or taking a long time to learn new tasks  
• High turnover of new Driver Managers  
• Reductions in safety performance  
• Inexperienced Driver Managers taking a long time to settle into role |
| Potential reasons to consider | Poor performance of inexperienced Driver Managers can occur because:  
• The candidate pool is of low quality or the selection process does not accurately assess key competencies, hence new and inexperienced Driver Managers do not have the skills to adequately undertake their new duties  
• Succession planning may not exist or be inadequate to build the competence of potential Driver Managers  
• The transition to the Driver Manager role may not be adequately managed – i.e. training may focus too heavily on technical competence as opposed to managerial competence such as managing peers |

Self-reflective questions follow on the next page.
Self reflective questions - Poor Performance of Inexperienced Driver Managers

These self-reflective questions can help the reader to consider if Poor Performance of Inexperienced Driver Managers may be an issue to explore further. If this issue is of concern, go to Section 3 – Poor Performance of Inexperienced Driver Managers p24 presents potential reasons and solutions for Poor Performance of Inexperienced Driver Managers.

1. Do most inexperienced Driver Managers have difficulties completing core tasks competently and on time?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

2. Do the majority of inexperienced Driver Managers have a clear understanding of the Driver Manager role?

<table>
<thead>
<tr>
<th>No Not Really</th>
<th>Some Do</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Do most inexperienced Driver Managers competently manage time, prioritise and delegate duties?

<table>
<thead>
<tr>
<th>No</th>
<th>Some Do</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Do inexperienced Driver Managers often have difficulties building productive working relationships with Drivers?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Some Do</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Do the majority of Driver’s, who are managed by an inexperienced Driver Manager, perceive them as figures of authority?

<table>
<thead>
<tr>
<th>No</th>
<th>Some Do</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Do performance indicators for Driver Managers considered inexperienced, or feedback from Drivers and deputies, indicate performance deficiencies?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Does safety performance data (accidents, incidents, near misses etc) indicate potential performance deficiencies relating to inexperienced Driver Managers?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Is there high turnover amongst inexperienced Driver Managers?

<table>
<thead>
<tr>
<th>Yes</th>
<th>At Some Depots</th>
<th>No</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# PROBLEMS RECRUITING SUITABLE CANDIDATES

## Relevant Information
The following table provides some relevant information on problems recruiting suitable candidates to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Problems recruiting suitable candidates refers to the difficulties and challenges faced by organisations selecting Driver Managers. This includes developing candidate pools, attracting suitable candidates, assessing and selecting candidates</th>
</tr>
</thead>
</table>
| **Potential symptoms of Problems Recruiting Suitable Candidates** | • Poor performance of Driver Managers, new and experienced  
• Average or below average operational and safety performance at depots  
• High turnover of Driver Managers  
• Inability to attract quality Driver Managers, meaning lower quality candidates may be selected |
| **Potential reasons to consider** | Problems recruiting suitable candidates can occur because:  
• The selection process is either too difficult or lengthy and hence quality candidates do not apply for Driver Manager posts  
• Succession planning systems are not in place, meaning that poor quality candidates are brought forward for selection  
• The organisation does not use realistic job previews or job rotation to promote the Driver Manager role  
• Job conditions such as pay, working hours and workload can mean quality candidates do not apply for Driver Manager posts |

Self-reflective questions follow on the next page.
## Self reflective questions - Problems Recruiting Suitable Candidates

These self-reflective questions can help the reader consider if Problems Recruiting Suitable Candidates is an issue to explore further. If this is an issue to explore further, go to Section 3 - Problems Recruiting Suitable Candidates p25 presents potential reasons and solutions for Problems Recruiting Suitable Candidates.

| 1. Are highly competent deputy Driver Managers often reluctant to apply for the Driver Manager role? |
|---|---|---|---|---|---|
| Yes | Some Are | No | Do Not Know |
| 1 | 2 | 3 | 4 | 5 | 0 |

| 2. Is the quality of the candidate pool often lower than expected? |
|---|---|---|---|---|---|
| Yes | Sometimes | No | Do Not Know |
| 1 | 2 | 3 | 4 | 5 | 0 |

| 3. Do high quality candidates often drop out of the selection process? |
|---|---|---|---|---|---|
| Yes | Sometimes | No | Do Not Know |
| 1 | 2 | 3 | 4 | 5 | 0 |

| 4. Do candidates often complain that the selection process is too long and/or too difficult? |
|---|---|---|---|---|---|
| Yes | Sometimes | No | Do Not Know |
| 1 | 2 | 3 | 4 | 5 | 0 |
## INADEQUATE/INSUFFICIENT INDIVIDUAL TRAINING OUTCOMES

### Relevant Information

The following table provides some relevant information on inadequate/insufficient individual training outcomes to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Inadequate/insufficient individual training outcomes means that the training provided does not adequately support the Driver Manager, in terms of providing the non-technical capabilities needed for the role</th>
</tr>
</thead>
</table>
| Potential symptoms of Inadequate/ Insufficient Individual Training Outcomes | • No observed improvements in performance, after non-technical training  
• No observed application of learning by the Driver Manager  
• Driver Manager's negative perceptions of the value of non-technical training  
• Lack of motivation on behalf of Driver Managers to actively take up non-technical training |
| Potential reasons to consider | Inadequate/insufficient individual training outcomes may occur because:  
• Training needs analysis is not conducted regularly  
• The training process focuses too heavily on technical skills  
• There is an inadequate range of training courses covering managerial skills  
• The training itself is adequate but there is no support after the training so new skills learnt in training can not be applied and hence training is ineffective |

Self-reflective questions follow on the next page.
Self reflective questions - Inadequate/Insufficient Individual Training Outcomes
These self-reflective questions can help the reader consider if Inadequate/Insufficient Individual Training Outcomes may be an issue to explore further.
If this is an issue to explore further, go to Section 3 - Inadequate/Insufficient Individual Training Outcomes p26 presents potential reasons and solutions for Inadequate/Insufficient Individual Training Outcomes.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>Some Do</th>
<th>Sometimes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Are the majority of non-technical training courses developed or commissioned on the basis of training needs analysis?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Are Driver Managers’ non-technical training needs regularly assessed?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Do Driver Managers have the opportunity to review the accuracy of the training needs analysis?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Do Driver Managers have a negative perception of non-technical training?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Do Driver Managers believe non-technical training helps to improve their performance?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. For the majority of Driver Managers, have improvements in performance been observed after non-technical training?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7. Is there adequate support after training to help Driver Managers apply learning?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
## INADEQUATE/INSUFFICIENT ORGANISATIONAL TRAINING OUTCOMES

### Relevant Information
The following table provides some relevant information on inadequate/insufficient organisational training outcomes to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Inadequate/insufficient organisational training outcomes refers to an organisation’s inability to use training to develop and learn and thus improve the overall performance of the organisation</th>
</tr>
</thead>
</table>
| **Potential symptoms of Inadequate/Insufficient Organisational Training Outcomes** | • Inadequate knowledge sharing taking place between Driver Managers regarding training and competence developed  
• Insufficient improvements in overall safety and operational performance after training initiatives  
• No observed improvements in organisational behaviour – i.e. safety behaviour, managerial improvements, meaning the organisation repeatedly makes the same mistakes regarding safety and operational performance |
| **Potential reasons to consider**                                           | Inadequate/Insufficient organisational training outcomes may occur because:  
• The training function does not accurately pick up skill deficiencies in the workforce through training needs analysis and training performance  
• The organisation does not provide adequate on-going development that equips Driver Managers to tackle changing external and internal conditions  
• The organisation does not effectively share learning across the organisation and fully utilise knowledge management techniques, meaning that learning from training may only remain at the depot level as opposed to being shared across the organisation |

Self-reflective questions follow on the next page.
Self reflective questions - Inadequate/Insufficient Organisational Training Outcomes

Use the self-reflective questions to help consider whether Inadequate/Insufficient Organisational Training Outcomes may be an issue to explore further.

If this issue is of concern, go to Section 3 - Inadequate/Insufficient Organisational Training Outcomes p27 presents potential reasons and solutions for Inadequate/Insufficient Organisational Training Outcomes.

1. Do Driver Managers regularly share lessons with other Driver Managers arising from training?

<table>
<thead>
<tr>
<th>No</th>
<th>Some Do</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

2. Does training regularly help to eliminate common competence deficiencies, as defined by your organisation, within the Driver Manager population?

<table>
<thead>
<tr>
<th>No</th>
<th>Sometimes</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

3. Does Driver Manager training often lead to observed improvements in safety and/or operational performance at depots?

<table>
<thead>
<tr>
<th>No</th>
<th>Maybe</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

4. Does Driver Manager training often lead to improvements at depots in any of the following – attitudes, motivation, commitment?

<table>
<thead>
<tr>
<th>No</th>
<th>Maybe</th>
<th>Yes</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
# POOR MANAGEMENT SKILLS

## Relevant Information

The following table provides some relevant information on poor management skills to aid understanding.

<table>
<thead>
<tr>
<th>Definition</th>
<th>Poor management skills refers to the non-technical managerial aspect of the Driver Managers’ role, such as ability to manage workload, delegate responsibility, manage peers, support Drivers and tackle issues relating to Driver performance</th>
</tr>
</thead>
</table>
| **Potential symptoms of Poor Management Skills** | • High workload  
• Poor working relationships between Drivers and Driver Managers  
• Drivers feeling they are not effectively managed  
• Drivers unwilling to discuss performance or personal issues with the Driver Manager  
• Reduced team cohesion  
• Increased number of Driver performance issues remaining unresolved |
| **Potential reasons to consider** | Poor management skills can occur because:  
• The arrangements of the Driver Managers’ tasks can be too heavily focused on assessment, meaning the Driver Manager has reduced opportunity to apply and develop managerial skills  
• The selection process can be too heavily focused on technical competence  
• Succession planning arrangements or coaching does not sufficiently address managerial competence and managerial issues such as managing peers  
• There is insufficient managerial training, and/or insufficient support after training  
• The competence management system does not accurately assess managerial competence and feed this into the selection criteria and training function and/or it does not provide adequate ongoing support to maintain and enhance management performance |

Self-reflective questions follow on the next page.
Self reflective questions - Poor Management Skills

The following set of questions can be completed to help the reader consider whether Poor Management Skills may be an issue to explore further. If this is an issue, go to Section 3 - Poor Management Skills p28 which presents potential reasons and solutions for Poor Management Skills.

1. Do Driver Managers have a clear understanding of the managerial side of their role?
   - No
   - Some Do
   - Yes
   - Do Not Know

2. Can most Driver Managers manage conflicts and maintain good working relationships with Drivers?
   - No
   - Some Times
   - Yes
   - Do Not Know

3. Do most Driver Managers have a problem managing their workload (tasks and time)?
   - Yes
   - Some Do
   - No
   - Do Not Know

4. Can the majority of Driver Managers effectively motivate Drivers and build team spirit at their depot?
   - No
   - Some Can
   - Yes
   - Do Not Know

5. Is the criterion for selection heavily focused on technical competence?
   - Yes
   - Maybe
   - No
   - Do Not Know

6. Is the majority of Driver Manager training technical training?
   - Yes
   - Some Of It
   - No
   - Do Not Know

7. Does the competence management system assess technical competence more than managerial competence?
   - Yes
   - Maybe
   - No
   - Do Not Know
Exploring The Issues

Courtesy of Virgin Trains West Coast
Introduction
This section of the guidance consists of seven decision-making trees, one for each common issue:

- High Workload
- Poor Performance of Experienced Driver Managers
- Poor Performance of Inexperienced Driver Managers
- Problems Recruiting Suitable Candidates
- Inadequate/Insufficient Individual Training Outcomes
- Inadequate/Insufficient Organisational Training Outcomes
- Poor Management Skills of the Driver Manager

Using the decision trees
Each decision tree consists of the common issue, potential reasons for the issue arising, potential solutions and links to relevant good practice.

Navigation
Within the decision trees there are a number of hyperlinks that will take you directly to the case study you require. These hyperlinks are contained underneath each potential solution and look like the example below:

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver Manager Tasks &amp; Arrangements</td>
<td>Refers to how the organisation organises Driver Manager tasks and supports the Driver Manager in effectively organising and managing these tasks</td>
</tr>
<tr>
<td>Selection</td>
<td>Refers to the development of selection criteria, building the candidate pool, tools used, and evaluating the process</td>
</tr>
<tr>
<td>Training</td>
<td>Refers to non-technical training provided to Driver Managers formally and 'on-the-job', and the support provided by the organisation after training</td>
</tr>
<tr>
<td>CMS</td>
<td>Refers to the extent to which the competence management system assesses managerial competence, provides ongoing development and support and feeds relevant information back into the selection and training functions</td>
</tr>
</tbody>
</table>

The reader is encouraged to consider which issues may be of concern or interest (using the self-reflective questions if necessary), and then to explore the guidance to review potential causes and solutions.

To aid understanding it can be helpful to discuss the decision trees with a number of people, to help develop ideas for potential causes and solutions. Meetings, workshops, informal discussions can all be used.

Next to each solution are references and page numbers that direct the reader to the relevant case study examples. Before reading any case study it is recommended the reader reads through the 'Tackling Issues' introduction on page 30.

For some solutions no good practice example could be found. In these cases a suitable reference has been identified. References are colour coded grey and referenced R1 to R11.
High Workload

Potential Reason for Issue
- High ratio of Driver to Driver Manager
- Influx of new Drivers
- Driver Manager role carries too many duties
- Organisation does not help the Driver Manager manage workload
- Volume of paperwork is too high

Potential Solution
- Utilise deputies and other qualified personnel to undertake duties
  - D1 - p32  D2 - p33  D3 - p34
- Re-organise and split activities of the Driver Manager role
  - D4 - p35  D5 - p36
- Introduce methods and approaches to help the Driver Manager manage workload
  - D6 - p37  D7 - p38  D8 - p39  D9 - p40
- Reduce paperwork
  - D10 - p41

Potential Reason for Issue
- Process does not accurately assess ability to manage workload, prioritise and delegate

Potential Solution
- Conduct detailed job analysis to ensure selection criteria includes all desired competencies for a Driver Manager
  - S1 - p43
- Ensure selection techniques accurately assess all desired competencies for the Driver Manager
  - S3 - p45  S4 - p46

Potential Reason for Issue
- Inadequate training provided

Potential Solution
- Ensure regular training needs analysis is carried out to identify performance issues
  - T1 - p48
- Provide appropriate managerial training to tackle performance issues
  - T3 - p50  T4 - p51  T5 - p52

Potential Reason for Issue
- Inadequate assessment of key Driver Manager skills

Potential Solution
- Ensure CMS system accurately assesses managerial competence such as time management
  - C1 - p57

Potential Reason for Issue
- Skill deficiencies not fed back into training and selection functions

Potential Solution
- Provide feedback mechanism so deficiencies identified by the CMS help develop Driver Manager training and selection
  - R1 - p60

Back to High Workload Self-Reflective Questions
Poor Performance of Experienced Driver Managers

**Potential Reason for Issue**

- Driver Manager role carries too many duties
- Driver Managers may be highly competent in only one aspect of their role
- High workload

**Potential Solution**

- Utilise deputies and other qualified personnel to undertake duties
- Re-organise and split activities of the Driver Manager role
- Introduce methods and approaches to help the Driver Manager manage workload
- Reduce paperwork

**Potential Reason for Issue**

- Inadequate selection process
- Driver Manager role carries too many duties
- Driver Managers may be highly competent in only one aspect of their role
- High workload

**Potential Solution**

- Conduct systematic job analysis to ensure selection criteria takes account of both technical and managerial competence
- Ensure selection techniques are appropriate and accurately assess both technical and managerial competence

**Potential Reason for Issue**

- Inadequate training provided
- Inadequate support after training
- Training needs not regularly updated

**Potential Solution**

- Training should look to develop both technical and managerial competence
- Management should provide pre and post training briefs and support for Driver Managers
- Training needs analysis should be reviewed and updated regularly

**Potential Reason for Issue**

- Inadequate assessment of management skills
- Deficiencies in competence not fed back to selection and training function
- CMS does not provide ongoing support and adequately tackle performance issues
- Competence standard may not accurately reflect competencies needed for Driver Manager role

**Potential Solution**

- CMS should assess both technical and managerial competence
- Provide feedback mechanism so deficiencies identified by the CMS help develop Driver Manager training and selection
- CMS should be reviewed on a regular basis
- Undertake systematic training evaluation, identifying impact on learning and performance
# Poor Performance of Inexperienced Driver Managers

## Potential Reason for Issue

<table>
<thead>
<tr>
<th>Reason</th>
<th>Potential Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient quality of candidate pool</td>
<td>Provide dedicated mentoring for inexperienced Driver Managers</td>
</tr>
<tr>
<td>Inadequate selection process</td>
<td>Ensure technical and managerial training is provided to the Driver Manager</td>
</tr>
<tr>
<td>Inability to attract quality candidates</td>
<td>Ensure a detailed training needs analysis is conducted when Driver Manager is appointed and this is reviewed regularly to aid development</td>
</tr>
</tbody>
</table>

## Potential Solution

<table>
<thead>
<tr>
<th>Solution</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilise deputies to help develop candidate pool</td>
<td>Provide dedicated mentoring for inexperienced Driver Managers</td>
</tr>
<tr>
<td>Provide candidates with feedback from selection to help aid development</td>
<td>Ensure technical and managerial training is provided to the Driver Manager</td>
</tr>
<tr>
<td>Ensure selection process is sufficiently rigorous that only high quality candidates are selected</td>
<td>Ensure a detailed training needs analysis is conducted when Driver Manager is appointed and this is reviewed regularly to aid development</td>
</tr>
<tr>
<td>Attract quality candidates using realistic job previews</td>
<td>Evaluate training to ensure it helps to improve performance of inexperienced Driver Managers</td>
</tr>
</tbody>
</table>
Problems Recruiting Suitable Candidates

**Potential Reason for Issue**

- Poor quality candidates being brought forward
- Quality candidates not applying for post
- Unsuitable job terms and conditions

**Potential Solution**

- Utilise deputies to help develop candidate pool
- Provide candidates with feedback from selection to help aid development
- Use realistic job previews
- Ensure the selection process (structure, length of process, difficulties of tools used) is not causing high quality candidates to drop out
- Review suitability of job terms and conditions
Inadequate/Insufficient Individual Training Outcomes

Potential Reason for Issue

- Inaccurate identification of training needs
- Insufficient range of training courses
- Inadequate quality of training
- Lack of support after training
- Training not suitable for individual

Potential Solution

- Regularly review training needs analysis to ensure training needs are accurate
- Provide a range of training courses (management and technical) to ensure training needs can be met
- Undertake systematic training evaluation, to identify impact on learning and performance
- Provide Driver Managers with pre and post training briefs and support

T1 - p48  T3 - p50  T4 - p51  T5 - p52  R7 - p60  T6 - p53
Inadequate/Insufficient Organisational Training Outcomes

**Potential Reason for Issue**

- Organisation does not accurately identify common skill deficiencies in workforce
- Insufficient on-going training and/or development of training
- Insufficient quality of training
- Learning from training is not shared across the organisation
- Training not suitable for individuals

**Potential Solution**

- Analyse performance feedback from selection, training and the competence management system to identify common skill deficiencies and use information to help develop training courses
  - R8 - p60
- Regularly review training needs analysis
  - T1 - p48
- Undertake systematic training evaluation, identifying impact on learning and performance at both the individual and organisational level
  - R9 - p60
- Develop communication routes and meeting structures to allow learning to be shared across the organisation
  - T7 - p54
  - T8 - p55
Poor Management Skills

**Potential Reason for Issue**

- Focus weighted too heavily towards assessments
- Responsibilities are not organised to utilise the strengths of the Driver Manager population
- Lack of hands-on managerial support
- Inadequate selection process
- Deficiencies in managerial competence of candidate pool
- Insufficient focus on managerial training
- Lack of support after training and follow up to determine the extent to which training has been transferred to job
- Mentoring focussed too heavily on technical aspects
- CMS does not accurately identify deficiencies in managerial competence
- CMS does not provide adequate on-going support to develop individuals and tackle poor performance

**Potential Solution**

- Ensure Driver Managers have time to carry out managerial duties and hence develop these skills
- Rearrange responsibilities to play to the strengths of the Driver Manager population
- Provide Driver Managers with support when dealing with managerial issues
- Review selection criteria to ensure managerial competence is accurately covered
- Utilise selection tools that accurately assess managerial competence
- Provide a suite of training courses developing managerial ability
- Ensure mentoring arrangements equally cover technical and managerial development
- Ensure CMS assesses, monitors and reviews managerial competence as well as technical
- Review CMS with the help of Driver Managers and other relevant personnel to ensure CMS is fit for purpose
- Utilise identified deficiencies in managerial competence to help the on-going development of training and selection processes

Back to Poor Management Skills Self-Reflective Questions
Introduction
This section details the good practice examples grouped in the following categories:

- Driver Manager Tasks & Arrangements
- Selection for Driver Managers
- Training of Driver Managers
- Competence Management of Driver Managers

Good Practice Examples
Due to the complexities of the rail industry and the impact of organisational variables and context, there is not a ‘one size fits all’ set of solutions to tackle a common problem. Indeed, organisations consulted for this guide, developed a variety of solutions to meet their individual organisational needs. Each solution had different strengths and limitations depending on the organisation’s characteristics.

This section details the good practices that organisations within the industry have implemented to help solve the 7 common issues detailed in this guide. These examples aim to help the reader consider ways of solving an issue within their organisation.

To help the reader reflect on whether a good practice would be successful within their organisation and which issues may need to be considered, the good practice examples are structured as follows:

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
<th>Impact of Organisational Variables</th>
<th>Issues to Consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulleted list of the practice undertaken by one or more organisation(s) which they considered offered significant benefit</td>
<td>Benefits the good practice brought the organisation(s)</td>
<td>Limitations that would affect the value of this good practice</td>
<td>Potential impacts that organisational variables can have on the success and implementation of the good practice—e.g. size, structure etc</td>
<td>Potential issues that could affect the successful implementation of the good practice within an organisation</td>
</tr>
</tbody>
</table>

The following range of organisational variables/issues have been considered to help the reader think about how their organisational characteristics could influence the effectiveness of a particular good practice.

- Number of Drivers
- Turnover of Drivers
- Intake rates
- Driver experience
- Size of candidate pool for Driver Manager role
- Diversity of routes
- Diversity of traction type
- Type of service (high speed, passenger, commuter, freight)
- Number of depots
- Mobility of Driver Managers
- Driver/Driver Manager ratios
- Driver Manager competence levels
- Number of Drivers on special monitoring
- Depot size
- Size of organisation
- Age of organisation
The following section provides case studies detailing solutions focussed around the Driver Managers' tasks and arrangements that organisations we spoke to implemented to help tackle the following key issues:

- High Workload
- Poor Performance of Experienced Driver Managers
- Poor Performance of Inexperienced Driver Managers
- Problems Recruiting Suitable Candidates
- Poor Management Skills

Case studies detailed within this section:

- Utilising Deputies
- Utilising other Personnel
- Splitting Function
- Playing to your Strengths
- Computerised Planning System
- Target setting
- Checklists
- Reducing Paperwork Associated with Assessments
The following case study illustrates how one company utilised deputies by splitting them into two grades, to help support Driver Managers and succession planning.

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
<th>Impact of Organisational Variables</th>
<th>Issues to consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deputies are utilised and split into two grades</td>
<td>• Minder A and B Drivers can help reduce Driver Manager workload by carrying out certain assessments and training activities that would usually be undertaken by the Driver Manager</td>
<td>• Conflicts of interest (e.g. remaining loyal to your peers versus carrying out a fair and unbiased assessment) can arise when peers assess peers</td>
<td>• Number of Drivers will influence how effective this process is as a large Driver population means there are enough Drivers to filter down through the Minder A and B posts</td>
<td>• Ensuring Minder A and B Drivers receive structured technical and managerial training and have regular opportunity to apply and develop these skills</td>
</tr>
<tr>
<td>• Drivers who take up the Minder A grade focus on coaching and training of the Drivers</td>
<td>• Helps build competence levels of candidate pool</td>
<td>• At some depots with smaller numbers of Drivers or low recruitment of Drivers the Minder A and B Drivers may not get a chance to develop and apply skills</td>
<td>• Driver population, turnover and diversity of routes will affect the workload of Driver Managers and hence the need for Minder A and B Drivers</td>
<td>• Ensuring support will be provided to deputies by the Driver Manager and other relevant personnel</td>
</tr>
<tr>
<td>• Drivers who take up the Minder B grade conduct some assessments and managerial tasks</td>
<td>• Helps identify candidates who are good at training or assessment</td>
<td>• Some organisations may focus too heavily on operational performance meaning Minder A and B Drivers have less opportunity to undertake training or assessment</td>
<td>• Ensuring that the focus on operational performance does not stop the deputies from developing and applying their skills</td>
<td>• Deciding how to manage peer on peer assessment, management and training</td>
</tr>
<tr>
<td>• Drivers have to work through each grade before applying for the Driver Manager role</td>
<td>• Minder B grade acts as a realistic job preview for the Driver Manager role</td>
<td></td>
<td></td>
<td>• Ensuring Minder A and B Drivers have less opportunity to undertake training or assessment</td>
</tr>
<tr>
<td>• Drivers can stay at the Minder A grade if they wish or they can move to the Minder B grade where they are required to do more assessment and managerial tasks</td>
<td></td>
<td></td>
<td></td>
<td>• Ensuring that the focus on operational performance does not stop the deputies from developing and applying their skills</td>
</tr>
</tbody>
</table>

Back to High Workload  
Back to Poor Performance of Experienced Driver Managers  
Back to Poor Performance of Inexperienced Driver Managers  
Back to Problems Recruiting Suitable Candidates  
Back to Poor Management Skills
Utilising Deputies

The following case study highlights how a company uses deputies to help undertake certain tasks such as assessments and/or training of Drivers, helping to support Driver Managers and succession planning.

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
<th>Impact of Organisational Variables</th>
<th>Issues to consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acting Driver Managers, Mentor Drivers or Driver Instructors are utilised to conduct certain tasks such as training or assessing</td>
<td>Can help reduce workload of Driver Manager</td>
<td>Driver Instructors, Acting Driver Managers or Mentor Drivers can be very close to the Drivers and therefore may find it difficult to assess or train their peers. This can weaken assessments. At smaller depots, Driver Instructors, Acting Driver Managers or Mentor Drivers may not get the chance to maintain their skills</td>
<td>Depot intake levels and size of Driver populations will affect the extent to which deputies are utilised. Depots with a high intake of Drivers and/or a large Driver population will utilise deputies. At depots with low intake and/or low Driver population the deputies' role may focus more on train driving as the need to conduct assessments/training is not there.</td>
<td>Ensuring the assessment process is not weakened by peers assessing peers. Ensuring the deputies have opportunities to maintain skills. Competence level – less experienced deputies may not detect performance issues that an experienced Driver Manager would.</td>
</tr>
</tbody>
</table>

*Back to High Workload*

*Back to Poor Performance of Experienced Driver Managers*

*Back to Problems Recruiting Suitable Candidates*

*Back to Poor Management Skills*

*Back to Poor Performance of Inexperienced Driver Managers*
Utilising other Personnel

This case study highlights how one company uses Training Managers, (when necessary), to carry out Driver assessments, helping to support the Driver Managers undertake their duties.

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
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</tr>
</thead>
</table>
| When there is a high volume of Driver assessments, Driver Managers from other depots or Training Managers who are qualified assessors will help conduct the assessments | • Helps manage workload effectively  
• Avoids peer on peer assessment and Training Managers are more comfortable at challenging Drivers because they are viewed as an authority figure  
• Provides a level of job rotation as Training Managers are required to do a certain % of assessments. This helps to build a multi skilled workforce | • Organisation may not have dedicated Training Managers who can carry out Driver assessments | • Mobility of Driver Managers and Training Managers along with location of depots will affect the extent to which Driver Managers and Training Managers can rotate | • Planning workload to ensure Driver Managers and Training Managers are available for rotation |

Back to High Workload

Back to Poor Performance of Experienced Driver Managers

Back to Poor Management Skills
This case study shows how an organisation split the Driver Manager role into two functions, helping Driver Managers to undertake their duties as effectively as possible.

<table>
<thead>
<tr>
<th>Good Practice</th>
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<th>Limitations</th>
<th>Impact of Organisational Variables</th>
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</tr>
</thead>
<tbody>
<tr>
<td>The role of the Driver Manager has been split into two functions - assessment and management</td>
<td>Ensures the Driver Manager role is not too broad and key functions become more manageable</td>
<td>Conflict of interest can arise between assessment function (who may want to remove Drivers if they believe they are unfit to drive or require extra training) and line management (who may be more concerned about performance and resourcing)</td>
<td>Driver Manager/Driver ratio, turnover and experience level of Drivers at each depot will determine to what extent the functions can be split and whether this split is actually necessary</td>
<td>Ensuring conflicts of interest are effectively managed. For example one organisation utilised the next level of management to make final decisions if conflicts arose</td>
</tr>
<tr>
<td>Depot Managers carry out the day to day management (depot standards, welfare, timetables, and personnel issues)</td>
<td>Have skilled people in each role means efforts can be focused on developing these specific skills as opposed to trying to develop them all in one person</td>
<td>Also, competence level of Driver Managers will determine if the split is necessary. It may be the case that at some depots the Driver Managers are highly competent at assessment and management and therefore splitting the functions is not needed</td>
<td>Effectively planning who should assess and who should manage</td>
<td></td>
</tr>
<tr>
<td>Assessments are conducted through the competence department which consists of trained assessor</td>
<td>Assessors can spend more time finding opportunities to assess and plan assessments</td>
<td>Ensuring long standing working relationships between Drivers and Driver Managers do not deteriorate because functions are split</td>
<td>Ensuring long standing working relationships between Drivers and Driver Managers do not deteriorate because functions are split</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Line management and competency assessment can have equal priority</td>
<td>How to manage the change in functions so as not to have a detrimental effect on Driver performance</td>
<td>How to manage the change in functions so as not to have a detrimental effect on Driver performance</td>
<td></td>
</tr>
</tbody>
</table>

- Back to High Workload
- Back to Poor Performance of Experienced Driver Managers
- Back to Poor Management Skills
The following case study shows how a company re-organised the responsibilities of Driver Managers to play to the strengths of their Driver Manager population.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• The organisation has identified the tasks that their Driver Manager population are very good at i.e. either training, assessment or management</td>
<td>• Provides dedicated resource • Helps to manage the workload across the Driver Manager population • Ensures individual Driver Manager role is not too broad</td>
<td>• Conflicts of interest between Driver Managers can arise</td>
<td>• Driver to Driver Manager ratio will help determine if it is necessary to reorganise responsibilities • Competence level of the Driver Manager population can also help determine if such a split can be achieved</td>
<td>• Effectively managing the change of responsibilities for Drivers • Ensuring conflicts of interest are effectively managed • Ensuring long standing working relationships between Drivers and Driver Managers do not deteriorate because of split</td>
</tr>
</tbody>
</table>

Back to High Workload

Back to Poor Performance of Experienced Driver Managers

Back to Poor Management Skills
This case study illustrates how a computer based system can be introduced to aid Driver Managers.

<table>
<thead>
<tr>
<th>Good Practice</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A computer based system has been introduced that highlights when assessments, briefings and meetings for Drivers are due</td>
<td>Acts as a reminder to help manage workload&lt;br&gt;Allows organisation to keep track of assessment cycle and performance of Driver Managers&lt;br&gt;Provides a computerised audit trail&lt;br&gt;Reduces paperwork associated with assessments</td>
<td>Driver Managers may prefer more paper based planning systems and may be less willing to adapt to computer based system&lt;br&gt;Information on the system can be inaccurate or poorly managed</td>
<td>Variables such as Driver numbers, experience level, routes, traction, number of Specially Monitored Drivers, will determine workload and the extent to which a computerised system for managing workload is needed or appropriate</td>
<td>Managing the computer system effectively to ensure accuracy of information&lt;br&gt;Training all personnel to ensure they understand how to use the system&lt;br&gt;Ensuring the system is meeting the needs of Driver Managers&lt;br&gt;Recruiting a competent administrator to manage the system and help with data input</td>
</tr>
</tbody>
</table>
This case study illustrates how another type of computer based system can be introduced to aid Driver Managers.

<table>
<thead>
<tr>
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<th>Strengths</th>
<th>Limitations</th>
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</tr>
</thead>
</table>
| Driver assessments are controlled centrally using a matrix of assessments with dates, type of assessment and train type. This matrix is then emailed to Driver Managers | • Allows Driver Managers to effectively manage workload  
• Provides central storage of information so can keep audit trail | • Poor management of the system can lead to inaccurate information being sent | • Depot workforce size will help determine whether this type of system is needed  
• Where depots are small, paperwork and workload can be less of an issue due to lower numbers of Drivers and routes | • Managing the computer system effectively to ensure accuracy of information  
• Training all personnel to ensure they understand how to use the system  
• Ensuring the system is meeting the needs of Driver Managers  
• Recruiting a competent administrator to manage the system and help with data input |

< Back to High Workload

< Back to Poor Performance of Experienced Driver Managers
This case study illustrates how an organisation sets and reviews targets for their Driver Managers.

<table>
<thead>
<tr>
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<th>Strengths</th>
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<th>Impact of Organisational Variables</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• The operation department sets a number of targets for the Driver Manager (e.g. achieve certain number of assessments)</td>
<td>• Allows Driver Manager to structure workload and identify any future workload issues</td>
<td>• Targets may be unrealistic or not sensitive to operational issues</td>
<td>• Organisational size and structure will influence how target setting is arranged and monitored</td>
<td>• Ensuring targets are realistic and can be regularly reviewed and changed according to operational issues</td>
</tr>
<tr>
<td>• Monthly meetings between the Driver Manager and their line manager are set up to discuss the progression of targets and identify any current issues that need to be addressed to help the Driver Manager achieve the targets</td>
<td>• Meetings allow potential workload issues to be identified and resolved</td>
<td>• Management can be too focussed on certain performance related issues (train performance, customer service) that issues and problems identified within the regular performance review may not be acted upon</td>
<td>• Small organisations and/or organisations with flatter structures will find it easier to have centrally managed meetings and regular reviews to assess targets</td>
<td>• Ensuring issues identified in the regular performance reviews are acted upon and issues relating to skill deficiencies are fed back to the training function</td>
</tr>
<tr>
<td>• A performance review is also carried out regularly to see if targets are met</td>
<td></td>
<td></td>
<td>• Larger organisations, organisations with layered structures or organisations with diverse population of Drivers and routes may need meetings and performance reviews managed locally</td>
<td>• Ensuring meeting arrangements are suitable for the organisational characteristics (size, structure, routes etc) of the company</td>
</tr>
</tbody>
</table>

< Back to High Workload

< Back to Poor Performance of Experienced Driver Managers
One organisation introduced checklists to help Driver Managers.

<table>
<thead>
<tr>
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<th>Strengths</th>
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<th>Issues to consider</th>
</tr>
</thead>
</table>
| - Driver Managers are required to complete checklists detailing the tasks they carry out | - Encourages responsibility to monitor own workload  
- Helps Driver Manager to learn about workload issues and tackle them independently | - Checklists can be cumbersome and time consuming  
- Checklists may not be filled in accurately or honestly | - Geographical spread of depots can help determine the need and effectiveness of a self-auditing system  
- When there is a spread of depots, self auditing is an effective means of managing workload. These checklists are also collated centrally to allow the organisation to monitor workload issues | - Maintaining usability of checklists – ensuring checklist helps manage workload not increase workload  
- Setting up an audit system so management can ensure that individuals are filling in the checklist regularly, accurately and honestly |

[Back to High Workload](#)  
[Back to Poor Performance of Experienced Driver Managers](#)
Reducing Paperwork Associated with Assessments

One organisation reduced the paperwork for assessments by making it simpler to complete.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Forms used to record information from Driver assessments have been simplified by having a section for basic/factual information (tick boxes) and another section for more meaningful data (free comments)</td>
<td>Allows Driver Manager to record the most meaningful information and spend less time on the factual/basic observations</td>
<td>Driver Managers may find it difficult to record meaningful information – either providing too much information or too little</td>
<td>Spread of routes and Driver numbers will help determine whether there needs to be a reduction in paperwork</td>
<td>Providing training to help Driver Manager understand what is meant by ‘meaningful information’. That is the type of information and amount of information that should be provided</td>
</tr>
<tr>
<td>Reduces paperwork</td>
<td></td>
<td></td>
<td>Diverse set of routes and/or a high number of Drivers means lots of assessments. Reducing potential administration associated with assessments is essential</td>
<td></td>
</tr>
</tbody>
</table>

< Back to High Workload

< Back to Poor Performance of Experienced Driver Managers
The following section provides case studies detailing solutions focused around the selection of Driver Managers that organisations we spoke to implemented to help tackle the following key issues:

- High Workload
- Poor Performance of Experienced Driver Managers
- Poor Performance of Inexperienced Driver Managers
- Problems Recruiting Suitable Candidates
- Poor Management Skills

Case studies detailed within this section:

- Job Analysis
- Providing Candidates with Feedback
- Assessing Technical and Managerial Competence
The following case study illustrates how one company carries out detailed and systematic job analysis to ensure accuracy in job descriptions and selection criteria.

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• A number of stakeholders are utilised to develop a skills matrix (Safety department, HR, manager of the Driver Manager and Driver Manager)</td>
<td>• Ensures selection process takes into account both technical and managerial competence</td>
<td>• Job analysis may not be conducted regularly to address operational needs and changes in the role and therefore job and person specification may be inaccurate</td>
<td>• Spread of depots, size and operational needs will all influence the content and focus of the job analysis</td>
<td>• Ensuring job analysis techniques are appropriate and individuals are competent to use these techniques</td>
</tr>
<tr>
<td>• This skills matrix covers a number of important areas:</td>
<td>• Provides evidence base to justify the use of selection methods and tools</td>
<td></td>
<td>• When an organisation has a wide spread of depots then local operational needs of each depot will need to be factored into the skills matrix</td>
<td>• Ensuring all relevant personnel are consulted with respect to developing selection criteria</td>
</tr>
<tr>
<td>» Experience and qualifications</td>
<td>• Job analysis can be used to help evaluate/validate the selection process</td>
<td></td>
<td></td>
<td>• Ensuring job analysis is conducted regularly to address operational needs, reported skill deficiencies in the Driver Manager population and help validate/evaluate the selection process</td>
</tr>
<tr>
<td>» Technical knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Relevant group standards that need to be addressed within job description and person specification</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Managerial qualities and relevant training that is needed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Providing Candidates with Feedback

One organisation ensures all candidates receive feedback from the selection process to aid the development of internal candidates and enhance the image of the organisation.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Candidates are provided with feedback after the selection process is completed, covering performance and areas for improvement. This feedback feeds into an individual’s training needs analysis.</td>
<td>• Helps individuals to develop their skills further.</td>
<td>• Candidates may not be provided with opportunities to act on feedback provided.</td>
<td>• Size of candidate pool will influence the depth of feedback provided.</td>
<td>• Ensuring trained personnel provide feedback and this feedback is acted upon.</td>
</tr>
<tr>
<td></td>
<td>• Encourages individuals to re-apply for post.</td>
<td>• Competence of individual providing the feedback.</td>
<td></td>
<td>• Providing external candidates with feedback, as this promotes a very positive corporate image.</td>
</tr>
<tr>
<td></td>
<td>• Communicates the importance of development to candidates and demonstrates the organisation’s willingness to support the development of candidates</td>
<td>• Quality of the feedback provided.</td>
<td></td>
<td>• Ensuring that if the applicant is successful, information from the selection process is used to inform the training requirements of that individual.</td>
</tr>
</tbody>
</table>

Back to Poor Performance of Inexperienced Driver Managers

Back to Problems Recruiting Suitable Candidates
Assessing Technical & Managerial Competence

This case study details an organisation’s selection process for Driver Managers. The process assesses both technical and managerial competence in detail to ensure high quality candidates are selected.

<table>
<thead>
<tr>
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<th>Limitations</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• A selection process has been implemented that consists of a number of different assessments and activities</td>
<td>• Assesses both technical and managerial competence</td>
<td>• Good candidates can be put off by the length and intensity of such a selection process and drop out</td>
<td>• Size of the candidate pool and Driver to Driver Manager ratio will influence whether an organisation implements such a selection process</td>
<td>• Determining the extent to which a lengthy and detailed selection process is needed. Quality of succession planning for example can mean that such a process is not always needed</td>
</tr>
<tr>
<td>• This includes:</td>
<td>• Practical assessments help to see if individual can make the jump from assistant to Driver Manager</td>
<td>• Resources may not be available to carry out such a lengthy selection process</td>
<td>• A small candidate pool means detailed assessments can be undertaken as it does not become too lengthy and resource intensive</td>
<td>• Implementing a process to regularly review the reliability and validity of the selection process, evaluate the extent to which the methods are suitable for the Driver Manager population and identify ways to maximise the efficiency of the process</td>
</tr>
<tr>
<td>• Assessment on rule knowledge</td>
<td>• Range of techniques provides a more balanced and accurate view of competence</td>
<td>• The organisation may not have the time or manpower to release individuals from service for a lengthy selection process</td>
<td>• A small Driver to Driver Manager ratio means an organisation can take deputies out of service for the selection process</td>
<td>• Monitoring the extent to which the length and intensity of the selection process causes quality candidates to drop out</td>
</tr>
<tr>
<td>• Role play</td>
<td>• Report writing and investigating assessment (scenario of incident)</td>
<td>• A small candidate pool means detailed assessments can be undertaken as it does not become too lengthy and resource intensive</td>
<td>• Monitoring the extent to which the selection process successfully filters the candidates so that only those who fulfil specific criteria go forward to the next stage of selection</td>
<td></td>
</tr>
<tr>
<td>• Structured interview</td>
<td></td>
<td>• The organisation may not have the time or manpower to release individuals from service for a lengthy selection process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

< Back to High Workload
< Back to Poor Performance of Experienced Driver Managers
< Back to Poor Performance of Inexperienced Driver Managers
< Back to Poor Management Skills
This case study details how an organisation uses assessment centres to ensure high quality Driver Managers are recruited.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>An assessment centre is used to select Driver Managers</td>
<td>Tests such as verbal and numerical reasoning are known to correlate with job performance where verbal reasoning and numerical reasoning are relevant to the role</td>
<td>Assessment centres are costly and need to be staffed by professional and highly trained individuals</td>
<td>Size of the organisation will determine whether an assessment centre is feasible and cost effective</td>
<td>Determining the extent to which the size of the candidate pool and level of Driver Manager recruitment warrant the use of an assessment centre</td>
</tr>
<tr>
<td>The assessment centre utilises a number of different selection method such as</td>
<td>Group discussions and personality measures</td>
<td>Assessment centres can put off high quality candidates who then drop out</td>
<td>Large organisations have the resources and potential need for an assessment centre that can be used to recruit all personnel including Driver Managers</td>
<td>Ensuring the techniques used are suitable for the role and candidate pool i.e. ethnicity, social demographics, knowledge and experience level</td>
</tr>
<tr>
<td>Verbal and numerical reasoning tests</td>
<td>Competency based interviewing - interviews structured around key competencies</td>
<td>Selection tools used in the assessment centre may be inappropriate for the candidate pool, reducing the effectiveness of the centre</td>
<td>Ensuring test scores correlate with performance</td>
<td></td>
</tr>
</tbody>
</table>

Assessing Technical & Managerial Competence

46
The following section provides case studies detailing solutions focussed around the training of Driver Managers that organisations we spoke to implemented to help tackle the following key issues:

- High Workload
- Poor Performance of Experienced Driver Managers
- Poor Performance of Inexperienced Driver Managers
- Inadequate/Insufficient Individual Training Outcomes
- Inadequate/Insufficient Organisational Training Outcomes
- Poor Management Skills

Case studies detailed within this section:

- Training Needs Analysis
- Mentoring
- Technical and Managerial Training
- Support after Training
- Sharing Learning
One organisation carries out regular training needs analysis to ensure training helps tackle developmental needs and improve performance.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Driver Managers have training needs analysis conducted when they first become Driver Managers</td>
<td>Can identify developmental needs and improve the performance of Driver Managers as training needs are accurately identified</td>
<td>Training needs may focus too heavily on technical aspects of the role</td>
<td>A large organisation with a wide spread of depots and operations will need to ensure their training needs analysis takes account of local issues and conditions relevant for that specific Driver Manager</td>
<td>Ensuring training needs analysis covers managerial duties</td>
</tr>
<tr>
<td>This is conducted over the first month period and training needs are addressed accordingly</td>
<td>Can improve individual training outcomes</td>
<td></td>
<td>When the organisation is smaller with only a few depots in close proximity then specific local conditions and issues may not be as important</td>
<td>Ensuring all relevant personnel are consulted when developing training</td>
</tr>
<tr>
<td>The training needs analysis is reviewed regularly so that developmental needs are identified</td>
<td>Improves the perception and relevance of training</td>
<td></td>
<td></td>
<td>Ensuring clear prioritisation and scheduling of training. This will improve the Driver Manager's commitment to the organisation and training</td>
</tr>
<tr>
<td></td>
<td>Can be used to ensure relevant managerial and technical training is provided</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Back to High Workload
- Back to Poor Performance of Experienced Driver Managers
- Back to Poor Performance of Inexperienced Driver Managers
- Back to Inadequate/Insufficient Individual Training Outcomes
- Back to Inadequate/Insufficient Organisational Training Outcomes
Mentoring Inexperienced Driver Managers

One organisation uses mentors to help inexperienced Driver Managers – however this type of mentoring can also be applied to experienced Driver Managers.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• When first appointed, new Driver Managers are given a mentor for 12 months</td>
<td>• Improves performance of new Driver Manager as it ensures they successfully make the leap from assistant to Driver Manager</td>
<td>• If organisation has a high level of new Driver Managers then shadowing can be difficult</td>
<td>• Driver/Driver Manager ratio can affect mentoring arrangements</td>
<td>• Forward planning in terms of recruitment and identifying potential recruitment drives to aid the development of mentoring</td>
</tr>
<tr>
<td>• They will develop a set of development goals which are assessed at the end of the year</td>
<td>• Helps Driver Manager learn about job and not become overwhelmed</td>
<td>• Mentoring can focus too heavily on the technical aspects of the job at the expense of managerial focus</td>
<td></td>
<td>• Managing the ratio of Drivers and Driver Managers so experienced Driver Managers can spend the time mentoring</td>
</tr>
<tr>
<td>• Experienced personnel will work with the new Driver Manager to help them understand and develop within their role</td>
<td>• Provides structured learning and development</td>
<td>• Mentoring can be cut short due to management focus on operational performance</td>
<td></td>
<td>• Making sure Driver Managers maintain their ability to coach, even if they are not regularly asked to mentor</td>
</tr>
</tbody>
</table>

Back to Poor Performance of Inexperienced Driver Managers

Back to Poor Management Skills
Technical & Managerial Training

One organisation ensures that both technical and managerial training is provided to Driver Managers to ensure they develop both technical and managerial competence.

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
<th>Impact of Organisational Variables</th>
<th>Issues to consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Both technical and managerial training is provided to all Driver Managers</td>
<td>• Enhances poor managerial performance as provides a suite of managerial training</td>
<td>• Candidates may not be supported after training and hence cannot apply and develop skills</td>
<td>• Organisational culture will directly influence the extent to which managerial and technical training is perceived as necessary and thus undertaken</td>
<td>• Ensure training is relevant to the needs of the depot and of the individual</td>
</tr>
<tr>
<td>Technical aspects include:</td>
<td>• Leads to improved individual training outcomes and provides both the operational knowledge and line management ability to undertake duties</td>
<td>• If training is managed poorly then Driver Managers may not perceive training as adding value and hence be reluctant to take up training on offer</td>
<td>• The workforce are more likely to be keen to take up training and develop skills if the operator can successfully foster a culture of learning and development</td>
<td>• Evaluating training to ensure training transfers to the job and has positive individual and organisational outcomes</td>
</tr>
<tr>
<td>» Operational knowledge (rules, regulations)</td>
<td>• Enhances performance of new/inexperienced Driver Managers by providing training on managing peers</td>
<td>•</td>
<td></td>
<td>• Providing support to candidates after training</td>
</tr>
<tr>
<td>» Traction</td>
<td></td>
<td></td>
<td></td>
<td>• Promoting and demonstrating the positive benefits of training</td>
</tr>
<tr>
<td>» How to use OTMR</td>
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<tr>
<td>» Route knowledge</td>
<td></td>
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</tr>
<tr>
<td>» Root cause analysis</td>
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<td></td>
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</tr>
<tr>
<td>Suite of management training is also provided such as:</td>
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<td></td>
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<tr>
<td>» Negotiation</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>» Listening and counselling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Managing peer groups</td>
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<td></td>
</tr>
</tbody>
</table>

Back to High Workload

Back to Poor Performance of Experienced Driver Managers

Back to Poor Performance of Inexperienced Driver Managers

Back to Inadequate/Insufficient Individual Training Outcomes

Back to Poor Management Skills
This case study demonstrates how a company uses leadership training to enhance the managerial ability of their Driver Managers.

<table>
<thead>
<tr>
<th>Good Practice</th>
<th>Strengths</th>
<th>Limitations</th>
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</tr>
</thead>
</table>
| A leadership training program has been introduced for all Driver Managers  
This new initiative is aimed at developing coaching skills, leadership skills and tackling management issues | Enhances management capability and can improve the performance of inexperienced and experienced Driver Managers | Practical exercises used in leadership training can seem irrelevant to candidates if they are not organisation specific  
Workload and performance focus can mean that Driver Managers do not get the chance to practice applying their skills  
Leadership courses can last for a number of months, requiring one day a week commitment. Organisations may be unwilling or unable to release the Driver Manager | Leadership training may be needed for different reasons depending on the age of the organisation  
If an organisation has recently been taken over or amalgamated with another company, or taken over a franchise, leadership training may need specifically to focus on how to manage change and bring together Drivers from different organisational cultures  
If the organisation is established then the leadership training can focus on how generally to improve performance and safety through effective leadership | Ensuring Driver Managers can apply their leadership skills  
Ensuring senior management provide support to Driver Managers  
Evaluating training to ensure the leadership training is suitable for the organisation |

Back to High Workload

Back to Inadequate/Insufficient Individual Training Outcomes

Back to Poor Performance of Experienced Driver Managers

Back to Poor Management Skills

Back to Poor Performance of Inexperienced Driver Managers
One organisation has introduced a 12 month Driver Manager training program to aid development and performance.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>New 12 month modular-based training program for Driver Managers</td>
<td>Provides structured plan of development, that ensures both technical and managerial competence</td>
<td>Workload issues may make it difficult to release Driver Manager</td>
<td>Driver population and spread of routes may have an affect on the content of the training and the extent to which Driver Managers can be released for training</td>
<td>Ensuring Driver Managers have time to go on course and apply skills</td>
</tr>
<tr>
<td>This module-based program includes rules, traction and practical handling</td>
<td>Allows Driver Managers to develop and understand managerial role and not just focus on the technical ability</td>
<td>Some Driver Managers may not need all the training on the course and find some parts of less value</td>
<td>With a large spread of routes the training program will need to be sensitive to local operational needs</td>
<td>Ensuring the training course is kept up-to-date and skill deficiencies are identified through the competence management system to keep the course relevant</td>
</tr>
<tr>
<td>Line manager training is also provided including enforcing procedures, human factors training and general management training</td>
<td>Helps Driver Managers to manage their peer groups and mentor future Driver Managers</td>
<td>Ensures the Driver Managers' training meets all mandatory industry requirements</td>
<td>When there is a large Driver population workload issues will need to be managed to ensure the Driver Manager can be released</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensures the Driver Managers' training meets all mandatory industry requirements</td>
<td></td>
<td>If there is a small intake of Driver Managers a full structured program may not be the most cost-effective way of developing new Driver Managers</td>
<td></td>
</tr>
</tbody>
</table>

Back to High Workload

Back to Poor Performance of Experienced Driver Managers

Back to Inadequate/Insufficient Individual Training Outcomes

Back to Poor Management Skills

Back to Poor Performance of Inexperienced Driver Managers
This case study details how Driver Managers in one organisation are supported before and after training to ensure the training has maximum benefit.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>• Before the Driver Manager undertakes a training course their line manager will carry out a pre-brief to discuss the Driver Manager’s expectations of the course.</td>
<td>• The post training briefs help identify potential barriers to applying learning in the workplace and therefore enhances individual learning outcomes as Driver Managers can apply the knowledge or skills that they have learnt.</td>
<td>• Information from pre and post briefings may not be used to enhance the training function.</td>
<td>• Size and proximity of depots will influence the organisation and type of training briefs.</td>
<td>• Developing mechanisms to ensure feedback from pre and post briefings are used to help re-develop training courses and support Driver Managers after training.</td>
</tr>
<tr>
<td>• After the course has finished the line manager will arrange a post brief to discuss how the Driver Manager will benefit and apply the training.</td>
<td>• Promotes the importance and value of training and ensures that training is applied.</td>
<td>• Training support issues may be identified but not acted upon, or they may not be feasible and not clearly explained to the Driver Manager.</td>
<td>• Smaller organisations with a close proximity of depots may find it easier to have a centralised pre and post brief, where all Driver Managers on the course come to discuss the training.</td>
<td></td>
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</tbody>
</table>

Support after Training

- Information from pre and post briefings may not be used to enhance the training function.
- Training support issues may be identified but not acted upon, or they may not be feasible and not clearly explained to the Driver Manager.

Issues to consider:

- Developing mechanisms to ensure feedback from pre and post briefings are used to help re-develop training courses and support Driver Managers after training.
This case study shows how one company shares learning to maximise the organisational benefits of training.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Information and learning is shared across the organisation through formal meetings</td>
<td>As the meetings include different representatives from different locations and management layers in the organisation, the meetings facilitate and enhance organisational learning</td>
<td>Stronger characters may dominate meetings and learning can be reduced</td>
<td>Size of the organisation is an important factor when determining communication networks</td>
<td>Ensuring information exchanged in meetings is effectively filtered to the rest of the workforce</td>
</tr>
<tr>
<td>These meetings aim to address current operational issues, good practice across the organisation and discussions of learning and training that have taken place</td>
<td>Enhances two-way communication across a large network</td>
<td>Information from the meetings may not be effectively and accurately passed down to all interested parties</td>
<td>A large organisation with a wide spread of depots, will need a formalised communication route to ensure people across the organisation share information</td>
<td>Ensuring meetings are scheduled regularly and enhance organisational learning</td>
</tr>
<tr>
<td>The organisational importance and relevance of an issue will determine which type of meeting issues are discussed in</td>
<td>Allows individuals to feedback issues and improves communication between management and Driver Managers</td>
<td></td>
<td>This communication route also needs to effectively manage the discussion of issues as learning can be depot specific</td>
<td></td>
</tr>
<tr>
<td>The different types include:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Local meetings (representatives from one location meet)</td>
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<td></td>
<td></td>
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<tr>
<td>» General meetings (representatives from different locations meet)</td>
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<tr>
<td>» Operation Standard Meetings (representatives from locations and the safety team meet)</td>
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</tr>
<tr>
<td>» Director meetings (including directors and representatives from locations and the safety department)</td>
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</tbody>
</table>

Back to Inadequate/Insufficient Organisational Training Outcomes
This case study illustrates how one organisation shares information to maximise organisational training outcomes.

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>• Driver Managers and the safety department arrange bi-monthly safety briefs</td>
<td>• Improves knowledge management and encourages people to share knowledge</td>
<td>• Learning may only be informally shared to a select number of people</td>
<td>• Size and spread of depots will have a direct impact on how knowledge is shared</td>
<td>• Ensuring informal communication routes are developed and used</td>
</tr>
<tr>
<td>• The briefs share learning from formal training and general lessons learned from undertaking key duties and discuss current and future developments with respect to improving safety</td>
<td>• Helps the organisation develop and adapt to external and internal needs</td>
<td>• A small organisation may find it easier to schedule bi-monthly meetings with Driver Managers, the safety department and other relevant individuals, due to the close proximity of depots and the organisation’s ability to cover individuals who are released to take part in the meeting (due to Driver to Driver Manager ratio)</td>
<td>• Effectively managing information flow (formally and informally) and sharing it across the organisation – some learning is depot specific and therefore does not need to be shared across the whole organisation; other times learning is more organisation specific and should be shared widely within the organisation</td>
<td></td>
</tr>
<tr>
<td>• Driver Managers are encouraged within the meetings to informally share learning</td>
<td>• Promotes the culture of the company</td>
<td>• Close proximity of depots also makes informal learning easier</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Back to Inadequate/Insufficient Organisational Training Outcomes
COMPETENCE MANAGEMENT SYSTEMS

The following section provides case studies detailing solutions focussed around the competence management of Driver Managers that organisations we spoke to implemented to help tackle the following key issues:

- High Workload
- Poor Performance of Experienced Driver Managers
- Poor Management Skills

Case studies detailed within this section:

- Assessing both Technical and Managerial Competence
- Reviewing the Competence Management System
Assessing both Technical & Managerial Competence

One organisation set up a system to assess, monitor and review both managerial and technical competence to ensure Driver Managers can carry out their full range of duties.

<table>
<thead>
<tr>
<th>Good Practice</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A system has been set up to assess, monitor and review the Driver Managers’ technical and managerial competencies</td>
<td>Focuses on developing the Driver Managers’ technical and managerial competencies, helping to improve overall performance, including their ability to manage workload and carry out managerial tasks</td>
<td>Assessment criteria may not accurately reflect managerial competence</td>
<td>Size of organisation will directly affect how the competence system is organised</td>
<td>Determining how to manage the assessment, monitor and review sessions and who will tackle performance issues relating to technical and managerial aspects of the job</td>
</tr>
<tr>
<td>Both aspects of the role are given equal importance</td>
<td>A number of sources may not be used as evidence of performance and hence performance measures may be inaccurate</td>
<td>Lack of training (for the individual responsible for running the monitor and review sessions) can mean performance feedback and developmental sessions are ineffective</td>
<td>Smaller organisations with fewer depots may have less workload related problems with arranging regular meetings due to proximity of Driver Managers and HQ</td>
<td>Ensuring identified deficiencies are fed back into the training and selection function</td>
</tr>
<tr>
<td>Regular sessions are arranged so that there is continual development of the Driver Managers’ technical and managerial capabilities</td>
<td>Lack of training (for the individual responsible for running the monitor and review sessions) can mean performance feedback and developmental sessions are ineffective</td>
<td>Larger organisations may need more detailed planning, while the assess, monitor and review process must take account of operational needs and issues at each depot when applying assessment criteria</td>
<td>Determining how performance feedback will be given, who will give it and who will be involved in developing a training plan to improve performance</td>
<td></td>
</tr>
</tbody>
</table>

Back to High Workload

Back to Poor Performance of Experienced Driver Managers

Back to Poor Management Skills
This case study illustrates how an organisation reviews its competence management system to ensure it effectively supports Driver Managers.

<table>
<thead>
<tr>
<th>Good Practice</th>
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<th>Issues to consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>A structured change management process was undertaken to review and re-develop the Competence Management System (CMS)</td>
<td>Can help improve Driver Manager performance as review ensures the CMS is fit for purpose and assesses relevant competence</td>
<td>Without strong leadership the change process will fail</td>
<td>Size will affect how the review process is managed</td>
<td>Ensuring the needs of individuals and groups will be effectively managed within the review process to enhance buy-in</td>
</tr>
<tr>
<td>A number of user workshops (including Driver Managers, Depot Managers and members of the Safety Department) were undertaken to gain user feedback regarding the strengths of the current system and current deficiencies</td>
<td>Change management process builds buy-in and ensures changes are long term as opposed to short term</td>
<td>Individuals or groups of individuals can have different agendas and needs which can cause conflicts</td>
<td>Smaller companies may find it possible to conduct more centralised meetings to help re-develop the CMS</td>
<td>Ensuring feedback from user groups is acted upon and if it is not, then individuals must be told explicitly why</td>
</tr>
<tr>
<td>Potential changes to the CMS were developed through the workshops</td>
<td>Involving Driver Managers in the development of the CMS demonstrates importance of employee involvement and will help create a positive culture</td>
<td></td>
<td>With a larger spread of depots and Driver Managers the review must consist of a number of local meetings with relevant personnel who can identify current depot specific needs</td>
<td></td>
</tr>
<tr>
<td>A regular review (every 2 years) is undertaken to ensure the CMS remains fit for purpose</td>
<td></td>
<td></td>
<td>A number of centralised meetings can then be used to bring this information together</td>
<td></td>
</tr>
</tbody>
</table>

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[Back to Poor Performance of Experienced Driver Managers](#)

[Back to Poor Management Skills](#)
References
High Workload

R1
Potential solution: “Provide feedback mechanism so deficiencies identified by the CMS help develop Driver Manager training and selection”
Reference

Poor Performance of Experienced Driver Managers

R2
Potential solution: “Undertake systematic training evaluation, identifying impact on learning and performance”
Reference

R3
Potential solution: “Provide feedback mechanism so deficiencies identified by the CMS help develop Driver Manager training and selection”
Reference

Poor Performance of Inexperienced Driver Managers

R4
Potential solution “Evaluate training to ensure it helps to improve performance of inexperienced Driver Managers”
Reference

Problems Recruiting Suitable Candidates

R5
Potential solution “Ensure the selection process (structure, length of process, difficulties of tools used) is not causing high quality candidates to drop out”
Reference

R6
Potential solution “Review suitability of job terms and conditions”
Reference

Inadequate/Insufficient Individual Training Outcomes

R7
Potential solution “Undertake systematic training evaluation, identifying impact on learning and performance”
Reference

Inadequate/Insufficient Organisational Training Outcomes

R8
Potential solution “Analyse performance feedback from selection, training and the competence management system to identify common skill deficiencies and use information to help develop training courses”
Reference

R9
Potential solution “Undertake systematic training evaluation, identifying impact on learning and performance at both the individual and organisational level”
Reference

Poor Management Skills

R10
Potential solution “Provide Driver Manager with support when dealing with managerial issues”
Reference

R11
Potential solution “Utilise identified deficiencies in managerial competence to help the on-going development of training and selection processes”
Reference

Key Issues Affecting the Management of Driver Managers

Culture


Attitudes of the Driver Manager
