

# Case Study: Nottingham City Transport

Nottingham City Transport (NCT) is the biggest transport operator in Nottingham, with 310 buses providing a comprehensive network of services across the city, 7 days a week.

NCT is a multi-award winning bus company and the only operator to be awarded UK Bus Operator of the year five times. As part of their commitment to safe transport, NCT have worked with DriverMetrics® for over a decade, to improve recruitment and selection of new drivers, and develop competencies amongst existing drivers.

## Recruitment and Selection

NCT recruits between 80 and 120 new bus drivers each year. Whilst drivers are drawn from diverse demographic backgrounds, NCT typically seek people over 18 years old with a full category B car licence held for at least 12 months and drivers with no more than three active penalty points on their licence. Traditionally, NCT had used an in-vehicle driver assessment as the culmination of a comprehensive 8 week training programme. However, this was found to be an unreliable means of assessing driver behaviour. Significant variations between the individual instructor carrying out the assessment and the impact of different traffic conditions, meant that the assessment drive was too subjective. Furthermore, it relied on instructor availability and was time consuming to implement.





NCT replaced the assessment drive with the Driver Risk Index™ - an extensively research validated online assessment that identifies specific behaviours that increase the risks of driving for work. Taking less than 20 minutes to complete, it provides NCT driver trainers with a detailed report for each driver, covering behavioural, coping and situational risk factors. The Driver Risk Index™ enables NCT to assess drivers against an objective evidence based benchmark - and following their attendance on the DriverMetrics® Coaching Programme - enables driver trainers to focus on changing higher risk driver behaviours through ongoing coaching conversations.

### Remedial Training

The DriverMetrics® risk assessment and coaching interventions also form a key component of NCT's remedial driver training programme for drivers with more than six months experience. This programme is for drivers identified as failing due to their incident record, customer complaints, self-referral or as a result of a skills assessment. Requested by managers, it is often considered an alternative to disciplinary action.

NCT now requires that all drivers joining the remedial programme and complete the Bus Driver Risk Index™. The result of several studies on thousands of bus and coach drivers, the Bus Driver Risk Index™ is a reliable and valid instrument to predict stress reactivity and coping. The subsequent coaching conversations with DriverMetrics® certified NCT trainers are designed to encourage self-reflection on the specific issues highlighted in their Bus Driver Risk Index™ report and develop a coaching goals plan

to improve behaviours and coping strategies. Central to NCT's approach is encouraging drivers to 'take the Bus Driver Risk Index™ report home', in order to reflect on it and enlist the support and views of friends and family.

### Results

NCT have found that the incorporation of the Driver Risk Index™ into their recruitment and driver development programmes has given managers more confidence in recruiting new drivers, more choice in terms of intervening with underperforming drivers, and the knowledge that good employees can eliminate mistakes. Overall standards have improved, with blameworthy incidents and their associated costs consistently falling.

