

Driving for work: Driver Assessment and Training

August 2015



77. Your understanding of driving is being assessed. Which of the following is NOT a correct statement?

- A) You should always wear your seat belt.
- B) You should always wear your seat belt.
- C) You should always wear your seat belt.
- D) You should always wear your seat belt.

78. A driver has a speed limit sign of 30 mph. What is the correct action to take?

- A) Drive at 30 mph.
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Introduction

Driving is the most dangerous work activity that most people do. Research indicates that over 100 people are killed and seriously injured every week in crashes involving someone who was driving, riding or otherwise using the road for work.

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

Driving for work is higher risk than driving for personal reasons:

- Company car drivers are 49% more likely to be involved in an accident than ordinary drivers, even after their higher mileages are taken into account.¹
- Drivers who drive more than 80% of their annual mileage on work-related journeys have about 53% more accidents than similar drivers who have no work-related mileage.²
- Drivers of company cars, vans, pickup trucks and lorries all have a high 'blameworthiness' ratio in their accidents.²
- At-work drivers have shown higher levels of risk-taking behaviour than others in various research studies.³

Almost all road crashes are caused by, or involve, human error. The most frequently recorded causes of road crashes involving drivers are:

- careless, thoughtless, reckless driving
- inappropriate speed
- failure to look properly
- loss of control of vehicle
- lack of judgement of own path
- failure to give way
- poor turn or manoeuvre
- inattention or distraction

¹ <http://www.orsa.org.uk/facts-and-figures/crash-and-casualty-data/>

² In-depth Study of Work-related Road Traffic Accidents, DfT Road Safety Research Report 58, 2005

³ The Accident Liability of Company Car Drivers (1998), TRL Report 317, 1998

Employers have a duty to assess, train and supervise staff who drive as part of their job, and to manage the conditions under which staff drive for work, in order to reduce the risks their staff face and create when they drive for work.

However, road crashes are not just caused by driver error, but also by the nature of the driving that at-work drivers are required to do (for example, their schedules, time pressures and distractions) and the vehicles they drive.

Employers should take particular care to reduce risks caused by driver tiredness, distraction and time pressures, and to reduce the amount of driving as much as possible by:

- Using remote communications (telephone, email, video-conferencing)
- Travelling by plane or train, which is far safer and more environmentally-friendly.
- Maximising car sharing to reduce the number of journeys.



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

A sample 'Policy' is included, which can be adopted as written or adapted to suit your organisation's needs.

Driver Assessment and Training

Driver assessment and training should be part of the organisation's overall policy and procedures to address the conditions under which staff drive, and their driving skills and attitudes.

Good driver assessment and training does not just focus on driving skills, but also on driver's attitudes, knowledge and understanding of how they can manage driving risks. It also aims to ensure that drivers are aware of vulnerable road users, especially pedestrians, pedal cyclists and motorcyclists.

It should also reflect the fact that at work drivers are not all the same. It is important to identify which drivers are most at risk and why, so that the most appropriate intervention can be delivered. Accident risk varies, depending on the amount and type of work related driving, vehicles, driving skills and attitudes, age, gender and personal characteristics.

It is important to use the results of driver assessments to identify training needs and to inform the type and content of any training provided. The results of assessments should also inform any other management changes, such as amending a route or journey schedule.

Discuss driving in individual staff appraisals, as well as in group meetings. It's important that drivers are able to raise issues and concerns, as well as managers.

The approach should be to help drivers who need to improve rather than to be punitive, and the aim is to identify risks and better prepare drivers.

However, it may be necessary to remove an individual from driving duties if they are not responding to their driving assessments and training. Such drivers should not be allowed to continue to drive for the company as they pose an unacceptable risk to themselves, their colleagues, the company as a whole and to the public.

Engage Staff

Ensure that staff are fully consulted about the organisation's policies on safe driving, including driver assessment and training.

Everyone, including managers, should understand that the organisation expects everyone to drive within the law, safely and responsibly and that it will provide appropriate help and training to enable everyone to play their part.

Some drivers may find driver assessment or training intimidating or feel it is unnecessary, so clear and positive communication is important. The company's image and reputation can be affected, positively or negatively, by the way their staff drive, especially if driving a liveried vehicle.



Help staff to understand that the company needs to:

- Assess each driver's risk and competence, even though they have passed the driving test
- Assess drivers for the specific type of driving their job requires
- Assess the sort of driving their job requires
- Identify those who are at the highest risk (due to their driving skills and attitudes and/or to the type of driving they do).

When to Assess and Train

Assessment and training should take place at various points during a person's career with the company, starting with their recruitment and continuing at regular intervals

On Recruitment

If a job involves driving, recruitment should include questions about applicants' driving abilities and history (amount and type of driving experience, accidents and motoring offences).

A condition of employment should be possession of a valid driving licence for the type of vehicle(s) that will be driven for work. Employers should check licences before a new member of staff is allowed to drive, and set criteria for the maximum number of penalty points they will allow on a licence (see Documents Check below for details).

Ask candidates to complete a medical declaration that they are fit to drive. If the job requires a substantial amount of driving, consider requiring applicants to take a medical fitness to drive check, including an eyesight test, with a medical professional (the individual's GP, an in-house occupational therapist or a medical firm contracted by the company).

Drivers of large vehicles have to pass higher medical standards than car or small van drivers.

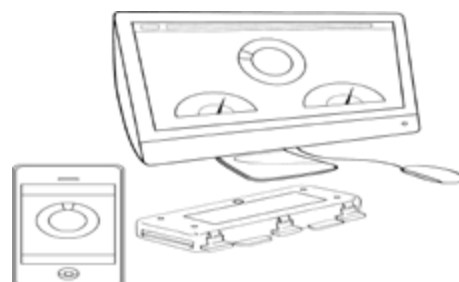
When recruiting for jobs that require a substantial amount of driving, also consider requiring applicants to take a:

- Driver profiler assessment to assess their attitudes towards driving and their likely driving behaviour.
- Theory or Highway Code test to assess their knowledge about the rules of the road and safe driving
- On-road practical assessment in the type of vehicle they will be driving to assess their driving ability.

During Induction

The induction period for a new member of staff should include awareness and understanding of the company's driving for work policies and procedures. Other options include:

- **Initial driver assessment and training** for the vehicle and types of journey they are required to make.
- **A 'Buddy' system**, in which a new member of staff is paired with an experienced staff member who acts as their mentor for a period of time. This is especially useful for young staff and for staff who are driving a new type of vehicle, for example, a van, for the first time. However, it is important to make sure that the 'buddy' does not pass on incorrect information or bad habits, so consider some training and monitoring for 'buddies'.
- **Driver Handbooks** are a useful way of giving concise information to drivers. They should include information about the company's driving rules and procedures, and advice about safe driving. Driver Handbooks should be clear, concise, easy to read and relevant to the type of vehicle. They should be kept in the vehicle's glove compartment.
- **Vehicle and Route Familiarisation**, especially if the new staff member will be driving a type of vehicle they do not normally drive, such as a van, or on types of roads or areas with which they are not familiar.
- **Telematics**, if used by the company, monitor the feedback about new drivers carefully during their induction period, and ensure that the driver is also looking at the data about their driving to see how they can improve.



Regularly

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

In addition to regular driver assessments, there are times when specific or more frequent assessments are needed. This includes:

Higher Risk Drivers

Managers should ensure that drivers who are identified as facing the highest risk are given help first and that the training they receive addresses issues revealed by the assessment. They should also consider whether other management changes (such as a change to schedules) are required.

After an Incident

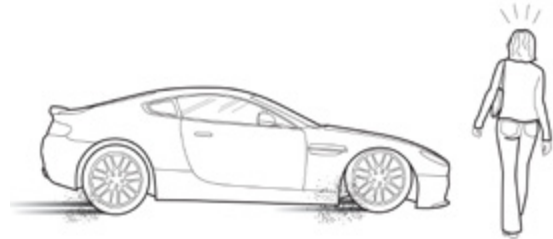
An accident (or near miss), penalty points or a conviction for a motoring offence may indicate that a driver needs more frequent assessments or further training.



It should trigger an investigation to determine whether the driver's attitudes, skills or behaviour, or the nature of the driving task or vehicle, contributed to the crash, and what (if any) action is necessary to prevent repeat occurrences.

Following a Complaint

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



Returning to Work

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

Type of Assessment and Training

Document Checks

The first step is to check that drivers are properly licensed and insured to drive a vehicle for work.

Driving Licence

Employers must ensure that everyone who drives for them has a valid driving licence. They should check driving licence(s) annually (or more often) and keep a record of the check.



The paper counterpart to the driving licence has been abolished (except in Northern Ireland), so it is no longer possible to check whether a driver has endorsements just by looking at the licence. The easiest way is to use:

- a company authorised to conduct online licence checks with the DVLA. Drivers will each need to complete and sign a mandate consenting to their driving licence being checked, and the company will charge a fee.
- the online "[Check someone's driving licence information](#)" tool. The person checking will need the last eight characters of the driving licence number and a check code from the driver whose licence is being checked. Drivers can obtain the code at [View Your Driving Licence Information](#). The code must be used within 21 days of being issued and can only be used once.

It's a criminal offence to obtain someone else's personal information without their permission.

Drivers should be required to report any changes to their licence to their manager.

Insurance

Employers should also check that staff who drive for work (including those who use their own vehicle for work journeys) have business use cover on their insurance.

Grey Fleet Drivers

Employers with staff who use their own vehicle for work need to check that the vehicles used are in a safe and road legal condition. Further advice on this is available in "[Driving for Work: Own Vehicles](#)".

Online Driver Profiler

Driver Profiler tools analyse the type of work-related driving undertaken, accidents (and possibly near misses), violations and driving attitudes. They then provide a report detailing the level and type of risk each driver faces.

Some also provide a 'Manager's Report' which grades drivers as 'high', 'medium' or 'low' risk to help managers prioritise who needs help first. These enable the best use of limited budgets. Some also enable organisations to keep records of who has been assessed or trained, when and how.



Driver Education

Seminars or workshops can cover defensive driving, road traffic laws (the Highway Code), the causes of road crashes, the increased risk caused by poor driving, the potential consequences and the company's policy on driving. They can also focus on specific topics, for example, on drinking and drug driving, impairment or speed management.

Driver education should not just focus on driving skills and vehicle control, but also on higher level issues, such as journey planning and how personal characteristics can influence risks. The aim is to help drivers to recognise how they can minimise their own risks.

It is likely to be more effective if it includes opportunities for interaction and group discussion so that staff can share their experiences and views.

E-learning

E-learning courses can cover the same issues as driver education workshops, and often include a test at the end to check what the person has learned. They are a less expensive option, but do not provide the same opportunity for interaction or discussion between delegates or with the trainer. They are more likely to be suitable for low and medium risk drivers, and to support in-vehicle training for drivers of all risk levels.

On-Road

On-road driver training normally includes both education and practical driving sessions. They can cover everything from defensive driving, development courses to eco-driving, vehicle familiarisation and other specific issues. Good on road training covers attitudinal development, not just driving skills. It teaches safe driving techniques and a systematic approach to driving and hazard perception.

Often, two or three staff members go out with the trainer and take turns at driving. Each is given a report analysing their driving and recommending further training (if needed) and aspects of their driving they could improve.

On completion, drivers should have a better understanding of their vehicles, the principles of defensive driving, improved concentration and observation and earlier anticipation of hazards.

Driving Tests

Many employers also provide the option for staff to pass an advanced or refresher driving test. Some make it a requirement to achieve a minimum grade. This can demonstrate that training has been effective and act as an incentive for drivers who can gain additional qualifications.

Advanced Driver Training

Some companies help staff who wish to do so, to take advanced driver training and take an Advanced Driving Test. Test standards are monitored and approved by the Driver and Vehicles Standards Agency and some courses qualify for vocational qualifications.

Specific Vehicles

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

Vehicle Familiarisation

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

Country Familiarisation

Staff from overseas who are new to driving in the UK may not be familiar with our roads, traffic laws and driving habits. Equally, UK drivers who are required to drive abroad or who are moving to an overseas office, may not be familiar with the roads, traffic laws and driving habits in the country they are going to. This puts them at a higher risk. It is important that such drivers receive training on the roads they will be using.

Telematics

Telematics provides accurate and useful information about a person's driving and enables their real driving behaviour to be analysed to identify strengths and weaknesses, crash risk and to create personalised feedback.

However, this information is only useful, if it is viewed regularly and used proactively to provide tailored, personalised feedback to drivers. It can help drivers to improve their driving and help managers to identify driver training and education needs and other ways of reducing a driver's risk (eg, changing journey schedules). For more information, see "[Driving for Work: Telematics](#)".

Assessors and Trainers

Companies can either employ their own in-house driver assessors and trainers or commission an external company to provide these services. Whichever option is chosen, companies should make sure the assessors and trainers are properly qualified and experienced.

In- house

The legal requirements for driver assessors are less strict than for driver trainers, but only if the assessor does not provide any training. However, in-house driver assessors should be experienced in assessing at work drivers, in the type of vehicle they use.

Anyone who is paid (including as part of their salary as a member of staff) to provide driver training must be an Approved Driving Instructor (ADI). Therefore, someone who both assesses and trains drivers must be an ADI.

External Company

When selecting an external company to provide driver assessor or trainer services, check:

- A range of different companies
- Assessors have a valid driving licence for the type of vehicle(s) in which they are assessing
- Driver trainers are Approved Driving Instructors (ADIs)
- Fleet car and van trainers are on the DVSA's voluntary register of fleet driver trainers.
- Large vehicle trainers are on the DVSA's voluntary register for LGV instructors or the voluntary industry register for PCV (passenger carrying vehicle) instructors.
- The company is accredited by a nationally recognised body.
- Assessors and trainers have excellent communication skills - assessing a person's driving ability requires a high level of empathy and tact.

Discuss your specific needs with potential suppliers and ask how they will tailor their training to meet your needs.



Make sure your contract requires the supplier to provide a detailed report for each driver, and a simple way for you to compare the results for all your drivers so you can identify and prioritise those with the greatest needs.

Monitor the standard of training to make sure it continues to meet your needs, that standards are not slipping and to check that all the individual trainers are performing to the required standard.

Make sure there is a clear procedure for raising concerns with your supplier and for them to rectify any problems with their training.

Supporting Policies

Authorisation to Drive

Adopt a 'permit to drive' system in which only staff who have been authorised to do so are allowed to drive on company business. This may be a condition of the company's insurance.

Line Manager Training

All managers should be trained to manage work related road safety, and should lead by personal example by following the organisation's policy. They should understand the importance of driver assessment and training, and their role in making sure that it is properly implemented for the drivers they manage. They should also understand how to use the results from assessments and training to prioritise those drivers who are at highest risk.

Reporting Requirements

Staff who are involved in a work-related crash, including damage-only incidents and significant near misses, should be required to report it to their line manager.

Drivers who receive penalty points, or are cautioned, summonsed or convicted for driving offences (whether at work or not) should be required to inform their line manager.

'Driver feedback' schemes encourage people to report good and bad driver behaviour. They can reveal good and bad driving by employees and increase their sense of accountability.

Disciplinary Policy

The aim is to help drivers to improve rather than to be punitive, but it may be necessary to take disciplinary action against an individuals who do not improve their driving and pose an unacceptable risk.

Review and Evaluate

Monitor and evaluate driver assessment and training policies and practices. Advice on evaluation is available in "[How to Evaluate Managing Occupational Road Risk: A guide for employers](#)".

Further Advice

[Driving at Work](#) HSE Guide (INDG 382)

[Occupational Road Safety Alliance \(ORSA\)](#)

[RoSPA Driving for Work Guides](#)

[RoSPA Road Safety](#)

[Driver and Vehicles Standards Agency \(DVSA\)](#)

[Department for Transport \(DfT\)](#)

[Driver Knowledge Centre](#)

[Driving for Better Business](#)

[Driver and Vehicle Licensing Agency \(DVLA\)](#)

[Institute of Advanced Motorists \(IAM\)](#)

[AIRSO](#)

[BRAKE Professional](#)

[Road Safety Observatory](#)

[Scottish Occupational Road Safety Alliance \(SCORSA\)](#)

[Highway Code](#)

[Think Road Safety](#)

Training Providers

[RoSPA Fleet Safety](#)

[RoSPA Advanced Drivers and Riders](#)

[IAM Drive and Survive](#)

[AA DriveTech](#)

[Interactive Driving Systems](#)

[TTC 2000](#)

[Find Fleet Driver Training Courses](#)

[Find Driver CPC training courses](#)

Driver Assessment and Training Policy

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

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

Senior managers must:

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

Line managers must ensure:

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

Staff who drive for work must:

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

