

## POLICY

### M4 Staff Resources

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REV	Date	Status / Description of Changes
01	05/08/2019	Updating all laws/regulations dates to the current standard. Adjusting template, for a more clear layout.
02	14/08/2020	Updated Template Minor changes
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## Requirement

To provide adequate staff resources to run the fleet operation.

## Policy

The Company ensures we have sufficient competent staff to run the fleet operation legally, safely and efficiently. We have documentation in place to describe how the Company is resourced and demonstrates the communication links between management and staff.

Documentation includes:

- The nature of the business and the specifics of the fleet operation
- An organisation chart of all staff involved in the fleet operation
- Job descriptions describing individual responsibilities, accountabilities of the role, and the knowledge, skills and experience required to conduct the role
- The recruitment and selection procedure for new drivers and fleet related staff

## Key personnel names

Managing Director: Tom Barrett

Transport Manager: Michael Carroll

Operations Personnel: Robert Barrett, Wayne Garrett, Michel Mauricio

The following have continuous and effective responsibility for:

Health and safety in accordance with M8 is Tom Barrett, Liam O'Meara and Michel Mauricio

Technical Engineering Advice in accordance with V1 is Volvo Hayes, O'Loughlin Commercials and Metts

Managing Fuel and Emissions (Champion) in accordance with O2 is Wayne Garrett and Michael Carroll

Managing Road Risk (Champion) in accordance with O3 is Michael Carroll

Management of Specialist Operations in accordance with O5 is Michael Carroll

Managing Counter-Terrorism in accordance with O7 is Carl Hillier and Michael Carroll

## Job descriptions

Managing Director: Tom Barrett

*Ultimate responsibility for the company's performance. Implementing company policy and any changes to it. With overall responsibility for company operating licence, management of resources, strategic goals and implementing plans to ensure those goals are met.*

### **Duties**

- *Monthly meetings with TM to discuss operator licence*
- *Overall management of vehicle maintenance and day to day issues with vehicles*
- *Implementing changes*
- *Planning business strategies*
- *Meeting with the finance on a regular basis to review the company's financial performance*
- *Interviewing for all staff and driver positions*
- *Managing the direction of the company*
- *Winning new business*
- *Managing H&S*
- *Managing any potential risks through industry and market changes*
- *Speaking on behalf of the company*
- *Looking for opportunities to increase efficiencies and speed up processes across the business*
- *Implementing new processes and procedures across the business*
- *Setting company budgets*
- *Succession planning for senior members of the company to ensure all departments are managed continuously.*

### **Skills required**

- *Understanding of operator licencing*
- *Leadership*
- *Ability to motivate*
- *Effective management and delegation*
- *Communication and negotiation*
- *PR and presentation*
- *Understanding of a multi-faceted business operation*
- *Strong financial acumen*
- *Planning and forecasting*
- *In depth knowledge of markets and changing business environments*
- *Complex problem solving*
- *Effective decision making*

### Transport Manager

To ensure that the operator is compliant, vehicles are roadworthy and drivers comply with traffic and drivers' hours rules. Reports to the MD and answers to the traffic commissioner.

#### Duties:

- Making arrangements to ensure that drivers comply with drivers' hours and tachograph rules, and with speed limits
- Making arrangements to ensure that the vehicles are maintained properly, including the inspection of vehicles at the appropriate time and the action taken to remedy defects found
- Ensure management of vehicle defects systems are in place
- Establishing the method of compilation and the accuracy of all records, which must be kept for a period of no less than 15 months
- Making arrangements to ensure that the vehicle/s are not overloaded
- Ensuring that authorised vehicles will be kept at the authorised operating centre(s) when not in use
- Where appropriate, notifying the relevant Traffic Commissioner (in writing) of all prosecutions and convictions concerning the operator, the drivers and himself within 28 days of the court hearing
- Notifying the relevant Traffic Commissioner of their resignation
- Enter all defects are entered into the master defect report book or the MS for cross referencing
- Review/cross reference all defects
- Complete the Tachograph analysis discussion with drivers
- Drivers must justify any infringements in writing on the report
- Drivers must sign off any infringements and counter signed by TM

#### Check:

- **Digital Over Speeding** - Instances whereby a vehicle has been recorded exceeding the predefined maximum speed limit for HGV/PCV's. Whilst it's accepted that small instances may simply indicate a steep descent. Review of any instances that exceed 3 minutes in duration.
- **Events and Faults**, which lists all error messages and diagnostic events that the digital tachograph unit within a given vehicle has recorded, such as tampering with the unit, removal of power supply or mechanical/electrical failure. Review this section in detail. <sup>[1]</sup><sub>SEP</sub>
- **Driving without an Appropriate Card** – This error occurs when the vehicle unit registers that the vehicle has been moved without a driver, enforcement or workshop card being in place. In all likelihood this error is brought about by small movements or “shunts”, however they need to be explained where possible
- **Unknown Driver**, which indicates in detail every instance whereby a vehicle has recorded itself in motion, without a suitable driver, workshop or enforcement card being inserted. Whilst most instances will simply constitute a small shift or “shunt”. Review this section in detail and paying close attention to any instance which exceeds 5 minutes in duration.
- Record driver infringements on MS. Analyse trends to determine whether a driver needs any further training, reprimands (warning letter)
- Processes review and update policies and processes where necessary
- Carry out an annual review meeting with Directors and connected departments to include policies and processes according to Operator and Driver Handbooks
- Communicate policy changes to drivers

**Skills:**

- *Forward and logically thinking*
- *Strong numerical and analytical*
- *Extensive industry knowledge*
- *Team player*
- *Attention to detail*
- *Sounds decision making*
- *Adaptability*
- *Accountability*
- *Good interpersonal skills*
- *Good commercial awareness*
- *Basic business acumen*
- *Problem solving*

Operations Manager

*To oversee the provision of services, help manage operator licence, ensure the company is running as well as it possibly can, with a smooth efficient service that meets the expectations and needs of customers and clients.  
Reports to MD and works with TM*

**Skills required**

- *Good understanding of operator licencing, drivers' hours and tachograph rules*
- *Forward thinking and logically*
- *Strong numerical and analytical*
- *Extensive industry knowledge*
- *Team player*
- *Attention to detail*
- *Sounds decision making*
- *Adaptability*
- *Accountability*
- *Good interpersonal skills*
- *Good commercial awareness*
- *Basic business acumen*
- *Problem solving*

### **Responsible for:**

- *Staff, driver and vehicle operations*
- *Day to day management of operator license compliance*
- *Fuel Champion*
- *Road Risk Champion*
- *Counter terrorism champion*
- *Fuel Champion*
- *Road Risk Champion*
- *Counter terrorism champion*
- *Book in vehicles for PMI*
- *Update planner*
- *Enter WTD data into working sheet*
- *Collection of defect sheets*
- *Making arrangement for repairs resulting from defect reports - Ensure all defects are rectified immediately, information has been recorded accurately and signed off - No rolling defects*
- *Providing driver scheduling*
- *Ensure all drivers have a daily defect report book*
- *Ensure Drivers have VU paper roll have a spare in vehicle*
- *Record any of the below on the Master Spreadsheet (MS)*
- *Fines*
- *Accidents*
- *Incidents*
- *Insurance claims*
- *Breakdowns*
- *Roadside stops*
- *Complaints*
- *Driver info changes*
- *Training*
  
- *Check planner schedule for any vehicle maintenance due dates*
- *Ensure any vehicles due for maintenance are booked in with supplier*
- *Carry out pre-employment assessments for new drivers*
- *Carry out induction training for any new drivers*
- *File any relevant documentation*
- *Check whether part time or agency drivers have or have not driven for any other company. If yes, they must complete the Agency or Part time Driver activity record*
- *Collect Tachograph data from driver cards and VUs for analysis*
- *Send off data for analysis*
- *Carry out relevant driver licence checks*
- *Carry out relevant eyesight checks*
- *Book drivers in for annual Driver CPC training and or any other required training*
- *Carry out an annual review meeting with Directors and connected departments to include policies and processes according to Operator and Driver Handbooks*
- *Communicate policy changes to drivers.*

### Driver

To drive Company vehicles and operate equipment/machinery in a safe and legal manner, whilst keeping service levels high and ensuring daily work is completed. Reporting to MD/Operations Manager

### Duties

- Operate vehicles and equipment/machinery in a safe and effective manner according to legislation, company policies and procedures
- Perform daily safety and maintenance checks, reporting any faults or issues to the MD or Workshop Manager
- Keep cab tidy and clean at all times and ensure vehicles are washed frequently and maintained in a clean condition
- Ensure vehicle has been washed prior to any service all inspections
- Ensure vehicles and equipment are safely and securely stored
- Advise MD and the Workshop Manager of any requirements for maintenance or repairs.
- Deliver and collect materials as per scheduled routes and dispose of according to set policies and procedures
- Plan and adapt routes as necessary and notify the office of any issues relating to load planning and routing
- Complete all paperwork promptly and accurately as required, including the maintenance daily records of deliveries and collections
- Act as Company ambassador when dealing with customers and members of the public, including responding a courteous and respectful manner to any complaints in relation to schedules, and levels and quality of service
- Provide holiday cover for other drivers
- Work from different sites where necessary
- Build strong, long standing relations with customers to promote the company brand
- Whilst visiting sites, ensure compliance with company policies, procedures, rules and regulations as pertaining to health and safety, challenging any unsafe or dangerous situation or activity and reporting any 'accidents' or 'near misses' to the office
- Ensure mandatory Personal Protective Equipment (PPE), boots, high-viz trousers or overalls, high-viz vest or jacket, hard hat, safety glasses and gloves for identified tasks and substances is worn
- Monitor the actions of the other members of the transport team and feedback to the office as required
- Undertake additional duties when needed

### Skills

- Clean driving license
- Class 2 license driving license
- All mi card
- Reliable
- Responsible
- Organised
- Alertness
- Be able to work independently
- Customer services
- Good attention to detail
- Some mechanical and maintenance
- Ability to remain calm in stressful environments
- Interpersonal



## Nature of the business: Plant Hire and Haulage

### Organisational Chart

The organisation chart must include:

- The relevant people in the fleet operation, listing total number of drivers
- Their job title or role
- How the roles are linked and which appointment the role reports to

The organisation chart must also include the person with continuous and effective responsibility for:

- The fleet operation in accordance with requirement M3
- Health and safety in accordance with requirement M8
- Technical engineering advice in accordance with requirement V1
- Fuel and emissions (Champion) in accordance with requirement O2
- Road risk (Champion) in accordance with requirement O3
- Managing specialist operations in accordance with requirement O5
- Counter terrorism (Champion) in accordance with requirement O7

Small operators may describe organisational structure verbally where the roles of senior management and daily operations personnel are understood by all.

Large operators may document the organisational structure at operational team level where naming each individual is not practicable.

### Recruitment and selection process

The recruitment and selection procedure includes a competence-based interview and driving assessment where relevant.

#### 1. What is required?

- Why is a new employee needed?
- What duties and responsibilities will the successful candidate have?
- What skills or abilities are required to succeed in the role?
- Where does this role fit within the wider business structure?

#### 2. Prepare the job description and person specification

Include key responsibilities in the job description to give a good idea for what the role involves, as well as giving a feel for who they'd be working with and what success looks like

#### 3. Choose where to advertise

- Job sites
- Internally
- Word of mouth
- Social media

#### 4. Review applications

Highlight good candidates, how their experience aligns with the available role. Revisit job description and person specification for a reminder if required

#### 5. Conduct interviews

At this stage you will need to ask to see:

- Driving Licence – take copy
- Passport or evidence of the right to work in the UK – take copy

#### Do:

- Prep well
- Re-familiar yourself with CVs
- Highlight key and talking points in CV
- Ask questions
- Listen

#### 6. Assessment?

Conduct a driver assessment if you feel it is necessary. Drivers will also be assessed at the induction stage.

#### 7. After interview for successful applicant

- See induction process

*Thomas Barrett – Director*

