

## Train the Trainers

### **Seminar Overview:**

*This very special class is for livery operators and senior staff members who are responsible for their companies' chauffeur training. It will be devoted to a discussion of "best practices," all gleaned from top company chauffeur trainers themselves. If you want to empower your chauffeurs to peak-level performance, this session is the place to be.*

Presented by **Robert Alexander**, RMA Worldwide Chauffeured Transportation and **Bob Beutel**, All Star Transportation, Inc.

Hiring the right chauffeurs

Training

Retraining

Disciplining

Motivating/Rewarding

Uniformity

Communication

Terminating

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## **National Limousine Association White Paper**

### **Premise**

If you have made a good hire for a chauffeur's position, the odds are with you that, with the proper training, the new chauffeur can become a GREAT hire over time.

Hence, the role of the chauffeur trainer is all-important.

Critical to the position of chauffeur-trainer are the abilities to:

- Hire
- Teach
- Communicate – verbally and in writing
- Instill loyalty
- Create pride
- Maintain engagement and interest
- Motivate
- Reward
- Work with all kinds of people
- Supervise with leadership, empathy when appropriate and strength when necessary
- Criticize constructively towards to the goal(s) of improvement and/or correction
- Document incidents and required courses of action in an unbiased manner
- Fire if necessary

The following recommendations may be used by your company's chauffeur trainer and/or chauffeur manager to teach your chauffeurs how to conduct themselves on every ride with each and every client they serve for your company.

1. Document your company's chauffeur policies and procedures in a manual. Make this a "living document." It will need to be updated periodically, e.g. quarterly, to remain current with changing times, company standards and client demands (also see Attachment A).

Construct the manual in two parts: Part 1 for the trainers and Part 2 for the chauffeurs. Double-check to ensure both are in harmony.

The two-part manual should address as many elements of the employer-chauffeur relationship as possible.

2. Train your chauffeurs to deliver your company's unique service the same way every single day. Yes, circumstances will require modification but the core process must be consistent, day in and day out. Such delivery is the essence of your business.
3. Make SAFETY your training priority.
4. Use various training methods and a sequential training process, such as:
  - A. Lecture
  - B. Written and/or online manual
  - C. Video tapes
  - D. Role playing
  - E. Live "on the street" demonstrations
  - F. "Ride alongs" with senior chauffeurs
  - G. Mystery riders – with subsequent constructive feedback
  - H. Manager spying – with subsequent constructive feedback
  - I. Periodic spot checks – subsequent constructive feedback
  - J. Formal review
5. Ensure the training covers each of the following in-depth (also see Attachment B):
  - A. Driving skills
  - B. Safety procedures
  - C. Customer service "musts"
  - D. Customer reservation and pick-up procedures
  - E. Tariff and rate information
  - F. Trip log procedures
  - G. Procedures for credit card charges
  - H. Procedures for gas cards
  - I. Geography
  - J. Route planning
  - K. Timeliness
  - L. Required paperwork
  - M. Dress code; proper uniform appearance and standards
  - N. Permitted "in vehicle" communications with dispatch
  - O. Cell phone usage
  - P. Vehicle preparation
  - Q. Vehicle appearance maintenance throughout shift
  - R. Protocol with client conversation: composure and confidentiality
  - S. Luggage loading
  - T. Emergency, accident and vehicle breakdown procedures
  - U. Affiliate client needs and variations
  - V. Gratuities
  - W. Prohibited behaviors and related penalty procedures, e.g. reprimand, warning, dismissal
6. Keep the communication flowing. Regular meetings will help emphasize your expectations, rules of conduct, new issues that come up and the conduct required of every chauffeur. By frequently repeating messages, you will have a better chance that your drivers will clearly understand and adhere to your expectations.

Weekly or even more frequent emails can provide updates. Report on new vehicles being purchased, repairs that have been completed, new clients that are onboarding, roads under construction that are to be avoided, and whatever else that you deem important for chauffeurs to know.

Regular communication with employees about how they represent the company can lead to helpful feedback. During these meetings, hypothetical situations should be discussed to determine how the chauffeurs might respond.

Moreover, meetings and emails are opportunities to reinforce the procedures that are to be followed at all times.

7. Stand by your rules. There is no place for questionable chauffeurs in your business. You have too much to lose. Your clients depend upon you to place only the most professional, well-trained drivers behind the wheel of your vehicles.

The necessity for this only underscores the importance of top-notch chauffeur trainers and managers.

## Checklist for New Employees

Employee Name: \_\_\_\_\_ Title: \_\_\_\_\_

Status:     Exempt                       Full-Time                       Temporary  
              Non-Exempt                       Part-Time                       Seasonal

### The following has been discussed with the employee:

- |  |  |
|--|--|
| <input type="checkbox"/> Salary and Pay Periods/Schedule | <input type="checkbox"/> Sick Leave Benefits |
| <input type="checkbox"/> Health Insurance Benefits       | <input type="checkbox"/> 401k Plan           |
| <input type="checkbox"/> Life Insurance Benefits         | <input type="checkbox"/> Salary Reviews      |
| <input type="checkbox"/> Vision Benefits                 | <input type="checkbox"/> Performance Reviews |
| <input type="checkbox"/> Dental Benefits                 | <input type="checkbox"/> Bonus Plan          |
| <input type="checkbox"/> Vacation Benefits               | <input type="checkbox"/> Other _____         |

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### Forms Completed and Attached:

- |   |   |
|---|---|
| <input type="checkbox"/> Form W-4                   | <input type="checkbox"/> Direct Deposit           |
| <input type="checkbox"/> Form I-9                   | <input type="checkbox"/> Resume                   |
| <input type="checkbox"/> In Case of Emergency Form  | <input type="checkbox"/> Time Cards/Time Tracking |
| <input type="checkbox"/> Insurance Enrollment Forms | <input type="checkbox"/> Other _____              |

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### Company Policies Discussed with New Employee:

- |   |   |
|---|---|
| <input type="checkbox"/> Company History, Philosophy, Culture | <input type="checkbox"/> Employee ID Badge Policy |
| <input type="checkbox"/> Harassment Policy                    | <input type="checkbox"/> Safety Procedures        |
| <input type="checkbox"/> Workplace Violence                   | <input type="checkbox"/> Smoking Policy           |
| <input type="checkbox"/> Introductory Period                  | <input type="checkbox"/> Holiday Schedule         |
| <input type="checkbox"/> Employee Handbook                    | <input type="checkbox"/> Lunch and Break Schedule |
| <input type="checkbox"/> Email and Web Usage Policy           | <input type="checkbox"/> Other _____              |
| <input type="checkbox"/> Attendance Policy/Procedures         |   |

### Comments:

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Orientation Completed By: \_\_\_\_\_ Date: \_\_\_\_\_

## New Hire Packet Document Checklist

- Drivers License
- Social Security Card
- DMV Record
- DOT Medcard
- Drug Test
- Policy & Procedures
- Non-Compete
- Drug & Alcohol Policy
- Vacation Policy
- Application
- Previous Employer
- Road Exam/Test/Certification
- Annual Review Driving Record
- W4
- Employee Info
- I9
- Emergency Contact Info
- Phone Agreement
- Car Remote Agreement
- Gas Card Agreement
- Garage Remote
- Written Test