

Case Study Eleven

Hoyer UK Ltd

BACKGROUND

Hoyer is an international transport company, transporting chemicals, food and mineral oils. There are 900 drivers and 200 office based staff located between the head office and at client's sites. Hoyer is a rapidly growing business and consequently the number of drivers has increased 4 fold in the last 3 years.

NATURE OF OPERATION AND DRIVING ACTIVITIES

There are approximately 900 drivers, 200 in the chemicals division, 200 in food and 500 in mineral oils. Most of the vehicles they operate are 44 or 38 tonne articulated trucks. In addition they have 60 company cars and 4 pool cars.

THE POLICY

How the policy has developed

Due to the nature of the contracts, the fact that Hoyer employees are often based at client sites and the higher risk nature of the transportation, Hoyer's clients require particular standards of health and safety performance. Their clients often request that their contractors adopt the clients own health and safety procedures. Hoyer therefore has to work to a number of differing health and safety procedures. However, wherever possible Hoyer tries to use its own policy and procedures. Road safety is seen as the greatest risk to employees and consequently there is a comprehensive road safety policy.

Who developed the policy

There is a Safety, Environment and Quality Manager who operates a corporate central role. In addition there are two health and safety managers, one for each of transport and non-transport operations. They work closely together in development of health and safety policy and procedures, learning and transferring procedures across the business. These three roles report to the Board of Directors. There is a strong safety culture in the organisation resulting from the commitment and priority placed on health and safety by the senior management team. There is communication with employees through monthly safety themes and contract safety meetings.

What the policy covers

The policy for goods delivery covers:

- Drugs and Alcohol
- Site defect reporting
- Incident reporting and investigation
- Emergency response
- Equipment and delivery procedures
- Training

The organisation also has a separate company car policy.

How the policy is communicated and implemented

Every member of staff has a copy of the health and safety policy, there is ongoing communication of amendments and updates. There are also monthly Health and Safety themes whereby a

briefing is prepared on a particular topic for dissemination by line managers. This theme sometimes covers driving related issues.

ROAD SAFETY PROCEDURES

The following procedures are included in the policy

Driver assessments / permit to drive	There is a very robust driver selection programme (see detailed examples below). In addition some clients request driver competency tests.
Driver training	Defensive driving training is provided for all drivers with a refresher every 2 years. This training last for 2 days. On recruitment there is a comprehensive training programme and driver trainers within the organisation accompany the new recruit for a set period of time e.g. 3 weeks
Risk assessment	All collection and delivery activities are covered by risk assessments and associated safe operating procedures.
Journey scheduling	There is a requirement to conduct a route risk assessment by one of the clients and this may be adopted across the business.
Vehicle maintenance procedures	There is a routine maintenance procedure. In addition drivers are required to conduct pre-start checks at the beginning of their shifts to check the condition of their trucks.
Incentive schemes	Hoyer hosts a lorry driver of the year competition (see details below). In addition some of the clients sponsor other schemes. For example one client makes a donation to charity for a particular accident free period. Another operates a team incentive program whereby every thirteen weeks all teams who have no reported accidents are entered into a prize draw. This isn't thought to encourage under-reporting as the competition between teams is very strong and there is therefore an expectancy of trust in reporting incidents.
Incident reporting and investigation	There is a comprehensive reporting system within Hoyer. All incidents are analysed on a monthly basis and form the first item for discussion at the monthly board meeting. If there are patterns in the nature of incidents these will be picked up in the monthly health and safety themes to raise awareness and generate action.

SPECIFIC EXAMPLES OF PROCEDURES

Recruitment procedure

Hoyer has a particularly thorough recruitment procedure aimed at recruiting safer, more effective drivers. This procedure includes

- Application form and medical declaration form
- Pre-employment driver assessment
A local driver trainer accompanies the driver for 45 minutes to assess competence and check their licence and ADR certificate.

- Literacy and numeracy testing
- Personality profiling
The personality profiling resulted from a study conducted by one of their clients. The organisation profiled their drivers to establish the personality factors that are associated with safe drivers.
- Interview
There is a specific driver interview assessment form to guide the interviewer
- Medical and drugs and alcohol test

Lorry driver of the year

Every year Hoyer host a Driver of the Year Competition. This year 20 drivers from across Hoyer made it through eliminating heats. This year the competition included:

- Manoeuvring a vehicle through a series of obstacles
- Exam relating to driving skills
- Controlling a vehicle under braking
- Manoeuvring a tractor unit with a 45 foot boxed freezer (unfamiliar vehicle)
- Manoeuvring an old tanker without the luxury of modern features (no power steering or cable brakes)
- Skid avoidance
- Off road driving

The finalists stay in a hotel for the weekend of the event and the winners receive generous prizes, trophies and publicity in the Hoyer People newsletter (see attachment 1).

COSTS AND BENEFITS

Hoyer measures its performance against 5 strategic key performance indicators:

- Road Vehicle Accidents
- Time losing injuries
- Personal Injuries
- Spills
- Crossovers/Contamination

There has been a significant improvement in these objectives over recent years and this is due to the continuous pressure from management to strive for improvements. Health and safety is the highest priority and the dedicated team of specialists are committed to constant publicity, communication and awareness in order to establish a positive safety culture and commitment to continuous improvement.

LESSONS LEARNED

Management of information is a big issue, particularly in such a quickly expanding company. In order to ensure continued enthusiasm of drivers and local transport managers, staff need to know that their efforts have been effective.

CURRENT AND FUTURE DEVELOPMENTS

In late 2001 the company have launched a Hoyer UK Driver Training Academy. The transport industry has, for some time now, been short of skilled LGV Class 1 drivers. Hoyer UK recognises the need to address this shortfall of quality drivers and the purpose of introducing a Driver Training Academy is to train drivers to the national standards required, not just within the industry, but also to the high standards demanded by Hoyer UK.

Following the usual Hoyer recruitment process of trainees, the driver training is in three phases, over a two year period. The first phases involves training and tests on rigid and articulate vehicle and dangerous substances transport (ADR). At this point the driver will go through the Class C&E Licence test. The second phase involves more on the job training which includes a period of driving with non-hazardous products and follows the same three-week process of any new driver starting work with Hoyer UK. For the remainder of the two years the new recruit will go through regular competency assessments and refresher training, an independent driver trainer.

Hoyer Attachment 1



2001 HOYER Driver of the Year Competition

This year's event was rescheduled at short notice from the Defence School of Transport Leconfield, to the Bruntingthorpe Proving Ground due to the possibility of Foot and Mouth breaking out in the surrounding area.

Expanding on the 2000 competition, 20 drivers from across the HOYER operation made it through eliminating heats in order to represent their respective Business Centres.

The format of the event did not change from last year though the content had. Each driver had to compete in six disciplines and achieve the lowest score. This was achieved by not hitting any fixed objects, manoeuvring the vehicle through a series of obstacles, answering questions relating to driving and controlling a vehicle under braking and skid avoidance.

To equal out the competition and allow a test of the driver's skill two separate and challenging tests were set. The first involved manoeuvring a top of the range Scania tractor unit with a 45 foot boxed freezer trailer through a set course, with none of the drivers having used this type of vehicle before it tested their ability to judge distance and plan a route. This section of the competition was also sponsored by Scania GB who put up prizes for the top three competitors.

The second special event involved an historic vehicle supplied by Johnny Murphy and Mick Ridgewick of Tanktainer. This was a 1970's Seddon Atkinson coupled up to a 1973 tandem axle tank. The truck had no power steering, cable brakes, a gearchange that required finesse and a course that was extremely testing. Again the object was to level the field and

force drivers to revert to their basic skills. Many a man clambered out of the cab with a sweaty brow and aching arms. One or two of the older ones even sat there reminiscing over "better times in the old days!"

The skid avoidance was provided by Drivetech UK using a brand new Rover 75 car! Much fun was had reacting to a series of lights which gave the driver the indication as to which side he had to take in order to miss the set of hazards.

Activities away from the competition open for all included accompanied drives through a very wet and hilly off-road course, trying to maintain a tennis ball on a car bonnet whilst trying to negotiate a go cart circuit against the clock, the chance to drive a bonneted Scania. Lawrence Gurney was also giving trips around the site in his kit car. Two of the largest competitors, Martin Stead and Phil Rawnsley did manage to get in the car together; getting out required some liberal application of grease to ease the exit!

After a challenging day, everyone retired to the Posthouse Hotel, Leicester to await the results during dinner.



HOYER Driver of the Year Competition CONT.

THE PRIZES AND WINNERS WERE AS FOLLOWS:-

- 1ST PAUL DOLLERY – ESSO HYPHE**
 £1500 of vouchers of your choice • Replica trophy • Engraved tankard
 Fleece jacket, T-shirt & Baseball cap - provided by **ERF**
- 2ND MALCOLM DAVIDSON – ESSO PURFLEET**
 £800 of vouchers of your choice • Engraved tankard
 Fleece jacket, T-shirt & Baseball cap - provided by **ERF**
- 3RD GARY DONOVAN – ESSO IRELAND**
 £500 of vouchers of your choice • Engraved tankard
 Fleece jacket, T-shirt & Baseball cap - provided by **ERF**
- 4TH PHIL RAWNSELY – RED FLEET**
 Fleece jacket, T-shirt & Baseball cap - provided by **ERF**
- 4TH JOHN COLBY – TOTALFINA BUNCEFIELD**
 Fleece jacket, T-shirt & Baseball cap - provided by **ERF**



Paul Dollery receives the winner's award

MANOEUVRING EXERCISE – SPONSORED BY SCANIA GB

- 1ST PAUL DOLLERY – ESSO HYPHE**
 Combination Television and Video • Engraved glass tankard • Scania model vehicle
- 2ND MALCOLM DAVIDSON – ESSO PURFLEET**
 Leather travel bag • Engraved glass tankard • Scania model vehicle
- 3RD GARY DONOVAN – ESSO IRELAND**
 Canvas sports bag • Engraved glass tankard • Scania umbrella

VEHICLE CONTROL SKILLS – SPONSORED BY DRIVING SERVICES

- FASTEST TIMED DRIVER - JOHN COLBY – TOTALFINA BUNCEFIELD**
 Halford's vouchers



As you can see the number of prizes was quite large, and thanks must go to the smooth talking of Lawrence Gurney, and all who provided them.

Paul Dollery was by far the best driver on the day; this makes the second year he has won.

Those who wish to topple Paul from his pedestal are already making plans for the 2002 competition, as are the organisers!