



WARBURTONS DRIVER DEVELOPMENT PROGRAMME

introduction

Family baker Warburtons is the country's second biggest grocery brand*. The company, which was started in 1876 and is still run by the Warburton family, produces and distributes two million grocery products each day. They opened their bakery in Newburn, Newcastle upon Tyne in 1990 to service the north east of England and Scotland.

Warburtons had engaged Van Hee many times over the years to carry out fork lift truck training for warehouse staff, but in 2008 they decided not only to update their fork lift truck operators again, but increase the skills of van salesmen and truck drivers, to get all drivers to a standard level.

Warburtons had a culture of supporting and developing staff and provided good facilities in the form of a dedicated classroom and lunch for the learners on training days. They wanted everyone in the Logistics area to take part in the scheme, so no-one was allowed to drop out.

* Nielson's "Britain's 100 Biggest Grocery Brands", The Grocer, March 2009

special challenges

- one of the most challenging issues was a shift pattern that started at 4:00am, well outside the normal working day
- some drivers had 25 years experience and were understandably not convinced they needed extra training, whilst others had only a few months experience, meaning there was no standard solution
- drivers didn't like the idea of classroom work and paperwork, feeling driving was all about handling the vehicle
- the normal programmes, usually delivered on laptop computers, were ruled out because of poor access to the internet in the valley at Newburn so alternative access and delivery methods had to be devised

people involved

- 45 drivers
 - 30 did standard NVQ Level 2
 - 17 did Warburtons Driver Development Programme
- 5 Traffic Office staff at Supervisor and Quality Level

van hee training strategy

Van Hee appointed a Project Team led by Rachel Southern and Kate Joworska both of whom had worked for Van Hee for 18 months. They worked up the strategic plan and managed all tactical aspects, working with the learners all the way through the programme to provide continuity and boost their confidence, particularly with the older drivers who had not been inside a classroom for several years!

A key concern was the possibility of tiredness on the part of trainees, bearing in mind the drivers would be coming to training after already completing a full shift. The strategy, therefore, was to have small groups and short classroom sessions of around one hour each session, each person undergoing six classroom sessions. In the event, tiredness did not prove a problem, and many completed the work at home.

programme objectives

- upgrade all drivers from 7.5 tons to Cat C and C+E standard to take advantage of larger more efficient trucks
- improve fuel efficiency and reduce the cost of running the fleet
- improve compliance record overall by eliminating infringements
- create a better understanding of tachographs
- improve Traffic Office operations, improved planning of journeys



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NVQ driver assessment

The NVQ qualification is all about assessment of how well the learner does their job. The Van Hee Assessor went out with the drivers (including the 4:00am starts) over one complete shift, thereby not interrupting their existing work schedule. They assessed knowledge and observed ability, identifying where the driver needed further guidance. Then after a sufficient period to address any issues, the assessor joined the driver for a second full shift.

warburtons driver development programme

50% assessment as above and 50% classroom work.

Van Hee Project Team devised and set the knowledge questions for classroom work. Each learner had an individual workbook built around a working day that they worked through at their own pace covering subjects like:

- pre-shift checks covering roadworthiness of their vehicle
- employment rules and responsibilities
- health and safety
- reduced fuel consumption - Safe and Fuel Efficient Driving
- route planning
- law
- time planning
- key skills - Communication Level 1
- applied numbers Level 1

outcomes

The drivers completed national tests and ended up with five national transferable certificates.

- 36 drivers gained NVQ Level 2
- 17 drivers completed the Driver Development Programme, including BTEC, NVQ Level 2 and Literacy and Numeracy

Certificates were presented by Executive Director, Brett Warburton.



benefits to client

“We place a great deal of importance on workforce investment and development. This training programme has improved our service to customers, giving us greater flexibility of resource and has resulted in significant savings for our business.”

Steve Lowther
Distribution Manager, Warburtons Newcastle Bakery

NVQ traffic office

This programme was customised for Warburtons type of perishable loads and included:

- overall planning
- time management
- route planning
- staff management

All Traffic Office staff achieved Traffic Office NVQ at Supervisory Level 3.

costs

Van Hee arranged the whole programme to be on a fully funded basis.

The Literacy and Numeracy aspects of the programme were provided under the Train to Gain programme.

timescale

Over 12 months.