



Guide to training needs analysis

Getting value from training programmes

Training is a hot issue currently, not least due to the DCPC legislation rapidly approaching the end of its first five-year cycle.

Selecting the correct training solution to improve business performance in any field is an important decision which can impact heavily on future achievement of individuals, teams and organisations.

The good news is that the principles behind designing and delivering training are universal and can be successfully applied to all sizes and types of operation.

Introduction of periodic training under the Driver CPC legislation has proved to be a distraction in some organisations as companies work solely towards a target of completing 35 hours training, thereby missing out on an opportunity to gain a benefit from the requirement for regular training of drivers, but this is not the way to approach training needs.

We also need to remember that it is not only our drivers who need refresher and development training, but every person in the team will require support, development and structured guidance throughout their career with your company.

WHY TRAIN STAFF ?

Let's start by looking at some of the factors which drive the need for staff training:

- Changes in technology
- New equipment in the workplace
- Changes in legislation
- Changes in individual responsibilities
- Staff turnover
- Succession planning
- Market changes
- Corrective action (discipline)
- Training needs analysis

Once we have recognised a need for a member of staff (or ourselves) to undertake some training we will then need to consider exactly what we want to achieve from the training programme.

There are a number of recognised benefits to be gained from a well chosen and delivered training programme which include:

PRODUCTIVITY

- Research by the Learning and Skills Council has shown that staff training has a major role in improving company performance with 90% of employees and 92% of employers agreeing that it makes a difference.
- Two thirds of employees say they work harder as a result of learning new skills.
- Increased self-confidence in the individual's ability to do their job increases productivity and reduces error rates.

OPERATIONALLY

- In our industry reduced error rates often equate to reduced infringements and offending rates
- Improved customer service and relations
- Increased job satisfaction and motivation
- Reduced staff turnover
- Differentiator between contractors
- Improved management productivity (managers are not wasting time 'clearing up' after poorly trained staff)

FINANCIALLY

- Reduced fuel consumption
- Reduced maintenance costs
- Reduced damage costs
- Managed insurance rates
- Reduced error rates
- Improved customer retention
- Reduced recruitment and induction costs
- Reduction in reliance on agency staff
- Improved productivity

MEASURING SUCCESS

Of course, all these improvements can only be identified if the training and the results are measured. Therefore we need to ensure that we:

- Select SMART targets for the training to achieve (Specific, Measurable, Achievable, Relevant and Timed). For example, "we want to reduce fuel consumption" is not a SMART Target. "We intend to reduce fuel consumption by at least 5% by 1 September" ticks all the boxes. It is Specific (5%), Measurable (by comparing current results with those at the target date), Achievable (most fleets can achieve this level of improvement by training, recording and managing fuel use), Relevant (fuel costs equate to about 40% of most fleets' running cost) and Timed (1 September deadline).
- Decide on the most suitable training format (practical, classroom-based or distance learning. In-company, open courses or qualifications, etc).
- Devise the required management reporting to continue to measure success and identify any drop in benefit.

Using the Driver CPC training syllabus we can look at some potential benefits to be gained:

- **Safe and fuel-efficient driving**

Eco driving, vehicle loading, pollution impact

Benefits can include reduced fuel consumption and engine wear, less stressed drivers and reduced pollution

- **Legal requirements**

Duty of Care – drivers' hours, WTD, tachographs, vehicle defect reporting, weights and dimensions, axle weights

Can all contribute to improved compliance levels and the OCRS score

- **Health and Safety**

Risk Assessment for drivers, accident prevention and reporting, first aid, manual handling and security issues

Offer the chance to reduce accidents, insurance claims, staff absences and vehicle downtime.

For guidance on selecting a suitable Training Provider, please see RHA guide to Selecting Training Providers

Training needs assessment form (DCPC)

Staff member: _____

Duties: _____

DRIVER CPC SYLLABUS

- SAFED
 - Safe loading
 - Legal loading
 - Pollution impact
 - Environmental
 - Drivers' hours
 - WTD/RTR
 - Digitach
 - Daily walk-round checks
 - Defect reporting
 - Health & Safety
 - First Aid
 - Accident reporting
 - Manual handling
 - Security
 - Customer care
 - Other.....
 - Other.....
 - Other.....
- Other skills**
- ADR Certificate
 - Forklift licence (Moffett type)
 - HIAB
 - Other
 - Other

TRAINING NEEDS AS PERCEIVED BY JOB HOLDER

TRAINING NEEDS AGREED IN CONSULTATION WITH MANAGEMENT:

METHOD OF MEASUREMENT

Signed (job holder) Signed (manager)