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Driver Retention - Research with Managers and Current and Former LGV Drivers in Scotland

A Report for the
Scottish Road Haulage
Modernisation Fund

September 2003



Road Haulage
and Distribution
Training Council



Delivering organisational excellence

1 Introduction

1.1 Background

Government statistics show that there are 1.1 million holders of C and C+E licences in the UK but only around 45% of these are currently employed in driving large goods vehicles. It is recognised that some ex-drivers remain in the road freight logistics industry by moving into traffic planning and other management roles and some may move on to become owner-managers of smaller transport firms. However, a far larger number simply leave the industry altogether. With the current severe, and worsening, shortage of drivers with C or C+E licences, it is important to attempt to stem this constant seepage from the sector of experienced workers holding qualifications which are expensive to acquire.

1.2 Aims and Objectives of Research

The overall aim of the proposed research is to explore the issues which affect retention of LGV drivers in Scotland so that a strategy may be developed to improve driver retention.

The *specific objectives* of this part of the project are to:

1. Interview a representative sample of management/HR staff or owner-managers from road freight logistics companies to explore their views on the issues which affect driver retention;
2. Interview a representative sample of current LGV drivers to explore their views on the issues which affect driver retention and the positive and negative features of the job;
3. Interview a representative sample of former LGV drivers to establish the reasons why they had ceased to be employed in this capacity;
4. Score and analyse the data from the above interviews;
5. Produce a report based on the interview data with messages from the research which RHDTC, FTA and RHA can publicise to employers in Scotland.

1.3 Methodology

RHDTC used a 4most plus consultant with experience of working in the road freight logistics sector to interview drivers from 70 different companies.

4most plus consultants also interviewed 80 former drivers at Truckfest Scotland.

RHDTC worked with RHA and FTA to identify a suitable range of companies which were willing to participate in the research. Past experience had shown that the only effective way of gathering in-depth data is for an interviewer to visit company premises and speak with staff on-site. (Telephone, postal or electronic surveys have a minimal response rate and the data tends to be unreliable.) FTA and RHA staff then carried out the interviews on company premises. In each of the 30 companies a manager and a current driver was interviewed.

An appropriate range of questionnaire tools were designed to be used for:

1. RHA/FTA staff visits to 30 companies and interviews with management contacts
2. RHA/FTA staff interviews with 30 drivers, one from each of the 30 selected companies
3. Consultant's interviews with 70 drivers from other companies.
4. Consultant's interviews with 80 former drivers at Truckfest.

The tools are included as Annexe A to this report. The data was then analysed and the results are presented in this report for the Scottish RHMF Working Group.

2. Profile Information

2.1 Current Drivers

The drivers interviewed fell into three groups:

Group 1 (70 drivers) – interviewed by a 4most plus consultant at various “truck stops” throughout Scotland and in the “truckers’ lounge” on the Stranraer-Belfast ferry. These drivers were selected by the consultant, using the criterion that only one employee of any one company was interviewed. In the remainder of this report this group is referred to as the General Drivers.

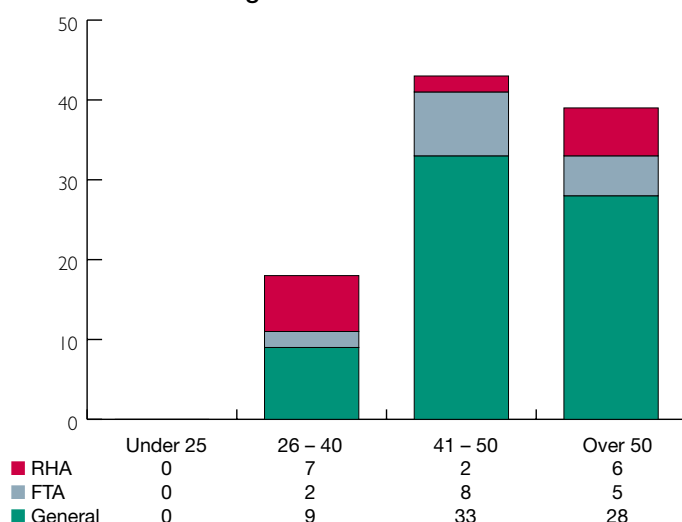
Group 2 (15 drivers) – interviewed by FTA staff on company premises. The drivers were selected by the management contact within the company with whom FTA staff liaised. In the remainder of this report this group is referred to as the FTA Drivers.

Group 3 (15 drivers) – interviewed by RHA staff on company premises. The drivers were selected by the management contact within the company with whom RHA staff liaised. In the remainder of this report this group is referred to as the RHA Drivers.

All 100 of the drivers were male and all of them worked full-time. This is not untypical for the industry. 95% of the sample had C+E licences and 5% had C licences,

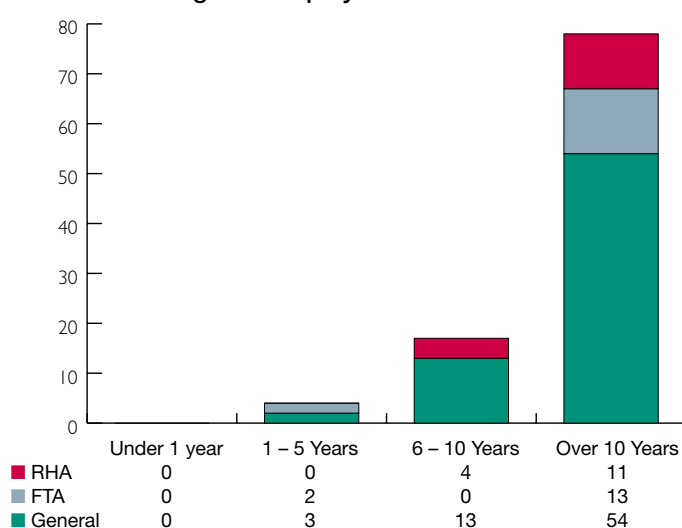
Graphs 2.1.1 – 2.1.4 illustrate other profile information on the drivers.

2.1.1 Driver Age



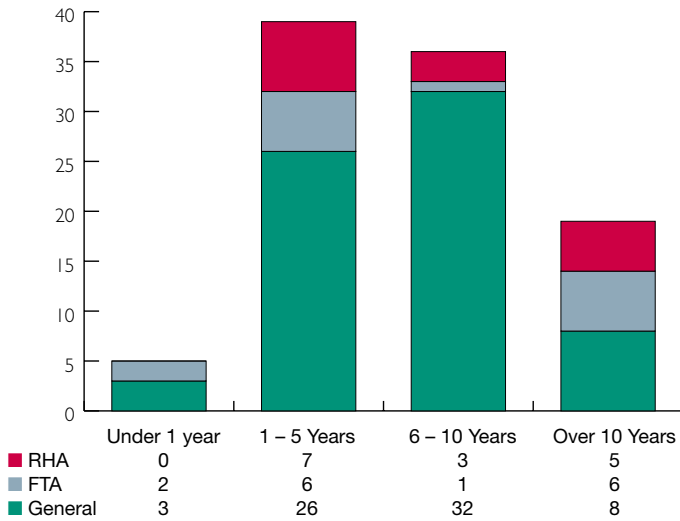
This reflects the age profile of drivers in the industry as a whole and illustrates clearly the demographic difficulties facing the sector.

2.1.2 Length of Employment in Sector



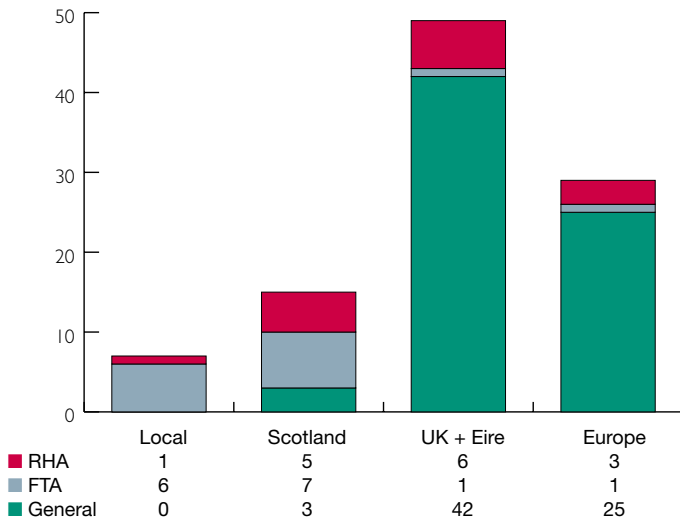
This further illustrates the crisis facing the sector with little “new blood” being recruited.

2.1.3 Length of Employment with Present Company



This indicates that drivers frequently change employer.

2.1.4 Driving Activity

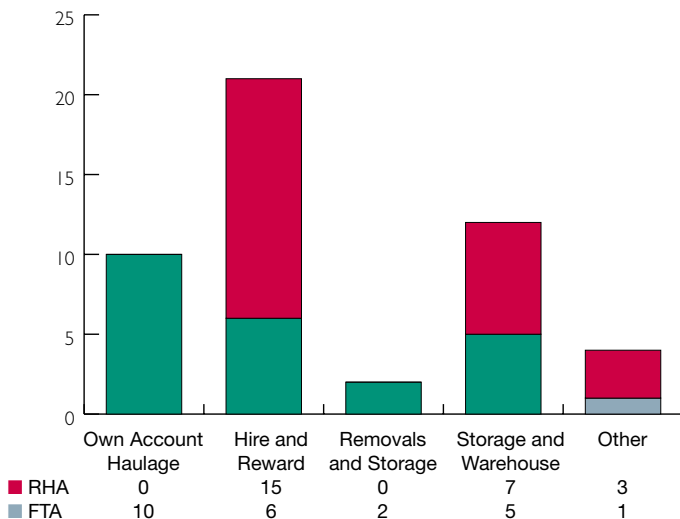


("Local" is defined as in one area of Scotland only.)

2.2 Company Profiles

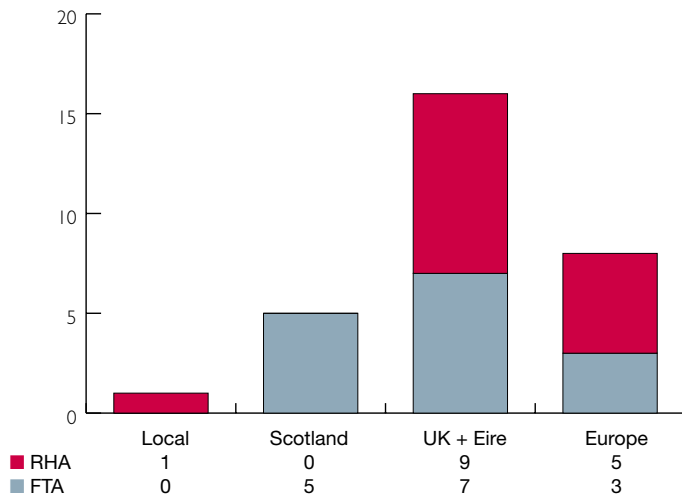
FTA and RHA staff obtained profile information on the 30 companies in which interviews were carried out. This information was supplied by the management contacts interviewed and is summarised in graphs 2.2.1 – 2.2.7

2.2.1 Company Activities



(Totals exceed 30 as some companies engage in more than one type of activity.)

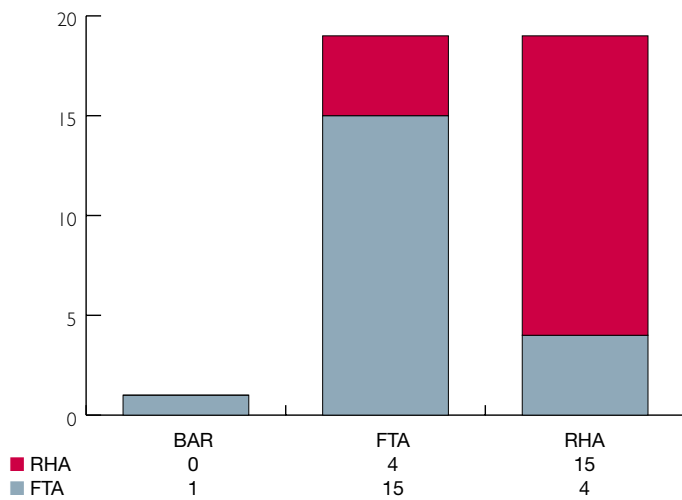
2.2.2 Geographical Coverage



(Companies are entered under the widest geographical coverage for their operations)

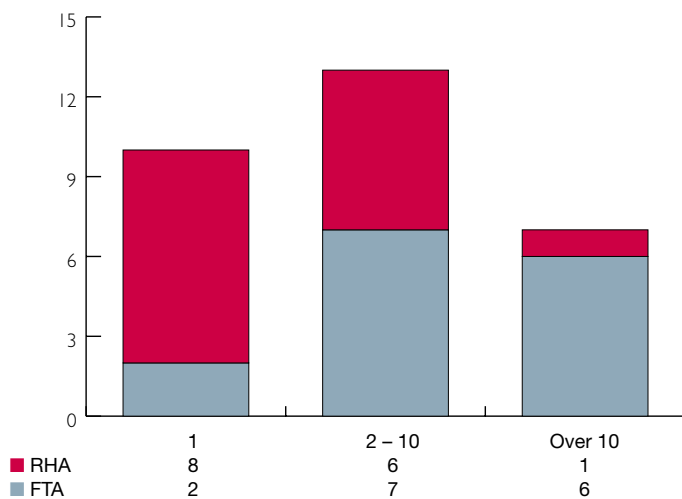
eg "Europe" implies Europe + UK + Eire + Scotland + Local)

2.2.3 Employer Association Membership

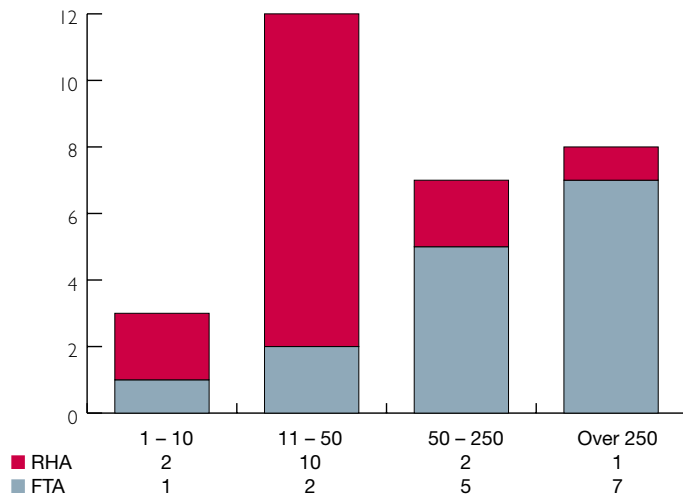


(Totals exceed 30, as some companies are members of more than one association.)

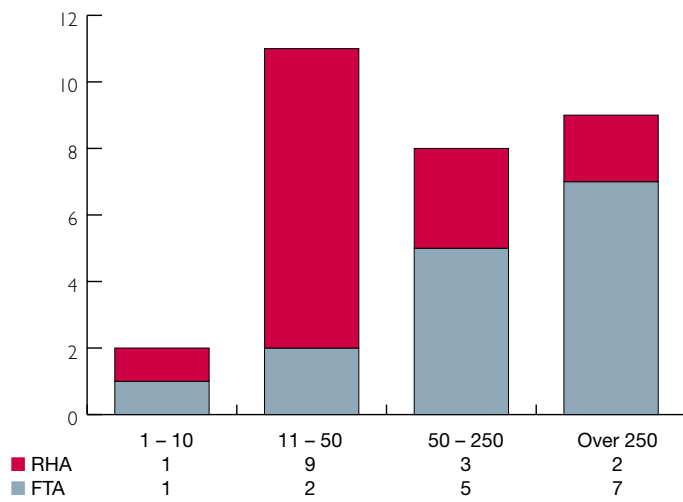
2.2.4 Number of Depots



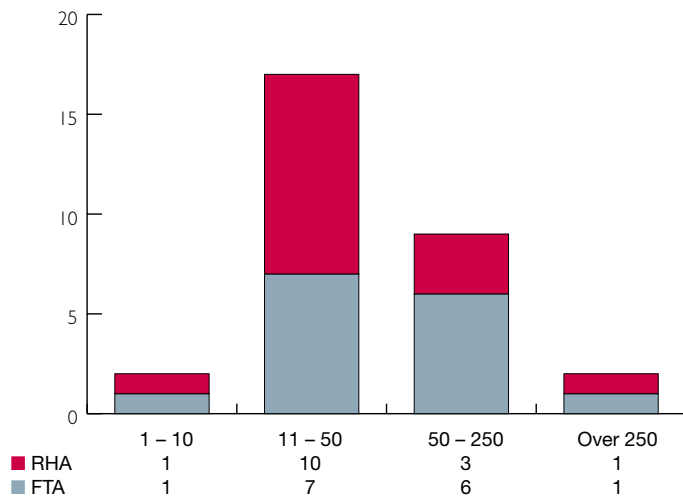
2.2.5 Number of :LGVs



2.2.6 Total Number of Employees



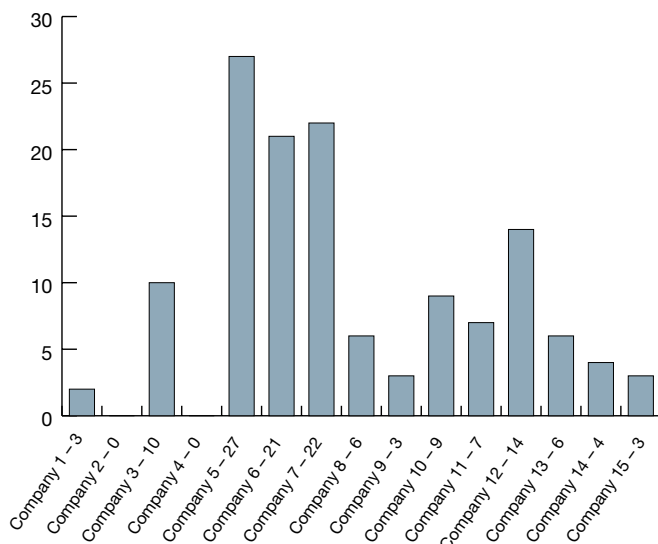
2.2.7 Number of Drivers



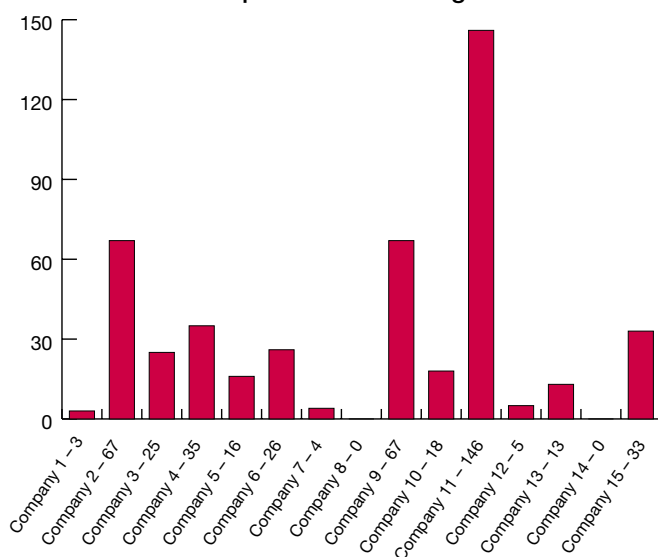
For the FTA companies, the percentage of drivers with a C+E licence ranged from 10% to 100% with an average of 52%. For the RHA companies, the percentage of drivers with a C+E licence ranged from 44% to 100% with an average of 92%. (By comparison in the General Driver Group 99% of drivers had a C+E licence.)

For the FTA companies the percentage of drivers who had left the company within the previous 12 months ranged from 0% to 27% with an average of 9%. For the RHA companies the percentage of drivers who had left the company within the previous 12 months ranged from 0% to 146% with an average of 27%. (The firm with 146% staff turnover employed 13 drivers and had lost 19 drivers in the preceding year.) As driver turnover is a major issue in the industry, and the variations between firms were so dramatic, we have included the graphs 2.2.8 and 2.2.9 to illustrate the individual figures for the 30 firms.

2.2.8 FTA Companies – Percentage Driver Turnover in 12 Months



2.2.9 RHA Companies – Percentage Driver Turnover in 12 Months



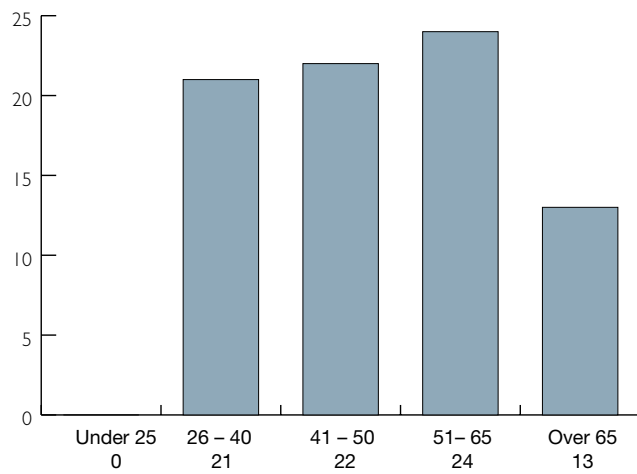
10 of the 15 FTA companies used agency drivers, compared to 5 of the 15 RHA companies. For the FTA companies the number of agency drivers in an average week as a percentage of the total drivers employed ranged from under 1% to 35% with an average of 7%. The range for the RHA companies was from less than 1% to 10% with an average of 4%.

2.3 Former Drivers

Of the 80 former drivers, 78 were male and 2 were female. 16 (20%) had Category C licences and 64 (80%) had C+E licences.

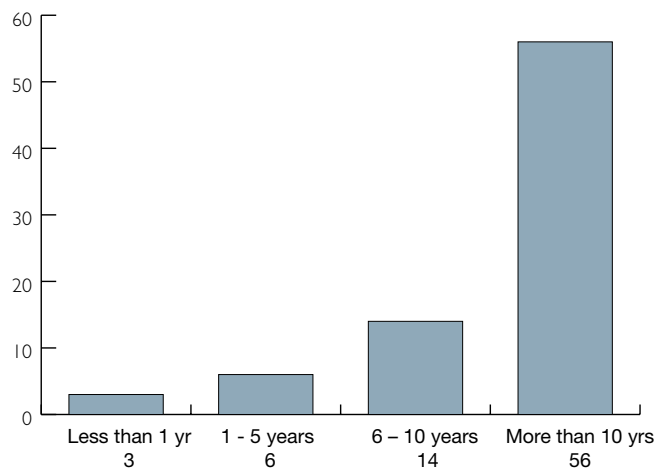
Graphs 2.3.1 – 2.3.3 illustrate other profile information on the former drivers. All graphs show the responses from the base of 80 interviewees.

2.3.1 Former Driver Age



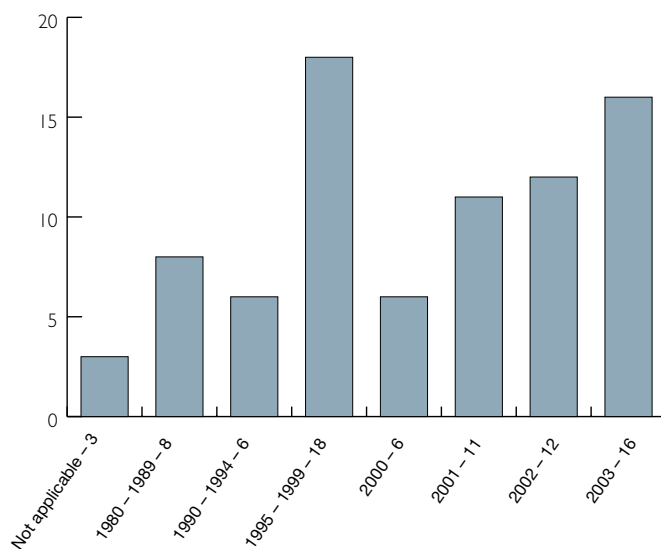
Thus 54% of the sample were aged under 50 when they ceased to work as drivers.

2.3.2 Length of Employment as Driver



The former drivers in the sample represent an experienced workforce.

2.3.3 Last Year in Which Worked as Driver



“Not applicable” covers those interviewees who had a C or C+E licence but had never intended to work as LGV drivers. These interviewees were two motor mechanics who had gained the licence so that they could test drive on the roads the vehicles which they were maintaining and one person who drove an LGV horsebox for leisure purposes only.

The graph shows significant numbers of interviewees who had recently ceased working as drivers, with 16 giving up in the first eight months of 2003. This is a worrying trend when the data is analysed by former driver age, as shown in table 2.3.4.

Table 2.3.4 Number of Drivers Leaving 2001, 2002, 2003

Driver age ► Year	25 - 40	41 - 50	51 - 65	Over 65
2001	5	3	1	2
2002	4	2	3	3
2003	8	3	3	2
Total	17	8	7	7

The 17 drivers aged 25-40 who left in the last three years represent 81% of the former drivers in this age group. At the point of ceasing employment as a driver, these interviewees had an average of 9.3 years driving experience.

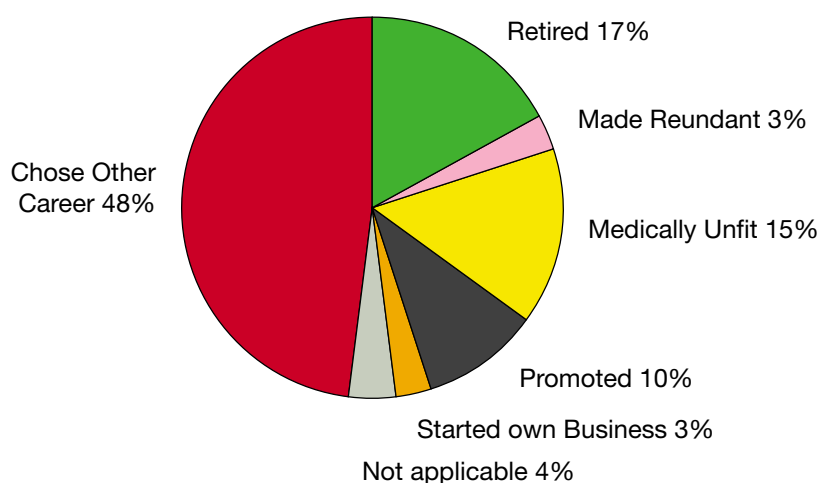
Some of the ex-drivers had given up for “normal” reasons. A total of 38 drivers had ceased working as a driver for the following reasons:

- they had reached retiral age (14)
- they had been made redundant (2)
- a medical condition prevented their continuing as a driver (12),
- they has taken up a promoted post in a road haulage business (8)
- they had started their own road haulage business (2).

Also as stated above, 3 licence holders had not had any intention of working as a professional LGV driver.

However, this left 39 interviewees (almost half of the sample) who had chosen to leave a driving job to take up another career.

2.3.5 Reasons for Stopping Driving



3. Positive and Negative Features of the Job

3.1. Current Drivers – Positive features of the Job

The drivers were presented with a list of possible positive features and asked to score these as 1, 2 or 3 meaning:

1 = of little importance 2 = important 3 = extremely important.

The responses have been converted into an overall importance score for each feature, using the formula:

$$\text{Overall importance score} = [(n1 \times 1) + (n2 \times 2) + (n3 \times 3)] \div 3$$

Where n1 = the number of drivers giving an importance of 1, n2 = the number of drivers giving an importance of 2 and n3 = the number of drivers giving an importance of 3. Thus if all 100 drivers had rated a factor as 3 (very important), the importance score for that factor would be 100.

Table 3.1.1 summarises the results for the complete sample of 100 drivers. The breakdown of the scores for the three driver groups - General, RHA and FTA - is shown in Annexe B.

Table 3.1.1

Positive factors in job	Importance = 1	Importance = 2	Importance = 3	Overall importance score
Rates of pay above industry average	2	6	92	97
Comfortable cabs	4	14	82	93
Good job security	4	16	80	92
Modern vehicles to drive	5	15	80	92
Good annual holiday allowance	4	23	73	90
Lots of overtime	10	16	74	88
Company pension scheme	16	22	62	82
Being your own boss	9	53	38	76
Variety of the job	8	52	39	76
Efficient and pleasant traffic operations staff	12	70	18	69
Flexible working hours	14	72	14	67
Good internal company communications	15	70	15	67
Working alone	35	42	23	63
Working for a company with a good reputation	49	33	17	55
Weekend working	50	32	17	55
Spending nights away from home	46	54	0	51
Working early starts or late finishes	51	48	1	50
Regularly driving outside the UK	56	32	10	50
Good opportunities for training/up-skilling	70	17	13	48
Multi-drop work	56	43	0	47
Working to tight time schedules	73	26	1	43
Company "perks"	79	18	3	41
Manual operations involved in job	81	16	3	41
Good promotion prospects	84	12	4	40

Using this scoring system, only features scoring 67 or higher can be considered as having been regarded as significant by the drivers in this sample. (67 equates to all the drivers having rated the feature as "important"). Scores of 80 or above indicate that the sample drivers considered the feature to be highly significant.

The drivers were then asked to select the top three positive features from this list, ie those three features which they considered to be of most importance in retaining them as drivers. Table 3.1.2 summarises the results for the total group of 100 drivers. The breakdown into the three groups is shown in Annexe B.

The maximum achievable score is 100 for a factor chosen by all the drivers as one of their “top 3”. Note that in this table we have amalgamated “modern vehicles to drive” and “comfortable cabs” as so many of the drivers told the interviewer that a comfortable cab was an automatic consequence of a modern vehicle.

Table 3.1.2

Top 3 Positive Features	Total
Rates of pay above industry average	95
Lots of overtime	71
Modern vehicles to drive/comfortable cabs	52
Good job security	24
Company pension scheme	17
Good annual holiday allowance	15
Efficient and pleasant traffic operations staff	7
Weekend working	2
Good internal company communications	2
Variety of the job	2
Working for a company with a good reputation	2
Working alone	1
Flexible working hours	1
Company “perks” eg subsidised sports facilities, health insurance	1
Good opportunities for training/up-skilling	1
“Being your own boss” ie no-one looking over your shoulder	1
Regularly driving outside the UK	1
Working to tight time schedules	0
Working early starts or late finishes	0
Spending nights away from home	0
Multi-drop work	0
Good promotion prospects	0
Manual operations involved in job eg. roping and sheeting	0

The top features in table 3.1.1, all scoring 80 or more, also head table 3.1.2.

3.2 Current Drivers – Negative Features of Job

The exercise was repeated with a list of potentially negative features of the job of driver and again the drivers were asked to score these in terms of importance to themselves. The results are summarised in table 3.2.1 and the detail for the three groups is in Annexe B.

Table 3.2.1

Negative factors in job	Importance = 1	Importance = 2	Importance = 3	Overall importance score
Rates of pay around industry minimum	3	10	87	95
Uncomfortable cabs	6	9	84	92
Poor job security	6	16	78	91
Older vehicles to drive	11	12	78	90
Tight medical standards may mean loss of career as driver	5	24	71	89
Lack of truck stops	11	15	74	88
Inadequate facilities at truck stops	10	21	69	86
Lack of company pension scheme	8	28	64	85
Minimal annual holiday allowance	8	29	62	84
Increasing legislation plus stricter enforcement	12	31	57	82
Road congestion	12	62	26	71
Poor internal company communications	14	69	17	68
Working to tight time schedules	17	66	17	67
Inflexible working hours	16	72	12	65
Long working week	18	68	14	65
Demanding customers	17	72	11	65
Difficulties in dealing with traffic operations staff	16	75	9	64
Weekend working	36	56	8	57
Working for a company which has not got a particularly good reputation	46	38	16	57
Working early starts or late finishes	44	48	7	54
Spending nights away from home	45	47	8	54
Job has higher than average injury rates	61	17	22	54
Compulsory overtime	52	37	11	53
Health risks associated with job	62	18	20	53
Multi-drop work	53	42	5	51
Regularly driving outside the UK	62	27	10	49
Indifferent public perception of drivers (not seen as professionals)	65	23	11	48
Working alone	63	31	6	48
Monotony of the job	66	25	9	48
Manual operations involved in job	59	36	3	47
Lack of company “perks”	79	10	11	44
Poor opportunities for training/up-skilling	78	13	9	44
The responsibility of “Being your own boss”	77	16	7	43
Poor promotion prospects	73	12	5	37

Again the drivers were asked to select their “top 3” negative features and table 3.2.2 shows the results.

Table 3.2.2

Top 3 Negative Features	Total
Rates of pay around industry minimum	84
Older vehicles to drive/uncomfortable cabs	49
Lack of company pension scheme	32
Poor job security	28
Tight medical standards may mean loss of career as driver	17
Minimal annual holiday allowance	13
Lack of truck stops	13
Increasing legislation plus stricter enforcement	12
Road congestion	6
Long working week	4
Inadequate facilities at truck stops	4
Health risks associated with job	4
Compulsory overtime	3
Working to tight time schedules	3
Lack of company “perks” eg subsidised sports facilities, health insurance	3
Job has higher than average injury rates	3
Indifferent public perception of drivers (not seen as professionals)	2
Poor internal company communications	2
Working for a company which has not got a particularly good reputation	2
Weekend working	1
Working alone	1
Working early starts or late finishes	1
Inflexible working hours	1
Monotony of the job	1
Poor promotion prospects	1
Spending nights away from home	0
Demanding customers	0
Poor opportunities for training/up-skilling	0
Multi-drop work	0
The responsibility of “Being your own boss” - no-one to help you	0
Regularly driving outside the UK	0
Manual operations involved in job eg. roping and sheeting	0
Difficulties in dealing with traffic operations staff	0

There are 9 negative features in table 3.2.1 scoring 80 or more, and 8 of these head up table 3.2.2.

3.3 Comparison of Current Drivers' and Managers' Views

Where the interviews were carried out in companies by FTA and RHA staff, the managers or HR staff were asked to carry out the same scoring exercise, giving the scores which they thought would represent the views of the company's driver workforce. The detail of their replies is found in Annexe B (tables A2.3.1 to A2.4.2).

It would be unwise to draw any hard and fast conclusions from these figures because of the small size of the sample. Nevertheless one or two trends are suggested.

Firstly, overall the responses of the managers are broadly in line with those of the drivers. This would suggest that the managers interviewed are aware of the features which would attract drivers into the job and/or retain drivers with the company, even if the company does not at present have all of these in place. There was a higher degree of agreement between the responses of FTA managers and drivers than between RHA managers and drivers. In particular, the RHA drivers placed more importance than the RHA managers on:

- Road congestion
- Inadequate facilities at truck stops
- Injury rates for the job
- Health risks of the job.

There was also a high level of agreement between the FTA and RHA responses. The only area where there was a significant divergence were:

FTA respondents placed more importance than RHA respondents on:

- company pension schemes
- working for a company with a good reputation.

RHA respondents placed more emphasis than FTA respondents on:

- plenty of overtime
- modern vehicles/comfortable cabs.

3.4. Comments from 4most plus Consultant on Current Drivers

The 4most plus consultant who interviewed the 70 drivers reported the following impressions from her conversations with the interviewees.

- The sample drivers were very money oriented. This is reflected in the emphasis on pay rates and amount of overtime. They want hard cash, not company perks.
- The older drivers place more emphasis on company pensions than the younger ones.
- The interviewees are very focussed on their job as a driver. This is the role they wish to undertake and they have little interest in promotion, or skills development.
- Legislation is viewed as a necessary evil, from which they are to some extent protected by company management. Several drivers made comments along the lines that they "felt sorry for the bosses" who had to interpret and implement ever more complex new regulations.
- The drivers have a pride in the job they do but are not interested in how others view this job. So working for a company with a good reputation and being viewed as a professional by the general public are generally seen as irrelevant.

3.5. Comments from FTA/RHA Managers

At the end of the interview the managers were invited to make any further comments they wished regarding driver retention. Several managers simply reiterated the importance of some of the features which they had already chosen in the earlier part of the questionnaire. These comments are not reproduced here. Below, as far as possible in the managers' own words, we list additional comments.

- The Working Time Directive is going to have a devastating effect on the industry – we will struggle to pay drivers the money they will demand for reduced productivity. A loss of earnings would have a big effect on driver retention. (Similar points were made by 9 managers).
- Family values help. Many of our drivers are sons of existing or previous drivers. (Similar points were made by 2 managers).
- Although we pay above the agreed rate, we are losing drivers to firms who pay less per hour but offer “limitless” illegal overtime. Stricter policing of cowboy operators is required. (Similar points were made by 2 managers).
- Drivers should be seen as ambassadors and treated as such by the company / If drivers are treated by the company as if they matter and as valuable employees, they are more likely to stay. (Similar points were made by 2 managers).
- We have found that we have to train drivers up from vans to 7.5 tonners and then up the ranks. We can then keep drivers for a longer period of time.
- It has been our experience that any drivers leaving us were not leaving the industry. They left for a better-paid job, eg [a national supermarket company] or tanker work. On quite a few occasions these drivers have come back to us looking for a restart.
- There is too much red tape, rate cutting, clearance houses with no vehicles. [Logistics companies] get no help from Government, unlike farmers who get grants to buy tractors, storage sheds – and no rates. There is no help to train young drivers – the transport industry is in trouble!
- Due to surplus of jobs and limited number of drivers, we are finding that some will not tolerate discipline and simply leave.
- We lose drivers to other industries rather than other haulage companies in most cases.
- When implementing legislation, make it clear that it is for driver safety.
- Performance related pay for drivers [aids retention].
- On-going driver training and good communications are very important. Individual assessments of drivers to ascertain needs and requirements.
- We are involved in training programmes with [a local] Community Training scheme and the Job Centre in recruiting personnel for development into qualified drivers.

3.6 Former Drivers - Reasons for Ceasing to Work as LGV Driver

The interviewees were asked for the main reasons why they had ceased to work as an LGV driver. They were permitted to state up to three reasons. The results for the complete sample of 80 former drivers are shown in Table 3.6.1 below. The reasons highlighted in red are ones which were included in the top 10 negative features about the job of driving, as perceived by the working drivers in the earlier research. The figures in brackets after these reasons indicate the importance ranking, from 1 to 10, given to these reasons by those working drivers.

Table 3.6.1 Reasons for Ceasing Employment as LGV Driver

Reason	Number of Responses
Low rate of basic hourly pay (1)	22
Increasing legislation plus stricter enforcement (10)	15
Reached retirement age	14
Road congestion	14
Stringent medical requirements of job (7)	12
Long working week	12
General stress of job	9
Promotion within road haulage industry	8
Demanding customers	6
Spending nights away from home	5
Working to tight time schedules	5
Inflexible working hours	4
Weekend working	4
Working early starts or late finishes	4
Inadequate facilities at truck stops (9)	3
Lack of public respect for job of driver	3
Lack of truck stops (8)	3
Made redundant	2
Started own road haulage business	2
Treated badly by company	2
Difficulties in dealing with traffic operations staff	1
Roping & sheeting	1
Uncomfortable cabs/older vehicles (2)	1
Worried about health risks associated with job	1

Four of the top 10 negative features identified by the working drivers were not cited by a single former driver as his or her reason for leaving the job.

These were:

- Poor job security (3rd most important)
- Minimal annual holiday allowance (4th most important)
- Lack of overtime (5th most important)
- Lack of company pension scheme (6th most important)

We undertook an analysis of the results to make comparisons of the responses from different groups of interviewees. For instance, it is possible to compare the answers of those former drivers with C licences against those with C+E licences. We have performed various data runs and the only trend which appears significant relates to the issue of low rates of pay. The low rate of basic hours pay was given as a main reason for ceasing driving by:

22% of the complete sample of 80 drivers;

33% of those interviewees who had left the job since 2001

43% of those in the sample aged under 40.

Interviewees in the under 40 age bracket were also more likely to link poor basic pay with long and anti-social hours and to state that they had not been prepared to accept these working conditions. This point was made particularly strongly by those interviewees with children who felt that the job was difficult to combine with modern family lifestyles. Thus the pay and conditions issues are particularly significant for exactly those drivers (the younger drivers able to opt for another career choice) whom the industry must attempt to retain in order to ensure its future workforce.

3.7 Additional Comments from Former Drivers

The consultants did not wish to delay unnecessarily the interviewees who were kindly giving of their time as they entered the Truckfest event. Therefore, once the interviewees had stated their reasons for leaving their driving job, no formal attempt was made to ask them for further comments. However, where interviewees did volunteer additional opinions, the consultants recorded these. Below, as far as possible in the former drivers' own words, we list these additional comments.

PAY AND CONDITIONS

- Although there might be other negative features in the job (all jobs have down sides after all), it is the low pay and the need to work ridiculous hours to make a reasonable amount of money which makes drivers give up.
- I was motivated to start my own [non-haulage] business because of the poor pay when driving.
- I had my own owner/driver business but gave up because I couldn't make enough money.
- You get much better pay and conditions as a mechanic.
- Drivers have to work a ludicrous amount of hours to make a decent wage. I was away six days at a time. My wife is pleased I have changed jobs.
- Being a driver is incompatible with family life. I wanted to spend time with my children.
- Bus driving has better pay and hours which are better suited for a father.
- My wife's job was better paid than mine. So after she had the baby, she carried on working and I gave up driving to look after our daughter. I don't think I will go back because of the pay and hours, although I did like the driving itself.
- I just gave up a couple of months ago. We have a young baby and I wanted to see her grow up.
- The pay is dreadful. You can't support a family on it. That's the ONLY reason I gave up.
- (From a person who had given up driving but is about to return to the job with another company). The first company treated its drivers very badly. The company I am going to work for offers better pay and no anti-social hours so I can fit my job into our family life.
- RHDTC, RHA and FTA are in league with the employers to keep wages down.

STRESS

- There is a lot of stress in dealing with other drivers. There are too many idiots on the road. (2 similar comments)
- Driving is a very stressful job. I wanted something with less hassle.
- Far too much is expected of drivers nowadays. It's a really pressured job.
- I got really frustrated by the effect of congestion on my ability to keep to the delivery timetable. All this leads to incredible stress on drivers.

LEGISLATION AND REGULATIONS

- Police and traffic commissioners are a source of constant hassle.
- The job is just getting worse and worse with more and more fiddly regulations.
- The firm that I worked for wasn't very law abiding. They encouraged drivers to flout regulations and I wasn't prepared to do that. I decided to get out of the industry completely because that sort of thing is widespread.

COMPANY ATTITUDES

- I was just completely fed up. Drivers were treated like sh*t by the company. I got a job as a car mechanic in a garage where the bosses treat you as a valuable member of staff.
- The job is getting worse and worse. The bosses don't care about drivers. The company isn't interested in what you have to put up with on the road.

COMPULSORY EARLY RETIREMENT

- The company policy was to retire drivers at age 60. I was MADE to give up; I didn't want to. I have kept up my licence and still do the odd bit of driving to help out a friend with a small haulage business.
- My retirement at 60 was not voluntary. I had no medical problems and would have kept going until I was 65 but the company made me go.

PUBLIC PERCEPTIONS

- The general public have a poor perception of the job. They think all drivers are "numpties".

OTHER

- Driving in bad weather is becoming more difficult as snow clearing, gritting etc are not as good as they used to be.
- (From a retired driver). I thought the job was great and I still keep my licence up to date "in case".

Where a former driver volunteered information as to the job he or she currently held (if below retirement age), this was also recorded. These jobs were:

- Car mechanic (4 responses)
- Building site manager
- Bus driver
- CITB instructor
- Crane operator
- "Househusband"
- Joiner
- Landscape gardener
- Medical receptionist
- Mobile tyre fitter
- Social worker

4. Conclusions

4.1. Findings from the Research with the Current Drivers and Their Managers

The top negative features, as chosen by the drivers, are frequently the reverse of the top positive features, as illustrated in Table 4.1.1. The managers' views were in broad agreement with those of the drivers.

Table 4.1.1

Top Rated Positive Features	Top Rated Negative Features
Rates of pay above industry average	Rates of pay around industry minimum
Modern vehicles to drive /Comfortable cabs	Older vehicles to drive /Uncomfortable cabs
Good job security	Poor job security
Good annual holiday allowance	Minimal annual holiday allowance
Lots of overtime	N/A "Little overtime" was not listed as a potential negative feature.
Company pension scheme	Lack of company pension scheme
	Tight medical standards may mean loss of career as driver
	Lack of truck stops
	Inadequate facilities at truck stops
	Increasing legislation plus stricter enforcement

It should be noted that all of the 6 most highly rated positive features were ones which could be directly affected by company policy eg the company decides what rate of pay to offer its drivers. In the most highly rated negative features 4 of the 9 are features outwith the company's control, namely:

- Tight medical standards may mean loss of career as driver
- Lack of truck stops
- Inadequate facilities at truck stops
- Increasing legislation plus stricter enforcement.

These four features derive from social attitudes, local and national government and EU policies. Although RHDTTC, RHA and FTA attempt to influence these for the benefit of the industry, no individual company can unilaterally change them.

The research has established a clear consensus on the part of current LGV drivers regarding the main positive and negative features of their job. The Scottish Road Haulage Modernisation Fund Working Group can therefore be confident in publicising these findings to the industry.

4.2 Staff Turnover Rates

The 30 companies in the sample for the present research exhibited staff turnover rate for the past 12 months which ranged from 0% to 146%.

The research did not aim to investigate staff turnover rates within the companies included in the research. However, we have undertaken an analysis of the turnover rates against the profile characteristics of the companies – type of activity, size, location etc - and no discernable correlation was found. For instance, the company with 146% turnover has exactly the same characteristics as another company whose turnover is 0%.

We have examined the returns from managers and drivers in the companies which exhibited the highest driver turnover rates and those with zero driver turnover. There were no significant differences in the responses regarding positive and negative features between the two groups. However, two points must be borne in mind here:

1. This is a small sample – 4 companies with zero turnover and 3 companies with turnover of over 50%.
2. Both the managers and the drivers were asked about the importance of the positive and negative features, not about the existence of these features currently for drivers in that company.

Recommendation

The degree to which the positive and negative features are present in any company and their potential correlation to driver turnover rates would be a subject for more complex research.

We recommend that the Scottish Road Haulage Modernisation Fund Working Group consider ways in which this might be investigated further.

4.3 Findings from the Research with Former Drivers

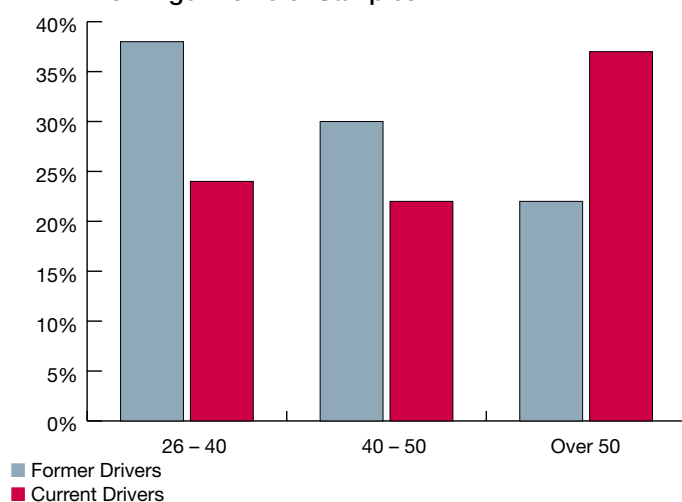
The reasons cited by former drivers as to why they left the job differ significantly from the views of the working drivers on the most negative features of driving.

Table 4.3.1 Comparison of Views of Former and Working Drivers

Former drivers Reason(s) for choosing to leave job	Working drivers Most negative features of job
1 Low rate of basic hourly pay (56%)	1 Rates of pay around industry minimum
2 Increasing legislation plus stricter enforcement(38%)	2 Older vehicles to drive /Uncomfortable cabs
3 Road congestion (36%)	3 Poor job security
4 Long working week (31%)	4 Minimal annual holiday allowance
5 General stress of job (23%)	5 Lack of overtime
6 Demanding customers (15%)	6 Lack of company pension scheme
7 Spending nights away from home (13%)	7 Tight medical standards related to job
8 Working to tight time schedules (13%)	8 Lack of truck stops
9 Inflexible working hours (10%)	9 Inadequate facilities at truck stops
10 Weekend working (10%)	10 Increasing legislation plus stricter enforcement

One explanation for this may lie in the different age profiles of the samples. As can be seen in chart 4.3.2, the sample for the working drivers shows a majority of interviewees in the older age groups, whereas for the drivers who had chosen to give up driving the reverse is true.

4.3.2 Age Profile of Samples



Employers would therefore be well advised to bear both lists in mind and must realise that measures which may encourage older drivers to remain in the job (eg pension arrangements) may not appear as important to younger employees and vice versa. For younger drivers an important theme was the need to earn sufficient money to support a family and for firms to offer terms and conditions which are compatible with family life, especially where the driver is a parent.

The consultants noted that while the (older) working drivers frequently commented adversely on the introduction of the Working Time Directive which will reduce their average working week, the (younger) former drivers saw this reduction in hours as a long overdue step in the right direction.

The stress of the job was a much stronger theme with the former drivers than with the working drivers. Not only did the former drivers frequently mention the general stress involved, but they also homed in on other stress related features such as road congestion, demanding customers, tight time schedules and increased legislation. The consultant's subjective impression was that the working drivers appeared not to find their jobs particularly stressful. This may be because those who do find the job stressful simply change career.

4.4 Key Messages for Employers

The former drivers who were interviewed for this research are a particularly suitable sample – they are people who, although they are no longer driving, are still sufficiently interested in LGVs and the road haulage industry to have attended Truckfest. This means that the views of the 39 former drivers who had left the industry are particularly important. We can assume that, if the reason(s) why they had given up employment as drivers had not existed, these persons would still be employed in a driving role.

It is not cost effective for the road freight logistics industry if wage levels, terms and conditions of work and other job-related factors are such that many trained drivers choose to give up the job at an early stage in their working life.

Given the present age profile of LGV drivers (the average driver age in Scotland is currently 45), it is vital to retain as many younger drivers as possible. Yet younger LGV drivers appear more likely to leave the industry than drivers in the older age groups. Younger drivers have higher expectations of wages, terms and conditions of employment and seem more likely than older drivers to change career if these expectations are not met.

To retain drivers aged under 40, employers must offer reasonable wage levels and flexible, family-friendly conditions of employment.

In this respect it is interesting that one of the UK's biggest hauliers has recently carried out research as to why drivers prefer to work for agencies, rather than being permanently employed by a logistics company. The agency drivers in this survey cited better pay and flexible work patterns with agencies as their main reasons for preferring agency work. As a consequence this haulage company has advertised for drivers, offering £24,000 for a 48-hour week plus the promise of varied shift patterns, part-time or casual work. This has resulted in around 500 applications for drivers' posts.

The stress and pressures associated with the job are a major reason why drivers leave. Some of the stress may be intrinsic to the job; other stressful aspects may be, to some extent, within employers' control. It should be noted that recent legislation places greater responsibility upon employers to monitor employees' stress levels and to address any concerns.

Employers should take measures to minimise stress for drivers eg by streamlining paperwork, treating employees fairly, providing adequate training, devising realistic delivery timescales etc.

Another issue is that of compulsory retirement. Two of our sample had been forced to retire at age 60, as this was company policy. Both of these former drivers were clear that there was no medical reason why they could not have continued to drive and both would have wished to remain in employment until 65.

Employers should ensure that they operate a flexible policy on retirement ages.

4.5 Skills Development Messages

The responses from the former drivers indicate some training priorities which would aid driver retention. These include:

FOR DRIVERS

- Stress management
- Updating on legislative requirements
- Customer care

FOR TRAFFIC OPERATIONS STAFF AND MANAGERS

- People management skills
- Effective communication
- HR practices related to flexible working patterns

Annexe A Questionnaire Prompts

Driver Questionnaire

Start off with a brief and reassuring explanation of the project. Explain that we are looking for drivers' views about the positive and negative features of being an LGV driver. The purpose of our research is to help us advise companies on the best ways to retain their drivers and reduce staff turnover.

Reassure them that

- we are trying to get an overall picture
- we are in no way carrying out any assessment of them personally
- the company won't be told anything they say
- the whole thing will be anonymous (we won't even record their name on our form)
- it will only take a few of minutes of their time

Company Name _____

Q1 PROFILE INFORMATION		✓ as appropriate)
1.1 Gender	Male	
	Female	
1.2 Full/part-time	Full-time	
	Part-time	
1.3 Age	Under 25	
	26-40	
	41 - 50	
	Over 50	
1.4 How long employed in haulage industry (including with present company)	Less than 1 year	
	1 – 5 years	
	6 – 10 years	
	Over 10 years	
1.5 How long employed with Present company	Less than 1 year	
	1 – 5 years	
	6 – 10 years	
	Over 10 years	
1.6 Licence category	C	
	C + E	
1.7 Typical driving activity	Local (ie part of Scotland)	
	Scotland	
	UK + Eire	
	Europe	

“We are going to ask you to work through two lists with us. The first one is a list of things which some people have suggested positively encourage drivers to stay in the industry. The second list gives things which may encourage drivers to leave the industry. We want your opinion as to how important each of these factors is.”

Explain that what is positive for one person may be negative or unimportant to another.

Table A

For each of the following factors associated with the job indicate 1, 2 or 3 meaning:

- 1 – of little importance
- 2 – important
- 3 – extremely important

Positive factors in job	Importance			
	1	2	3	top 3
Rates of pay above industry average				
Lots of overtime				
Company pension scheme				
Good annual holiday allowance				
Weekend working				
Working to tight time schedules				
Working alone				
Modern vehicles to drive				
Comfortable cabs				
Working early starts or late finishes				
Spending nights away from home				
Flexible working hours				
Company “perks” eg subsidised sports facilities, health insurance				
Good internal company communications				
Good opportunities for training/up-skilling				
Multi-drop work				
“Being your own boss” ie no-one looking over your shoulder				
Variety of the job				
Working for a company with a good reputation				
Good promotion prospects				
Good job security				
Regularly driving outside the UK				
Manual operations involved in job eg. roping and sheeting				
Efficient and pleasant traffic operations staff				

Now please choose your ‘top three’ most important positive factors.

Table B

For each of the following factors associated with the job indicate 1, 2 or 3 meaning:

- 1 – of little importance
- 2 – important
- 3 – extremely important

Negative factors in job	Importance			
	1	2	3	top 3
Rates of pay around industry minimum				
Compulsory overtime				
Indifferent public perception of drivers (not seen as professionals)				
Company pension scheme				
Minimal annual holiday allowance				
Weekend working				
Road congestion				
Working to tight time schedules				
Working alone				
Older vehicles to drive				
Uncomfortable cabs				
Working early starts or late finishes				
Spending nights away from home				
Inflexible working hours				
Long working week				
Lack of company “perks” eg subsidised sports facilities, health insurance				
Demanding customers				
Lack of truck stops				
Inadequate facilities at truck stops				
Poor internal company communications				
Poor opportunities for training/up-skilling				
Multi-drop work				
The responsibility of “Being your own boss” - no-one to help you				
Monotony of the job				
Working for a company which has not got a particularly good reputation				
Poor promotion prospects				
Poor job security				
Job has higher than average injury rates				
Regularly driving outside the UK				
Manual operations involved in job eg. roping and sheeting				
Difficulties in dealing with traffic operations staff				
Increasing legislation plus stricter enforcement				
Tight medical standards may mean loss of career as driver				
Health risks associated with job				

Now please choose your ‘top three’ most important negative factors.

Thank them for their time and effort.

Manager Questionnaire

Company Details

Name

Address

Phone Number

Web-site

Key Contact Details

Name

Job Title

Telephone (if different from above)

E-mail:

COMPANY PROFILE INFORMATION

✓ as appropriate)

Company activities

Own account haulage

Hire & reward haulage

Removals & storage

Storage & warehousing

Other

Geographical coverage

Local (ie part of Scotland)

Scotland

UK

Europe

Employer Association

BAR

Membership

FTA

RHA

Number of depots

1

2 - 10

Over 10

Number of vehicles (LGVs)

1 - 10

11 - 50

51 - 250

Over 250

Number of employees

1 - 10

(all sorts of employees)

11 - 50

51 - 250

Over 250

How many LGV drivers does the firm employ?

How many of these have a C licence?

And how many a C+E licence?

How many drivers have left the company in the last 12 months?

Do you use agency drivers?

Yes

No

If YES, please estimate how many agency drivers you would use in an average week

“We are going to ask you to work through two lists with us. The first one is a list of things which some people have suggested positively encourage drivers to stay in the industry. The second list gives things which may encourage drivers to leave the industry. We want your opinion as to how important each of these factors is.”

Explain that what is positive for one driver may be negative or unimportant to another.

Table A

For each of the following factors associated with the job indicate 1, 2 or 3 meaning:

- 1 – of little importance
- 2 – important
- 3 – extremely important

Positive factors in job	Importance			
	1	2	3	top 3
Rates of pay above industry average				
Lots of overtime				
Company pension scheme				
Good annual holiday allowance				
Weekend working				
Working to tight time schedules				
Working alone				
Modern vehicles to drive				
Comfortable cabs				
Working early starts or late finishes				
Spending nights away from home				
Flexible working hours				
Company “perks” eg subsidised sports facilities, health insurance				
Good internal company communications				
Good opportunities for training/up-skilling				
Multi-drop work				
“Being your own boss” ie no-one looking over your shoulder				
Variety of the job				
Working for a company with a good reputation				
Good promotion prospects				
Good job security				
Regularly driving outside the UK				
Manual operations involved in job eg. roping and sheeting				
Efficient and pleasant traffic operations staff				

Now please choose the ‘top three’ factors which you think would be most important positive factors in encouraging drivers to remain working as a driver.

Table B

For each of the following factors associated with the job indicate 1, 2 or 3 meaning:

- 1 – of little importance
- 2 – important
- 3 – extremely important

Negative factors in job	Importance			
	1	2	3	top 3
Rates of pay around industry minimum				
Compulsory overtime				
Indifferent public perception of drivers (not seen as professionals)				
Company pension scheme				
Minimal annual holiday allowance				
Weekend working				
Road congestion				
Working to tight time schedules				
Working alone				
Older vehicles to drive				
Uncomfortable cabs				
Working early starts or late finishes				
Spending nights away from home				
Inflexible working hours				
Long working week				
Lack of company “perks” eg subsidised sports facilities, health insurance				
Demanding customers				
Lack of truck stops				
Inadequate facilities at truck stops				
Poor internal company communications				
Poor opportunities for training/up-skilling				
Multi-drop work				
The responsibility of “Being your own boss” - no-one to help you				
Monotony of the job				
Working for a company which has not got a particularly good reputation				
Poor promotion prospects				
Poor job security				
Job has higher than average injury rates				
Regularly driving outside the UK				
Manual operations involved in job eg. roping and sheeting				
Difficulties in dealing with traffic operations staff				
Increasing legislation plus stricter enforcement				
Tight medical standards may mean loss of career as driver				
Health risks associated with job				

Now please choose the ‘top three’ factors which you think would be most important negative factors which would be likely to discourage drivers from remaining working as a driver.

And finally – any other comments about driver retention?

Is the company interested in getting information on any other Scottish RHMf initiatives?

Young driver scheme

Modern management programme

Fuel economy (economic and defensive driver training)

Simulator

RHDTC modern apprenticeships

Thank them for their time and effort.

Former Driver Questionnaire

Gender

Male

Female

Age

Under 25

26-40

41-50

51-65

Over 65

Licence category

C (Class2)

C + E (Class 1)

Length of employment as driver

< 1 year

1 – 5 years

6-10 years

> 10 years

When did you last work as a driver?

Write year in box

Why did you give up working as a driver? (They can give up to three reasons. Tick boxes below or write in boxes 1,2 3)

Reached retirement age	
Low rate of basic hourly pay	
Uncomfortable cabs/older vehicles	
Poor job security	
Had to give up because I failed medical/or other medical reason	
Lack of truck stops	
Inadequate facilities at truck stops	
Lack of company pension scheme	
Minimal annual holiday allowance	
Increasing legislation affecting drivers plus stricter enforcement	
Road congestion	
Poor internal company communications	
Working to tight time schedules	
Inflexible working hours	
Long working week	
Demanding customers	
Difficulties in dealing with traffic operations staff	
Weekend working	
Working early starts or late finishes	
Spending nights away from home	
Worried because job has higher than average injury rates	
Compulsory overtime	
Worried about health risks associated with job	

Reasons

1

2

3

Annexe B Detailed Statistical Data

DRIVERS

The data for Group 1 (general drivers) is in **RED**, for Group 2 (FTA drivers) is in **GREEN**, for Group 3 (RHA drivers) is in **BLUE** and the **BLACK** figures represent the totals of all three groups.

Table A2.1.1

Positive factors in job	Importance											
	1				2				3			
	Gen	FTA	RHA	Tot	Gen	FTA	RHA	Tot	Gen	FTA	RHA	Tot
Rates of pay above industry average	0	1	1	2	1	3	2	6	69	11	12	92
Lots of overtime	0	8	2	10	1	7	8	16	69	0	5	74
Company pension scheme	5	5	6	16	11	5	6	22	54	5	3	62
Good annual holiday allowance	1	2	1	1	11	4	8	23	58	9	6	73
Weekend working	32	9	9	50	22	6	4	32	16	0	1	17
Working to tight time schedules	58	8	7	73	12	7	7	26	0	0	1	1
Working alone	20	10	5	35	34	4	4	42	16	1	6	23
Modern vehicles to drive	1	2	2	5	2	9	4	15	67	4	9	80
Comfortable cabs	1	1	2	4	3	7	4	14	66	7	9	82
Working early starts or late finishes	36	10	5	51	34	5	9	48	0	0	1	1
Spending nights away from home	29	13	4	46	41	2	11	54	0	0	0	0
Flexible working hours	7	3	4	14	53	10	9	72	10	2	2	14
Company "perks" eg subsidised sports facilities, health insurance	68	4	7	79	1	9	8	18	1	2	0	3
Good internal company communications	12	2	1	15	58	6	6	70	0	7	8	15
Good opportunities for training/up-skilling	65	3	2	70	3	7	7	17	2	5	6	13
Multi-drop work	43	8	5	56	27	7	9	43	0	0	0	0
"Being your own boss" ie no-one looking over your shoulder	7	1	1	9	35	10	8	53	28	4	6	38
Variety of the job	6	2	0	8	37	8	7	52	27	4	8	39
Working for a company with a good reputation	45	2	2	49	24	7	2	33	1	6	10	17
Good promotion prospects	66	10	8	84	3	5	4	12	1	0	3	4
Good job security	2	1	1	4	11	2	3	16	57	12	11	80
Regularly driving outside the UK	33	13	10	56	30	0	2	32	7	1	2	10
Manual operations involved in job eg. roping and sheeting	65	9	7	81	5	5	6	16	0	1	2	3
Efficient and pleasant traffic operations staff	8	3	1	12	62	5	3	70	0	7	11	18

Table A2.1.2 Top 3 Positive Features

	General	FTA	RHA	Total
Rates of pay above industry average	70	13	12	95
Lots of overtime	68	0	3	71
Company pension scheme	10	5	2	17
Good annual holiday allowance	5	5	5	15
Weekend working	2	0	0	2
Working to tight time schedules	0	0	0	0
Working alone	0	0	1	1
Modern vehicles to drive/comfortable cabs	41	7	4	52
Working early starts or late finishes	0	0	0	0
Spending nights away from home	0	0	0	0
Flexible working hours	0	0	1	1
Company “perks” eg subsidised sports facilities, health insurance	0	1	0	1
Good internal company communications	0	1	1	2
Good opportunities for training/up-skilling	0	1	0	1
Multi-drop work	0	0	0	0
“Being your own boss” ie no-one looking over your shoulder	0	1	0	1
Variety of the job	0	1	1	2
Working for a company with a good reputation	0	1	1	2
Good promotion prospects	0	0	0	0
Good job security	13	6	5	24
Regularly driving outside the UK	1	0	0	1
Manual operations involved in job eg. roping and sheeting	0	0	0	0
Efficient and pleasant traffic operations staff	0	3	4	7

Table A2.2.1

Negative factors in job	Importance											
	1				2				3			
	Gen	FTA	RHA	Tot	Gen	FTA	RHA	Tot	Gen	FTA	RHA	Tot
Rates of pay around industry minimum	0	1	2	3	0	7	3	10	70	7	10	87
Compulsory overtime	43	5	4	52	26	4	7	37	1	6	4	11
Indifferent public perception of drivers (not seen as professionals)	59	2	4	65	9	9	5	23	1	4	6	11
Lack of company pension scheme	4	2	2	8	12	8	8	28	54	5	5	64
Minimal annual holiday allowance	5	2	1	8	17	6	6	29	48	7	7	62
Weekend working	26	6	4	36	43	7	6	56	1	2	5	8
Road congestion	5	4	3	12	58	2	2	62	7	9	10	26
Working to tight time schedules	10	5	2	17	54	6	6	66	6	4	7	17
Working alone	50	8	5	63	18	6	7	31	2	1	3	6
Older vehicles to drive	1	6	4	11	4	4	4	12	65	5	8	78
Uncomfortable cabs	1	3	2	6	4	2	3	9	65	10	9	84
Working early starts or late finishes	32	9	3	44	35	5	8	48	2	1	4	7
Spending nights away from home	33	7	5	45	37	4	6	47	0	4	4	8
Inflexible working hours	10	4	2	16	57	8	7	72	3	3	6	12
Long working week	12	4	2	18	57	4	7	68	1	7	6	14
Lack of company "perks" eg subsidised sports facilities, health insurance	68	6	5	79	2	3	5	10	0	6	5	11
Demanding customers	8	7	2	17	60	5	7	72	2	3	6	12
Lack of truck stops	2	6	3	11	9	3	3	15	59	6	9	74
Inadequate facilities at truck stops	2	4	4	10	12	8	1	21	56	3	10	69
Poor internal company communications	9	2	3	14	60	4	5	69	1	9	7	17
Poor opportunities for training/up-skilling	67	4	7	78	3	7	3	13	0	4	5	9
Multi-drop work	37	8	8	53	32	5	5	42	1	2	2	5
The responsibility of "Being your own boss" - no-one to help you	62	5	10	77	7	5	4	16	1	5	1	7
Monotony of the job	58	4	4	66	12	5	8	25	0	6	3	9
Working for a company which has not got a particularly good reputation	41	1	4	46	28	5	5	38	1	9	6	16
Poor promotion prospects	68	5	0	73	1	7	4	12	1	3	1	6
Poor job security	2	2	2	6	11	2	3	16	57	11	10	78
Job has higher than average injury rates	59	1	1	61	8	6	3	17	3	8	11	22
Regularly driving outside the UK	47	7	8	62	21	2	4	27	3	4	3	10
Manual operations involved in job eg. roping and sheeting	46	9	4	59	24	4	8	36	0	0	3	3
Difficulties in dealing with traffic operations staff	10	2	4	16	60	9	6	75	0	4	5	9
Increasing legislation plus stricter enforcement	5	5	2	12	27	4	0	31	38	6	13	57
Tight medical standards may mean loss of career as driver	2	2	1	5	12	5	7	24	56	8	7	71
Health risks associated with job	60	1	1	62	8	3	7	18	2	11	7	20

Table A2.2.2 Top 3 Negative Features

	General	FTA	RHA	Total
Rates of pay around industry minimum	68	8	8	84
Compulsory overtime	0	2	1	3
Indifferent public perception of drivers (not seen as professionals)	0	0	2	2
Lack of company pension scheme	28	4	0	32
Minimal annual holiday allowance	9	3	1	13
Weekend working	0	1	0	1
Road congestion	0	2	4	6
Working to tight time schedules	0	1	2	3
Working alone	1	0	0	1
Older vehicles to drive/uncomfortable cabs	46	2	1	49
Working early starts or late finishes	0	0	1	1
Spending nights away from home	0	0	0	0
Inflexible working hours	0	0	1	1
Long working week	0	1	3	4
Lack of company “perks” eg subsidised sports facilities, health insurance	0	2	1	3
Demanding customers	0	0	0	0
Lack of truck stops	9	1	3	13
Inadequate facilities at truck stops	1	1	2	4
Poor internal company communications	0	1	1	2
Poor opportunities for training/up-skilling	0	0	0	0
Multi-drop work	0	0	0	0
The responsibility of “Being your own boss” - no-one to help you	0	0	0	0
Monotony of the job	0	1	0	1
Working for a company which has not got a particularly good reputation	0	1	1	2
Poor promotion prospects	0	1	0	1
Poor job security	18	6	4	28
Job has higher than average injury rates	0	1	2	3
Regularly driving outside the UK	0	0	0	0
Manual operations involved in job eg. roping and sheeting	0	0	0	0
Difficulties in dealing with traffic operations staff	0	0	0	0
Increasing legislation plus stricter enforcement	7	3	2	12
Tight medical standards may mean loss of career as driver	16	0	1	17
Health risks associated with job	0	3	1	4

The following graphs compare the answers of the drivers (Dr) and managers (Man). The data for FTA companies is in GREEN, for RHA companies is in BLUE.

Table A2.3.1

Positive factors in job	Importance											
	1				2				3			
	FTA Man	FTA Dr	RHA Man	RHA Dr	FTA Man	FTA Dr	RHA Man	RHA Dr	FTA Man	FTA Dr	RHA Man	RHA Dr
Rates of pay above industry average	0	1	0	1	4	3	1	2	11	11	14	12
Lots of overtime	7	8	2	2	6	7	6	8	2	0	7	5
Company pension scheme	5	5	9	6	5	5	4	6	5	5	2	3
Good annual holiday allowance	2	2	2	1	9	4	8	8	4	9	5	6
Weekend working	12	9	9	9	2	6	6	4	1	0	0	1
Working to tight time schedules	13	8	12	7	0	7	3	7	2	0	0	1
Working alone	7	10	8	5	8	4	4	4	0	1	3	6
Modern vehicles to drive	2	2	0	2	8	9	4	4	5	4	11	9
Comfortable cabs	1	1	0	2	7	7	4	4	7	7	11	9
Working early starts or late finishes	10	10	11	5	5	5	2	9	0	0	2	1
Spending nights away from home	13	13	7	4	1	2	7	11	1	0	1	0
Flexible working hours	3	3	2	4	10	10	9	9	1	2	4	2
Company "perks" eg subsidised sports facilities, health insurance	12	4	12	7	2	9	3	8	1	2	0	0
Good internal company communications	1	2	4	1	9	6	4	6	5	7	7	8
Good opportunities for training/up-skilling	2	3	3	2	11	7	6	7	2	5	6	6
Multi-drop work	12	8	12	5	2	7	3	9	1	0	0	0
"Being your own boss" ie no-one looking over your shoulder	4	1	3	1	7	10	9	8	4	4	3	6
Variety of the job	0	2	1	0	14	8	8	7	1	4	6	8
Working for a company with a good reputation	1	2	1	2	10	7	3	2	4	6	11	10
Good promotion prospects	7	10	8	8	7	5	7	4	1	0	0	3
Good job security	0	1	0	1	2	2	2	3	13	12	13	11
Regularly driving outside the UK	13	13	15	10	0	0	0	2	1	1	0	2
Manual operations involved in job eg. roping and sheeting	11	9	13	7	2	5	2	6	1	1	0	2
Efficient and pleasant traffic operations staff	1	3	1	1	6	5	7	3	8	7	7	11

Table A2.3.2 Top 3 Positive Features

	FTA Man	FTA Dr	RHA Man	RHA Dr
Rates of pay above industry average	14	13	14	12
Lots of overtime	1	0	8	3
Company pension scheme	4	5	1	2
Good annual holiday allowance	4	5	1	5
Weekend working	0	0	0	0
Working to tight time schedules	0	0	0	0
Working alone	0	0	0	1
Modern vehicles to drive/comfortable cabs	7	7	11	5
Working early starts or late finishes	0	0	0	0
Spending nights away from home	0	0	0	0
Flexible working hours	0	0	0	1
Company "perks" eg subsidised sports facilities, health insurance	1	1	0	0
Good internal company communications	0	1	1	1
Good opportunities for training/up-skilling	0	1	0	0
Multi-drop work	1	0	0	0
"Being your own boss" ie no-one looking over your shoulder	0	1	1	0
Variety of the job	1	1	1	1
Working for a company with a good reputation	0	1	2	1
Good promotion prospects	0	0	0	0
Good job security	9	6	5	5
Regularly driving outside the UK	1	0	0	0
Manual operations involved in job eg. roping and sheeting	0	0	0	0
Efficient and pleasant traffic operations staff	2	3	0	4

Table A2.4.1

Negative factors in job	Importance											
	1				2				3			
	FTA Man	FTA Dr	RHA Man	RHA Dr	FTA Man	FTA Dr	RHA Man	RHA Dr	FTA Man	FTA Dr	RHA Man	RHA Dr
Rates of pay around industry minimum	1	1	1	2	3	7	1	3	11	7	13	10
Compulsory overtime	7	5	6	4	5	4	8	7	3	6	1	4
Indifferent public perception of drivers (not seen as professionals)	5	2	4	4	6	9	4	5	4	4	7	6
Lack of company pension scheme	6	2	7	5	5	8	8	8	4	5	0	2
Minimal annual holiday allowance	2	2	2	1	6	6	9	6	7	7	4	7
Weekend working	8	6	4	4	4	7	6	6	3	2	5	5
Road congestion	3	4	2	3	9	2	7	2	3	9	6	10
Working to tight time schedules	4	5	2	2	7	6	10	6	4	4	3	7
Working alone	12	8	6	5	3	6	8	7	0	1	1	3
Older vehicles to drive	5	6	3	4	7	4	3	4	3	5	9	8
Uncomfortable cabs	2	3	3	2	7	2	3	3	6	10	9	9
Working early starts or late finishes	7	9	6	3	6	5	6	8	2	1	3	4
Spending nights away from home	6	7	5	5	6	4	8	6	3	4	2	4
Inflexible working hours	6	4	6	2	4	8	6	7	5	3	3	6
Long working week	5	4	4	2	6	4	7	7	4	7	4	6
Lack of company "perks" eg subsidised sports facilities, health insurance	7	6	11	5	4	3	4	5	4	6	0	5
Demanding customers	6	7	4	2	8	5	5	7	1	3	6	6
Lack of truck stops	8	6	3	3	3	3	8	3	4	6	4	9
Inadequate facilities at truck stops	8	4	4	4	3	8	7	1	4	3	4	10
Poor internal company communications	3	2	3	3	7	4	10	5	5	9	2	7
Poor opportunities for training/up-skilling	5	4	4	7	8	7	7	3	2	4	4	5
Multi-drop work	11	8	6	8	2	5	8	5	1	2	1	2
The responsibility of "Being your own boss" - no-one to help you	7	5	8	10	7	5	7	4	1	5	0	1
Monotony of the job	5	4	6	4	4	5	8	8	5	6	1	3
Working for a company which has not got a particularly good reputation	3	1	1	4	7	5	5	5	5	9	9	6
Poor promotion prospects	7	5	7	9	5	7	6	4	3	3	2	1
Poor job security	3	2	2	2	2	2	5	3	9	11	8	10
Job has higher than average injury rates	4	1	7	1	5	6	6	3	6	8	2	11
Regularly driving outside the UK	11	7	11	8	2	2	3	4	1	4	1	3
Manual operations involved in job eg. roping and sheeting	11	9	8	4	2	4	4	8	1	0	3	3
Difficulties in dealing with traffic operations staff	5	2	3	4	5	9	7	6	5	4	5	5
Increasing legislation plus stricter enforcement	3	5	3	2	8	4	3	0	4	6	9	13
Tight medical standards may mean loss of career as driver	1	2	4	1	10	5	7	7	4	8	4	7
Health risks associated with job	3	1	5	1	6	3	10	7	6	11	0	7

Table A2.4.2 Top 3 Negative Features

	FTA Man	FTA Dr	RHA Man	RHA Dr
Rates of pay around industry minimum	11	8	13	8
Compulsory overtime	1	2	0	1
Indifferent public perception of drivers (not seen as professionals)	1	0	1	2
Lack of company pension scheme	3	4	1	0
Minimal annual holiday allowance	3	3	0	1
Weekend working	3	1	3	0
Road congestion	2	2	3	4
Working to tight time schedules	0	1	1	2
Working alone	0	0	0	0
Older vehicles to drive/uncomfortable cabs	1	2	5	1
Working early starts or late finishes	1	0	0	1
Spending nights away from home	0	0	0	0
Inflexible working hours	2	0	0	1
Long working week	2	1	2	3
Lack of company “perks” eg subsidised sports facilities, health insurance	1	2	0	1
Demanding customers	0	0	1	0
Lack of truck stops	0	1	1	3
Inadequate facilities at truck stops	2	1	0	2
Poor internal company communications	0	1	0	1
Poor opportunities for training/up-skilling	0	0	1	0
Multi-drop work	0	0	0	0
The responsibility of “Being your own boss” - no-one to help you	0	0	0	0
Monotony of the job	0	1	0	0
Working for a company which has not got a particularly good reputation	0	1	2	1
Poor promotion prospects	0	1	0	0
Poor job security	6	6	3	4
Job has higher than average injury rates	1	1	0	2
Regularly driving outside the UK	0	0	0	0
Manual operations involved in job eg. roping and sheeting	0	0	1	0
Difficulties in dealing with traffic operations staff	0	0	0	0
Increasing legislation plus stricter enforcement	0	3	5	2
Tight medical standards may mean loss of career as driver	2	0	2	1
Health risks associated with job	3	3	0	1