

Mana Coach Services Ltd

**Staff Training and
Development Plan**

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DOCUMENT MANAGEMENT

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Document Administrator	Transition Manager
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Staff Training Plan:

a plan setting out how the Operator shall ensure that all staff of the Operator or any Operator Associate involved in the provision of any part of the Services are appropriately trained and qualified during the forthcoming Year, including as a minimum:

- (a) outline of systems and process used to:
 - (i) train new staff, including:
 - outline key competencies / training requirements for each key staff discipline (i.e. drivers, on board staff, maintenance staff, etc.);
 - details of how staff will be trained;
 - detail how these competencies are to be obtained;
 - timeframes to achieve competencies;
 - assessment criteria; and
 - people responsible for the delivering and/or assessment of each competency;
 - (ii) train existing staff, including:
 - process to assess, monitor and develop staff key competencies for each key staff discipline;
 - process for carrying out a training needs analysis;
 - assessment criteria and method; and
 - people responsible for the delivering and/or assessment of each competency;
- (b) outline of process to maintain training records, and illustrate currency of certification and illustrate skills gaps; and
- (c) outline of significant training needs for forthcoming Year;

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1.1

GWRC's key driving related issues highlighted by customer feedback:

1. Speeding
2. Red light running
3. Dangers of Door entrapment
4. Waiting for customers to be either seated or secure inside the bus before the bus moves off from a bus stop
5. the importance of training drivers to be extra aware of the dangers of J walkers in the Wgtn CBD area especially

Real Time Information & it's relation to KPI's and customer information

Metlink Website and Timetable info (how to use, including how buses track on the website for customer info purposes)

2 INTRODUCTION

An important component in the successful operation of Mana is the quality and calibre of its staff; whether the face of our company - our drivers - or support staff in operations, administration or the workshop. Mana is committed to train our staff appropriately for their positions and to provide on-going development.

3 NEW STAFF PROCESSES

Our recruitment strategies and requirements are detailed in the Quality Assurance Plan.

3.1 Drivers

In 2018 we will only be recruiting drivers to account for staff turnover

New drivers have existing qualifications that can range from a car driver's licence (Class 1) only, to those who already have a Class 2 or 4 licence and P' endorsement. Our training programme has the flexibility to cope with this and each recruit's starting point is determined by their existing qualifications.

3.1.1 Training System

3.1.1.1 Key Competencies

All recruits have been tested for literacy, numeracy, ability to communicate in English and general personal skills.

In order to graduate from trainee to Mana Coach Services driver, the recruits will have achieved the required level of competency in all areas of the training programme. Of particular importance are:

- Physical driving skills
- Customer service skills
- Mana standard procedures
- GreenRoad use
- Health & Safety processes and procedures.

GWRC have also asked for these specific key competencies to be covered.

- Speeding
- Red light running
- Dangers of Door entrapment
- Waiting for customers to be either seated or secure inside the bus before the bus moves off from a bus stop
- the importance of training drivers to be extra aware of the dangers of J walkers in the Wgtn CBD area especially

The timeline depends on the licence status of new drivers. The training period for drivers with P endorsement is four weeks; the period for drivers with only a Class 1 licence is up to 12 weeks, which allows for the lengthy P endorsement process.

3.1.1.2 Training Content

- **Class 1 licence holders** are trained in the theory required to obtain a 'P' endorsement and given the theory and practical training to prepare them for the full Class 2 licence tests.
- **All new recruits**, irrespective of their starting qualifications, are trained in:
 - Bus driving skills*
 - Driving according to our required approach and standards
 - Safe driving techniques
 - Vehicle specific training
 - Operating systems*
 - Route knowledge
 - Customer service
 - Conditions of Carriage
 - Company policies*
 - Radio telephone use and etiquette
 - Fares and the ticketing system
 - RTPI system and the importance of the correct destination and RTPI codes and BDC trip id.
 - GreenRoad
 - Company policies*
 - Incident Response
 - Company structure and procedures
 - Health and safety procedures
 - Specifics of GWRC Network and System*
 - Route training including bus stops, fare zone boundaries, timetable checkpoints and transfer points.
 - Timetabled service connections
 - Protocols in the use of interchange facilities.
 - The correct vehicle for each run as detailed in shift instructions

3.1.2 Training Methodology

- **Formal induction.** All items have to be completed to the satisfaction of both the new driver and the person conducting the induction process and signed off. There is some deliberate overlap with items covered in the formal training process to enable us to ensure that key matters are fully understood. Appendix 1 has the Induction schedule.
- **Professional driving instructor** on staff who works through the *Driver Training Syllabus*
- **Train the Trainer** provided by GWRC for Ticketing system training which will then be delivered to the drivers by the internal trainers.
- **Route Training** is done with a buddy driver and supported by the left/right sheets developed by GWRC.

3.1.3 Assessment Criteria

Throughout the induction and training programme drivers are tested on subjects relevant for the position and the process being taught.

Where possible we use National Standards. Mana training includes completing the following:

- Driver Console Training
- Company policies regarding: Smoking, Drug and Alcohol, Workplace and Sexual Harassment, Racial Discrimination, Bullying
- Customer Service Training
- Drivers Manual
- First Aid Training
- Fire safety and extinguisher use
- GreenRoad Training
- Health and Safety Training including depot, driving and fueling safety
- Left and Right Route Training
- New Zealand Qualifications Authority (NZQA) Unit Standard 24089 – Fatigue Management and Log Book
- NZQA Unit Standard 17574 – Class 2 Heavy Vehicle Licence (both Learners and Full).
- NZQA Unit Standard 17579 – P endorsement
- Vehicle Inspection Training

The bus driving training assessment form is contained in Appendix 2.

3.1.4 Responsibilities

The Operations Manager has oversight of the driver training programme.

The Driver Trainer is responsible for driver training, assessment and record keeping.

3.2 Other Operations and Administrative Staff

Other operations and administrative staff may be recruited from within Mana, elsewhere in the public transport industry or from other area of business. Thus, the manager assesses the individual competencies against to those required by the position, after which an individual plan will be devised.

However, in general all operations and administrative staff must:

- be customer focused
- have good communication within the company and with external agencies in particular GWRC
- understand the importance of, and comply with, standard operating procedures
- be familiar with Incident Response procedures

Assessment is by way of performance reviews and feedback from customers, other staff external agencies.

3.3 Workshop and Cleaning Staff

Unless we are recruiting an apprentice mechanic, our workshop staff will be fully qualified with NZ Trade certificate in Automotive Engineering. We require them to understand our preventative maintenance philosophy. For our cleaning staff we require commitment and reliability, and the ability to comply with our regular cleaning and inspection schedule.

Training for these positions focuses on our procedures and for mechanics the requirements for each vehicle type and specialist external courses.

3.4 Responsibilities

Position	Responsibility
Operations Manager	Oversight of the training of other operations staff and the driver trainer.
Fleet and Plant Manager	Workshop staff and cleaners
Accounting and Administration Manager	Accounts Administrator and Charter Consultants
CEO	Supports the management team and is responsible for their on going training.

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4 EXISTING STAFF TRAINING

As a result of the tender round in 2016/2017 Mana has planned significant restructuring and downsizing. The consequent loss of positions has provided the opportunity to review the competencies of our staff and assess their ability to embrace the new operating model.

4.1 Key Competencies

Personnel in driving positions require the same competencies as new recruits who have completed their training (section 2.1.1).

Operations and administrative staff require competencies related to their regular tasks, including specific knowledge of Mana's operational and administrative procedures

Workshop staff require specific competencies related to their trade qualifications and knowledge of Mana's fleet and maintenance procedures.

Cleaning staff require specific competencies related to Mana's cleaning procedures and the operation of cleaning equipment.

All staff require competency in Mana's health and safety procedures.

4.2 Training Needs Analysis

4.2.1 Drivers

We identify training needs for by a number of means including:

- Review of each driver's skills matrix
- GreenRoad scores
- Routine or targeted assessments by our Driver Trainer
- Customer feedback
- Observations by our management team
- Accident trends
- Requests by drivers for further training or information
- Introduction of new procedures or equipment.

4.2.2 Operations and Administration

In this area our approach is based on the identification of deficiencies in previous training, introduction of new systems or internal or external requirements and routine refresher trainer for health and safety or personal development. Refer to 6.1 for more information. This also includes information on the Metlink website and applications to ensure appropriate capabilities.

4.2.3 Workshop and Cleaners

Training needs usually result from a change in the workshop, for instance a new vehicle or piece of equipment; or again a change in our standard procedures.

4.3 Responsibilities for Delivery and/or Assessment of Each Competency.

Responsibility for each part of the organisation is detailed above in section 2.4

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5 DOCUMENTATION AND RECORD KEEPING

5.1 Drivers

5.1.1 Documentation

Each driver's file contains a record of recruitment documentation, namely:

- Application,
- Literacy and numeracy test results,
- Medical test,
- Vulnerable Children Act Clearance
- Training assessment during the training programme

The skills matrix for each driver is set up as part of their initial training. Maintenance of this file identifies skills gaps for each driver. New items may be added and the matrix updated when new equipment, procedures or routes are introduced.

Ongoing training is recorded on their digital personnel file

Documentation specifically required by GWRC is maintained in a separate electronic file. This includes:

- Staff lists
- Employment Contract dates,
- P Endorsement dates,
- Safety checks re Vulnerable Children Act,
- Completion of Ticketing System training;
- RTP refresher training

5.1.2 Currency of Certification.

Drivers are responsible for renewing their licences; however Mana receives an eight week warning from the TORO system and we use this to remind each driver. Mana uses the TORO system to monitor any change on a driver's licence as a result of any infringements. Mana arranges for drivers to undergo annual medical examinations at company cost: this is in excess of the requirements for licence renewal.

Mana maintains an electronic file which enables us to keep track of which drivers need refresher training to maintain the currency of their First Aid certificates.

5.2 Other Operations and Administrative Staff

Similar arrangements are in place for those staff who are licenced to drive buses.

5.3 Workshop Staff

Personnel files are maintained for each mechanic and cleaner; these files record all training received. If the individual is also licenced to drive a bus they are also covered by the documentation procedures that apply to drivers.

6 ANNUAL TRAINING PLAN

The focus for training in 2018 is transformation to the PTOM business environment; new routes, GWRC requirements and standards. In addition, driving staff will continue with our established on-going training programme.

External contractors deliver specific training elements as required such as first aid.

All staff receive refresher health and safety training

6.1 Drivers

6.1.1 Training for PTOM

- **Ticketing System Training.** New BDC, tag on off, the use of Fare Payment Media and cash handling
- **New Fares and Fares Police** – New fare structure to provide training on, a one page document with fare structure to be provided to drivers as reference.
- **Refresher training in RTPI** and the importance of the correct Destination and RTPI codes and BDC trip id.
- **Units 8 and 18 Route Training** including timetable checkpoints, timetabled service connections, GWRC operational requirements in regards to waiting times and transfer points. We will use the left/right sheets developed by GWRC to assist with training. The Driver Trainer will drive the routes to ensure they are known, staff will then be trained on the new unit 8 and 18 routes.
- **New Vehicle Training.** The Driver Trainer will drive these buses first and there will then be a rolling training program for drivers on the new bus types. Operational staff will also be trained to ensure they understand the new requirements in regards to reporting process and vehicle size requirements on each of the runs
- **Refresher training in customer service.** including Mana and GWRC service standards to ensure that standards are maintained and improved. Training will be provided on the new service standards. Metlink customer service training also to be provided. Metlink conditions of carriage also to be provided to staff.
- **The new public transport environment** including cooperation with other operators and protocols in the use of interchange facilities and the importance of KPIs.
The correct vehicle for each run, as detailed in shift instructions. Operations staff will also be trained in the new requirements under the new contract.
- **Other Refresher training:** GreenRoad, predeparture vehicle checks, use of bike racks, incident response and health and safety training

6.1.2 On-Going Training

Ongoing training is designed to keep our drivers up-to-date with new developments and to make sure that driving and customer service standards are maintained at a high level.

- **New drivers** In the first year, training covers:
 - First Aid
 - Fire safety and extinguisher use
 - National Certificate in Passenger Service (Urban and School Bus Strands), which is expected to be completed within the first year
 - Training for Class 4 licence (when assessed as ready for this).
- **All drivers** have ongoing refresher training provided in:
 - Defensive driving
 - Customer service
 - First Aid (every two years)
 - Fire safety and extinguisher use
 - Log books and driving hours.

6.2 Other Operations and Administrative Staff

6.2.1 Operations Management

- GWRC Communication protocols including incident management
- Reports. Immediate and Daily Situational Reports
- Bus Allocation
- Vehicle Quality Standards especially cleanliness and graffiti policy
- Resolve complaints and investigations
- Resolve portal – Reporting and Service delivery
- RTI management
- Communications matrix
- KPI Management
- Ongoing professional training for managers who are members of professional bodies

6.2.2 Administration

- Customer service
- Customer feedback – complaints and commendations
- Resolve and Resolve Portal management
- GWRC Reporting requirements: Immediate, daily and weekly.

6.3 Workshop Staff

6.3.1 Workshop

- Preventive maintenance of the new ADL E200 2 and 3 axles buses and E500 Double deck buses - training will be provided by Alexander Dennis staff
- Changes to Vehicle inspection and VQS requirements

6.3.2 Cleaners / Yardmen

- Use of the mobile self powered bus wash machine
- Changes to vehicle cleaning requirements and documentation

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APPENDIX 1: STAFF INDUCTION

The orientation tour, HR and company policies and Health and safety applies to all the induction of all staff.

Topic	Content
Orientation Tour	<ul style="list-style-type: none"> ● Tour of premises including workshop orientation ● Allocation of locker ● Car parking arrangements
H R and Company Policies	<ul style="list-style-type: none"> ● Our expectations of punctuality and attendance ● House rules ● Leave entitlements and procedures for applying ● Harassment/sexual harassment policy ● Vulnerable Children’s Policy ● Drug and alcohol free policy ● Smoke free policy ● Disciplinary procedures ● Employment Assistance Programme [EAP] services ● Raising employment issues ● Traffic infringements ● Drivers’ meetings and company notices
Procedures	<ul style="list-style-type: none"> ● Cash tin security and float ● Pay-in procedures ● Timebook and payroll procedures ● Lost property procedures ● Rosters and shift instructions ● Log books ● Fares and ticketing ● Conditions of Carriage
Bus Issues	<ul style="list-style-type: none"> ● Pre-departure check ● Features of specific buses ● GreenRoad system ● Depot specific RT protocols ● Fuel pumps and procedure ● Route training
Health and Safety	<ul style="list-style-type: none"> ● Health & safety procedures and advice of any hazards ● Use of hi-viz vests ● Personal safety ● School child safety



















APPENDIX 2: Driver Training Assessment

Mana Training Assessment Form

Drivers Name: _____ **Date:** _____ **Route No:** N/A
Bus No: _____ **Duty No:** _____
Trainer/Assessor _____ **Time:** _____

EXIT TEST:

GENERAL DRIVING:

Assessed On	Requirement	C/ NYC/ NA
 Moving in & out of the Traffic flow	<i>Using Mirrors, Indicators, Scanning, Correct Use of Brakes / Acceleration.</i>	
 Indicators / Signalling	<i>At least 3 seconds.</i>	
 Mirrors	<i>Using side Mirrors every 6-8 seconds.</i>	
 Acceleration	<i>Smooth, Not Harsh and Controlled.</i>	
 Braking	<i>Smooth, Early, No Jerking, Controlled and Able to STOP in an Emergency.</i>	
 Speed	<i>Driving to Conditions, Comfortable (Not excessive).</i>	
 Steering	<i>Two hands on the Wheel, Correct Position.</i>	
 In & Out of Bus Stops	<i>Scanning, Using Mirrors, Positioning, (Too close to Stationary Objects, Too close or Far from Kerb). Ensuring customers are seated or secure before moving off a stop.</i>	
 Turns / Corners	<i>Positioning, Steering, Mirrors, Speed.</i>	
 Intersections	<i>Obey the Intersection Rules, (Know your route, Show your intentions, Slow down & be prepared to Stop, Go with care when it is Safe to do so.)</i>	
 Lane Maintenance	<i>Able to correctly stay in own lane.</i>	
 Scan / Searching / Hazard ID	<i>Identify the Actual/Potential Hazards, Predict what could happen, Decide what action to take, Act-Stop if you have to, rather than Swerve. Using the 12 second Scanning Rule. J Walking in CBD locations</i>	
 Reversing (if applicable)	<i>Able to reverse safely & at such a speed they are able to Stop if they need to, using both Mirrors.</i>	
 Overtaking	<i>Planning, Indication, Mirrors.</i>	
 Lane Changing	<i>Indicators, Mirrors Shoulder Checks, Scanning.</i>	
 Spacing Rules	<i>Four seconds following another vehicle, Six seconds when being Tailgated or in Adverse Weather.</i>	
 Traffic Regulations	<i>Stop & Give Way signs, Traffic Signals, Speed Limits.</i>	
 Parking/ Stop Procedures.	<i>Park Brake On, Gear in Neutral, Engine Switched Off.</i>	

Comments:

Trainer/Assessor Signature: Paul Philips: _____

APPENDIX 3: Driver Appraisal

Mana Driver Appraisal Chart	
NAME:	DATE:
TRAINER:	TOTAL TIME:
VEHICLE TYPE :	BUS:
CODES: (A) Appraisal	
Skills	
Pre-departure Check: External, Internal.	
Cockpit Drill: Knowledge of Dash board/Console.	
Moving Off: Smooth without excessive acceleration, particularly from bus stops.	
Bus Stops: Scanning without excessive acceleration.	
Stopping: Slow down smoothly without harsh braking.	
Steering: Two hands correctly on the steering wheel.	
Speed: Drive to the traffic and weather conditions.	
Signals: At least 3 seconds before turning.	
Cornering: Slow down, position vehicle correctly on the road.	
Mirrors: Use appropriately every 4-6 seconds.	
Hazards: 12 second rule, scanning & searching. Identifying Hazards.	
Reversing: In a straight line and around a corner.	
Gear Changing: Selecting the correct gear appropriately.	
Intersection Techniques: Slow down, stop, check it is safe before proceeding.	
Lane Changing: Manoeuvring vehicle safely without endangering other road users.	
Vehicle Shut Down: Park vehicle safely, Park brake on, select neutral, turn off engine.	
BDC	
Customer Service	
Comment	

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