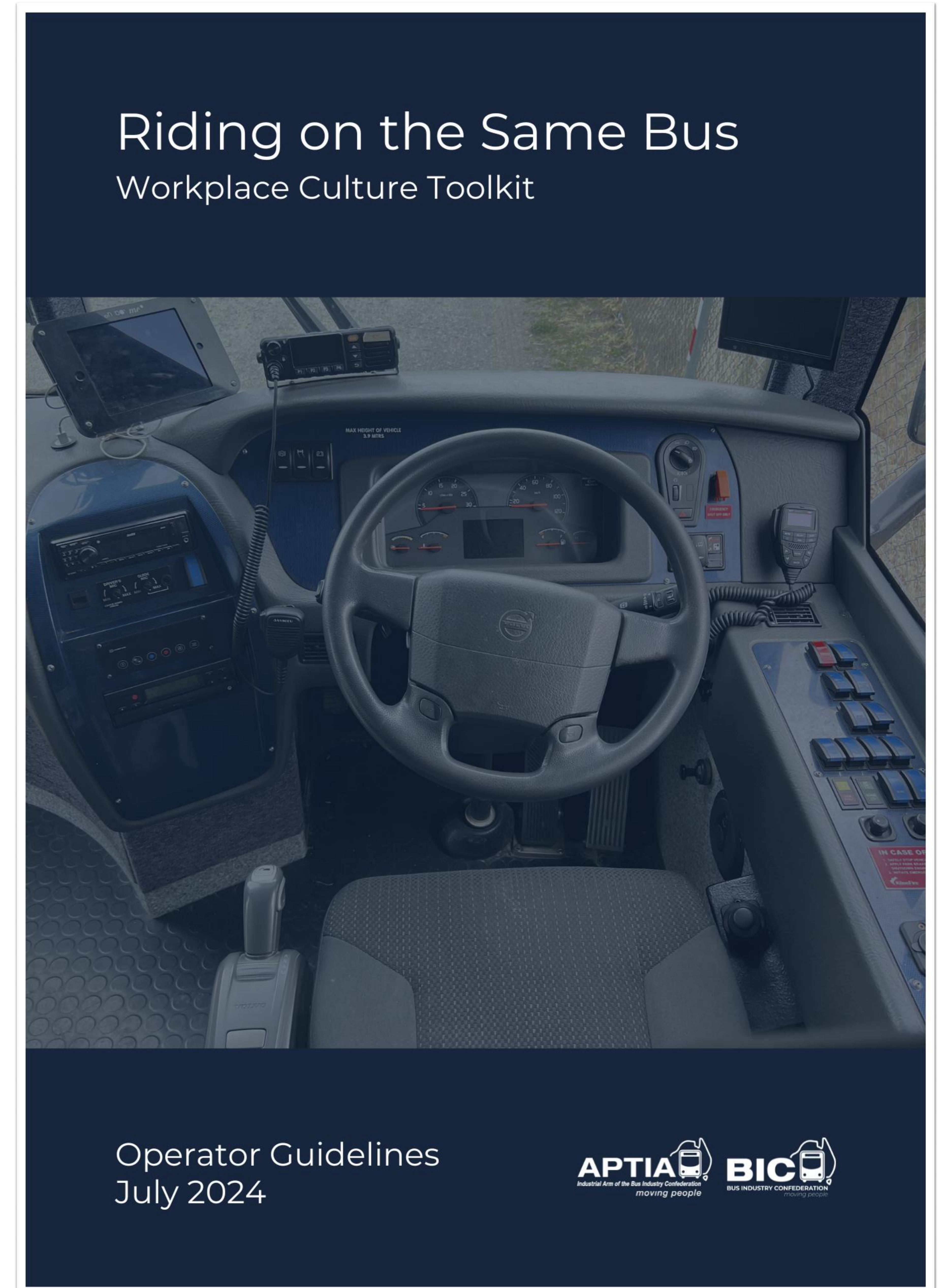


Riding on the Same Bus Workplace Culture Toolkit

Launch Presentation

Nikki Britt
4 July 2024



The toolkit focuses on what operators can do to improve workplace culture and conditions

The role of workplace culture

Attract quality drivers

Retain quality drivers

It is the one area you
have full control over

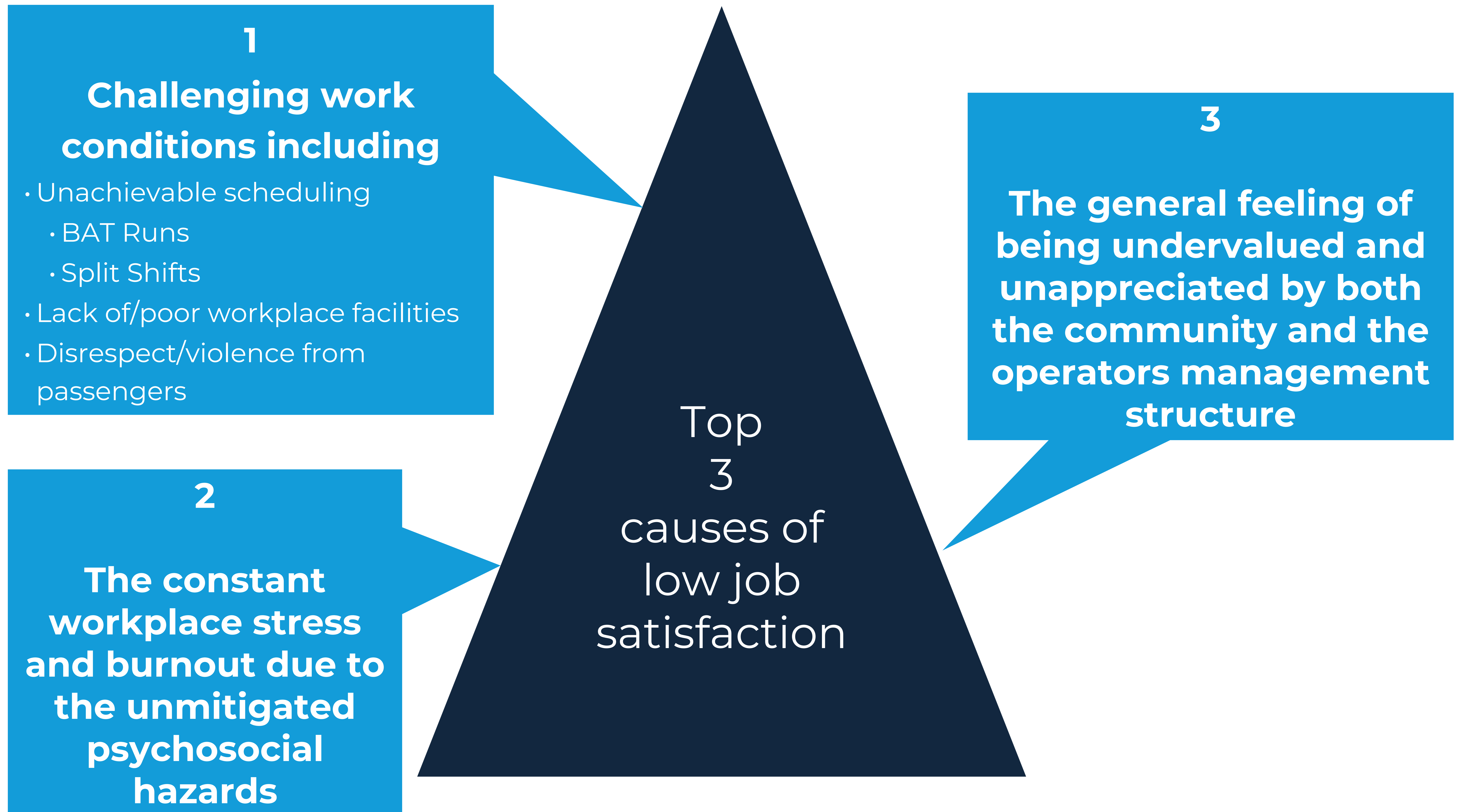
Depot and facility standards

Career pathways

Ageing workforce

Gender diversity

Diversity and inclusion



Top 4 recommendations

1

Provide greater levels of support and supervision of drivers through well trained front line supervision

2

Provide high levels of training to address the various competencies required as a drivers

3

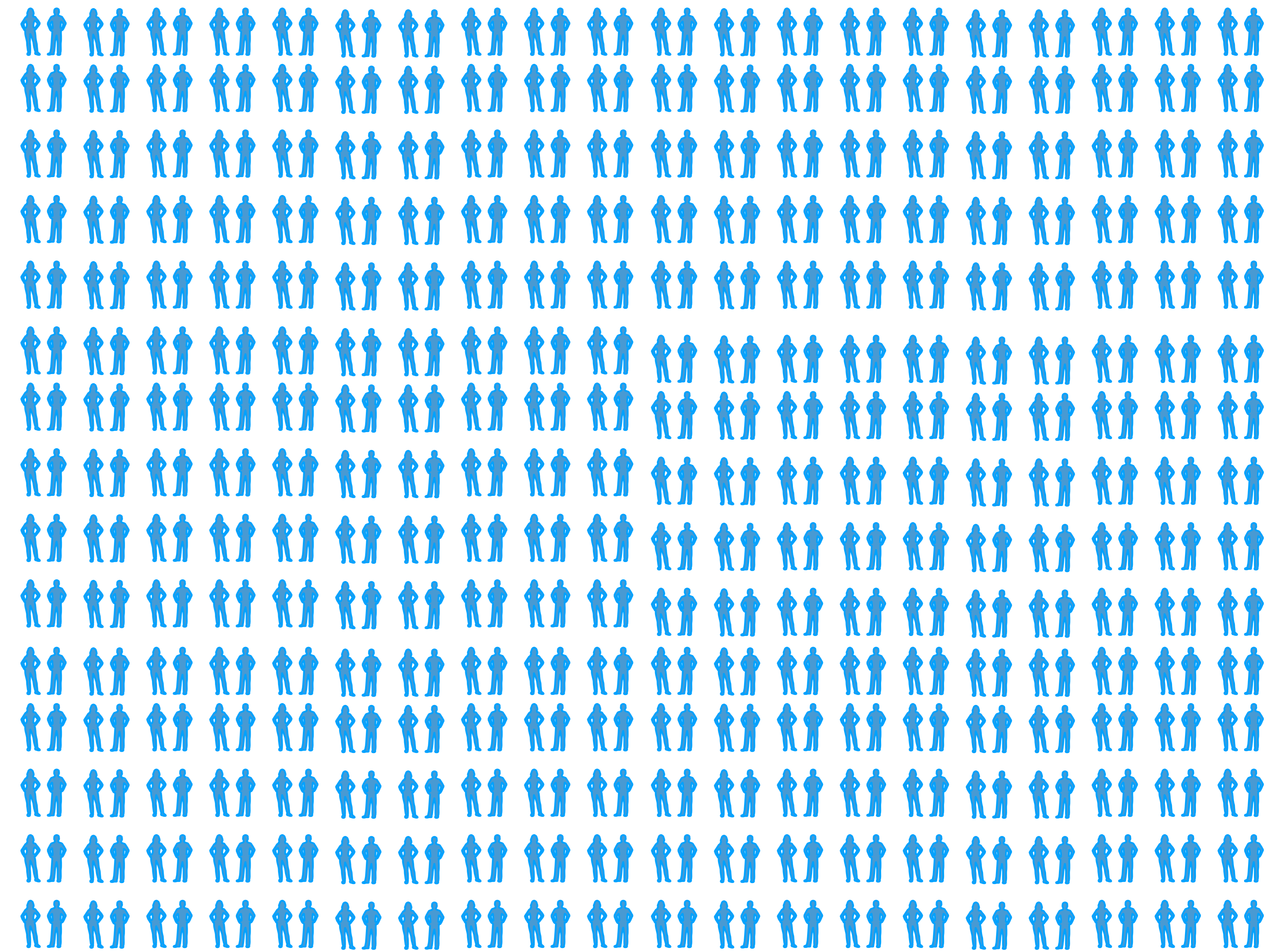
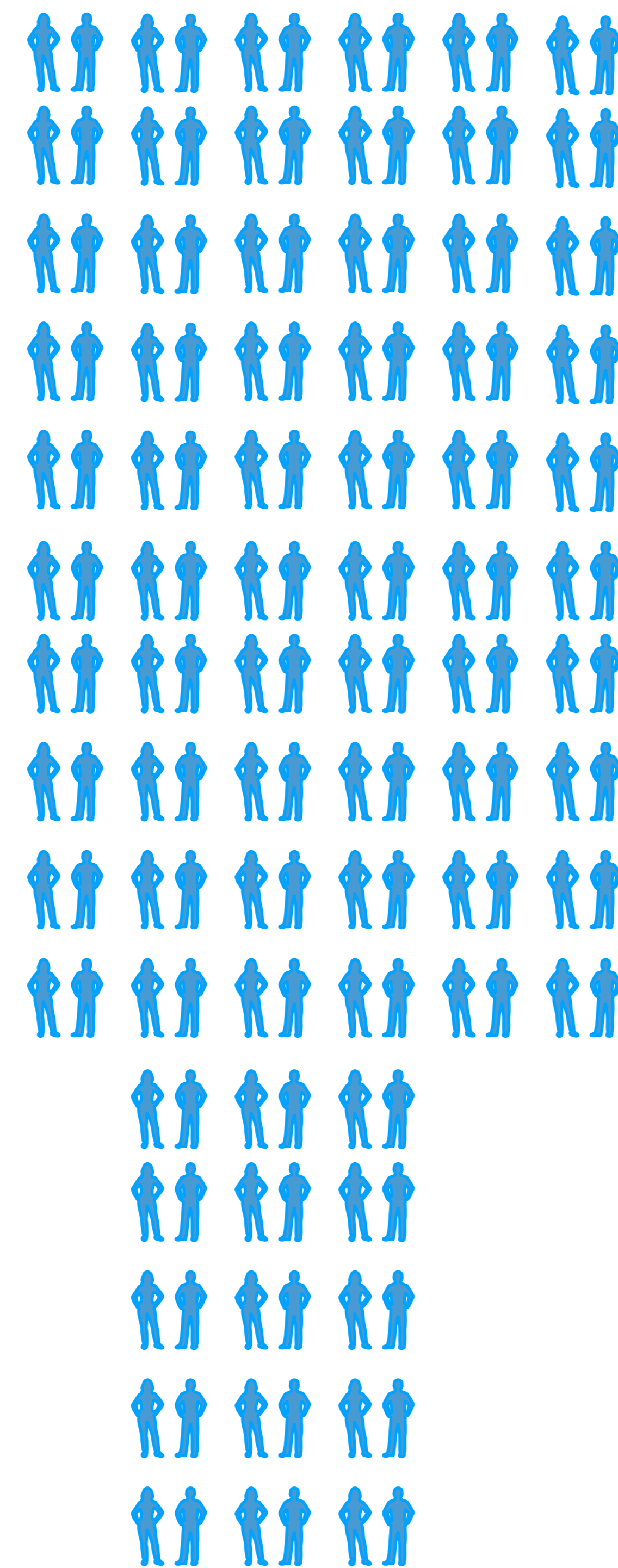
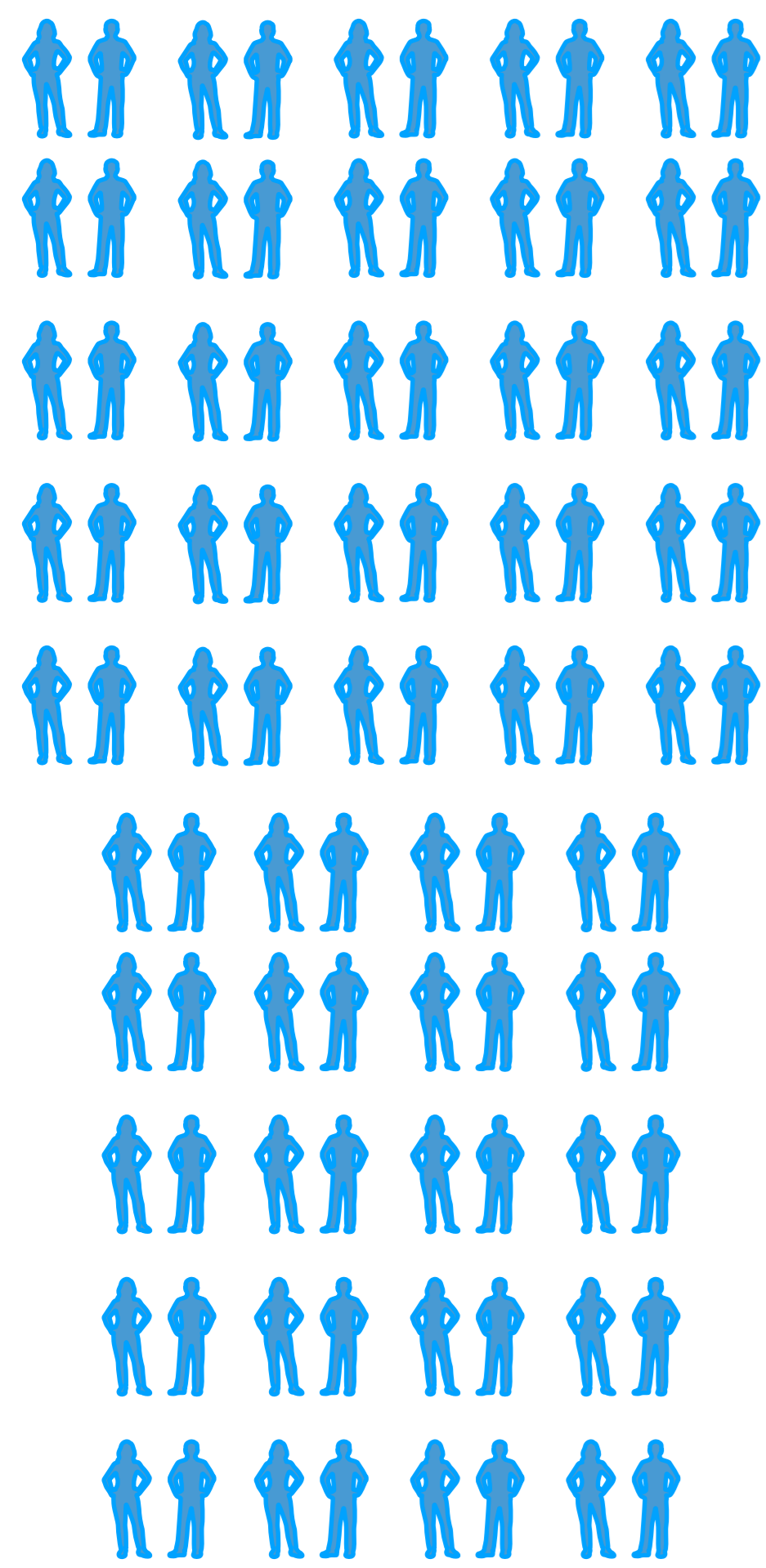
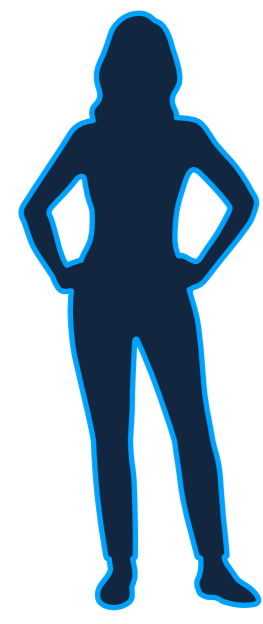
Invest in a range of technology options to decrease psychosocial hazards

4

Review the current scheduling & roster system to reduce or eliminate split shifts & rotating rosters

Provide greater levels of support and supervision of drivers through well trained front line supervision

Recommendation 1



1:45

Best

1:75

Recommended

1:300

Worst

Provide high levels of training to address the various competencies required as a drivers

Recommendation 2

Technical driving skills to drive the bus

Provide orientation to all new routes/runs

On time running and graded approach to new runs

Fatigue Management

Critical incident management

De-escalation of violence and antisocial behaviours

Effective management of psychosocial hazards

Musculo skeletal stressor of sitting and ergonomics

Disability and cultural safety

Resilience

Effective communication

Invest in a range of technology options to decrease psychosocial hazards



CCTV



Duress Alarms



Navigation Systems

Review the current scheduling and roster system to reduce/eliminate split shifts and rotating rosters

Operator Checklist

3

28

✓ Workstation

- Provide ergonomic training to support drivers to set up their seat to avoid Musculo-skeletal conditions
- Allocation of funding to ensure that any defects in seat and wheel adjustments are addressed immediately to ensure an ergonomically appropriate workstation
- Consultation prior to the introduction of cages or security screens in cabs should be undertaken with drivers and their representatives to enable choice (where appropriate) to ensure widespread adoption (Where not mandated by the state government)
- Undertake further investigations as to the feasibility of drivers being allocated to a set of buses which best meets the drivers' ergonomic needs and decreases the changing environment of the cab
- Training should occur with all drivers to address and mitigate the musculoskeletal stressors associated with prolonged sitting
- Fit all cabs with CCTV and a microphone/speaker to support drivers with real time visibility into the Operations Control room including duress button
- Fit all cabs with technological enablers for navigation to reduce workplace stressors
- Audit buses to maintain an appropriate standard of internal cleanliness

✓ Workplace

- Operators should determine who is responsible for the cleanliness of the bus and ensure that this task is completed to an appropriate standard
- Design, planning and maintaining of sleeping areas for drivers that effectively address fatigue management risks
- Assess and ensure that facilities are clean and accessible for female staff
- Recruitment and funding of a diversity and inclusion officer for large depots. For smaller depots, design and implement a specific diversity and inclusion strategy within HR or operational teams
- Design, implement, monitor and review a workplace culture strategy to build and communicate the unique value proposition of your bus company to staff and the broader community

✓ Work Environment

- Fit all buses with CCTV and a microphone/speaker system or other back to base system to provide for real time support for drivers (decision making and analysis of antisocial behaviour) by the Operations Control room
- Provide training on de-escalation through behavioural economic techniques and other strategies to support drivers to effectively manage antisocial behaviour
- Fit all buses with technology enablers for navigation to reduce workplace stressors on drivers associated with driving with a left and right sheet only for directions
- Introduce a graded approach to OTR for new starters to set them up for success, starting with lower targets and gradually increasing as their skills and confidence improves

✓ Workload and Work Hours

- Design a OTR approach that is realistic and graded in line with the skills and ability of drivers
- Reduce/eliminate rotating shifts so that drivers can develop routines and roles outside of work. Consider implementation of a hybrid model
- Eliminate/reduce split shifts for all runs except School runs
- Seniority as a mechanism for retention be replaced with a transparent reward and recognition program that support all staff
- All buses be fitted with technology enablers for navigation to reduce workplace stressors on drivers associated with driving with a left and right sheet only for direction

Job Responsibility, ✔ Accountability and Stability

Ensure drivers KPI's and scorecards reflect what is inside their locus of control

Review current attraction and retention strategies to ensure that they are complimentary and not opposing

✔ Social and Organisational Culture

Develop site specific events that supports communication between all drivers and promotes an inclusive team environment

For large operators recruit and fund a diversity and inclusion officer to enable an inclusive and culturally diverse workplace that is accepting for all staff

For smaller operators a specific diversity and inclusion engagement strategy needs to be developed, implemented, monitored and reviewed by senior management

Develop social media campaigns to build brand awareness across:

- Illustrating career pathway for drivers into management
- Address bias that trucks are easier: they are heavier and harder
- Emphasise the social good of public transport
- Showcase the bus green credentials and decreasing carbon footprint
- Focus on the "security" of employment as an essential service

Design, implement and monitor a workplace culture strategy that builds on their employee brand proposition to supports recruitment and retention

✓ Wages, Reward and Recognition

Design and implement a reward and recognitions program for all staff that includes:

- Removal of seniority as a mechanism for retention and promotion
- Introduction of a referral reward
- Removal of the current sign on cash bonus arrangements
- A skill matrix linked to remuneration, so drivers are rewarded for skill development

✓ Workplace Health and Safety

Ensure fatigue management strategies effectively mitigates the risks associated with secondary employment in the gig economy

Implement effective strategies to deal with obese drivers who are approaching or are over 130kg and no longer meet the weight rating of bus seats

Allocate funding and resources to support completion of risk assessments of psychosocial hazards

Develop and implement a strong fitness for work process that addresses the ageing nature of the workforce and the impact and risks comorbid conditions have on drivers ability to work

All buses be fitted with telematics that track and alert driving habits as a training tool for safety

✓ Training and Career Development

Develop and implement induction and annual training to ensure driver competency across

- De-escalation of violence and antisocial behaviours through behavioural economics and other tactics
- Critical incident management
- Psychosocial hazards
- Musculoskeletal stressors of sitting, adjusting the ISRI seat, ergonomics and appropriate stretching during breaks
- Disability and cultural safety
- Technical driving skills including defensive driving
- Resilience for drivers
- Fatigue management
- Effective communication
- Inclusion of a graded approach to On Time Running (OTR) for new starters and/or new allocation of runs to set them up for success
 - For example, first week 50%, then 55% OTR as skill and confidence improves

Introduce a skill and competency matrix to be used by schedulers to allocate runs. This will ensure that drivers are only allocated runs that they have been assessed as having the necessary skills to complete. The matrix would match the run and driver across key criteria such of:

- Navigation
- Technical driving
- Time management/problem solving
- Disability and cultural safety
- Fatigue management
- Likelihood of antisocial behaviour
- Resilience

✓ Communication and feedback

Specialist training be provided to front line driver managers on how to support drivers consistent with the high levels of unmitigated psychosocial hazards

Allocate a best practice maximum of 45 drivers to each supervisor, or a maximum ratio of 1:75

Ensure front line managers are visible to drivers as they start/finish shift

Invest in front line managers to ensure they have the necessary resources, capacity and capability to meet the needs of their drivers

Introduce telematics as a method to improve communication and further training of drivers to improve their skills

Audit your organisations

Prioritise who, what and where you will invest

Engage staff from the beginning

Project plan and implement

Call me!