



Lifelong
Learning
Programme

This project has been funded with support from the European Commission.



**TRAINING
TAXI DRIVERS
FOR A SAFER
& MORE COMPETITIVE
24H ON THE ROAD
PROFESSION**



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TRAINING GUIDE

**TRAINING TAXI DRIVERS
FOR A SAFER & MORE COMPETITIVE
24H ON THE ROAD PROFESSION**



EU co-funded project Taxistars - Training TAXI drivers for a safer & more competitive 24h on the road profession

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& SOCIAL INTERACTION



Introduction

The taxi industry is a substantial component of any metropolitan mobility chart. Upgrading and developing this important and at the same time most flexible public transport mode, especially through the improvement of vocational training, is closely intertwined with the scope and quality status of every possible urban mobility concept.

Taking under consideration the special functional and societal characteristics of the taxi driver as an on a 24h basis on-the-road professional, as well as the increasingly diverse workforce and changing conditions in the field, there is a clear need for innovative, target-specific and 'actor-oriented' educational material for professional taxi-drivers.

What is the project Taxistars about?

The Taxistars project develops innovative ICT-based learning applications for professional taxi-drivers, based on the needs of the labour market, taking into account the rapidly changing working conditions for professional taxi-drivers all over Europe.

Building on a complementary consortium mix of diverse expertise across Europe, it seeks to foster lasting and effective synergies, setting the pace for a ground-breaking approach in the field of vocational training in the road transport sector and beyond, by introducing new tools of learning, such as mobile applications for smartphones and tablets.

The consortium ensures a strong and close link between the working life and VET, in order to help developing training material that is tailor-made to the target group. Moreover, it envisages its impact and potential, meeting similar or different needs, engaging more stakeholders in adjacent or distant fields, benefiting wider and even more diverse training communities.

Aims

The concrete aims of the project consist thus in:

Contributing to the improvement of professional training in the taxi-sector, working towards a safer, more effective, competitive and high quality road transport system in the EU.

Fostering learning practices and activities which motivate and effectively stimulate trainees in the field of professional taxi-drivers.

Creating a new vision for the use of ICT in lifelong learning.

Boosting and expanding the impact of ICT-based pedagogies and services in the field of road transport.

Who implements Taxistars?

The Taxistars consortium is composed by a complementary mix of professional and institutional backgrounds, put under the common denominator among all consortium members of being active in fields addressing vocational education, the road transport sector, ICT, as well as EU projects management and dissemination. There are 9 actors involved from 8 EU Member States and namely Austria, Belgium, Cyprus, Finland, Germany, Greece, Italy and Spain. Each involved consortium member offers its expertise in the respective fields according to a well-defined and clear tasks allocation plan and strategy.

MODULE 1

DRIVER WELL-BEING

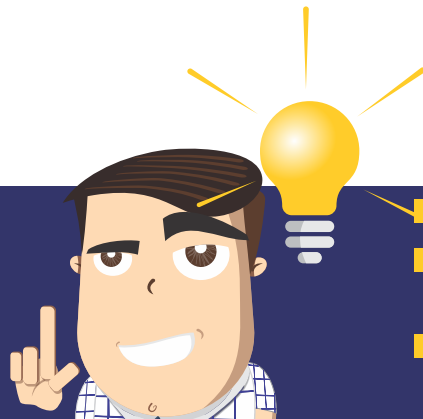
SECTION 1.1 STRESS MANAGEMENT

Key stress sources and how to deal with



The taxi business may be demanding and stressful. Traffic, violence, passenger behavior, or unstable income stress most taxi drivers around Europe. How can you best deal with them?

Intense traffic makes you, the other drivers around you, and passengers nervous. Horns, tension, routes that get longer than expected cause a lot of stress.



- Know your city well. Find shortcuts and suggest alternative routes to your passengers.
- Call the client who has set an appointment for pick up and inform him/her of your expected late arrival due to traffic.
- Stay in tune with other drivers, the radio, or the police to be aware of situations that could trouble your route, such as strikes, accidents, or road construction.

As a taxi driver you are more exposed to violence and aggression than the average worker. It is natural that you feel stressed, especially during night shifts, or in remote areas.



- Assess the risk of your passengers before you let them enter
- Maintain eye-contact with the fare when picking up
- Don't display your money
- Use cashless payment methods
- Don't be aggressive or argumentative. See these and more tips in detail in Personal Safety
- Install and make use of alarm and assistance systems when you are in danger

SECTION 1.1 STRESS MANAGEMENT

Key stress sources and how to deal with them

You have to drive long hours, while the earnings some days might be low. When you take time off work you have a sense of anxiety over forgone profits.



- Assess your earnings over a 2-weeks time, and plan some savings for bad days
- Try to create a base of loyal clients. Have your or your company's business card ready for business people who need to frequently commute
- If you are self-employed, leave your business card at hotels, companies, hospitals, and other places where taxi service is frequently needed; if you work for a taxi company your employer can do this
- Taxi service platforms and radio taxi service may increase your opportunities
- Collaborate with other taxi drivers to create a network that can accommodate the needs of more clients



Provocative, unpredictable, problematic, or too demanding passengers can lead to anger, conflict and an overload of stress.

- Try to control your emotions in order to stay on top of the situation
 - Don't use aggressive or argumentative language
 - Be polite and respectful
 - Leave such incidents behind and don't allow negativity to affect your cooperation with new clients
- Find out more on [Service Orientation and Social Interaction](#) and on [Conflict Management](#)

SECTION 1.1 STRESS MANAGEMENT

Key stress sources and how to deal with them

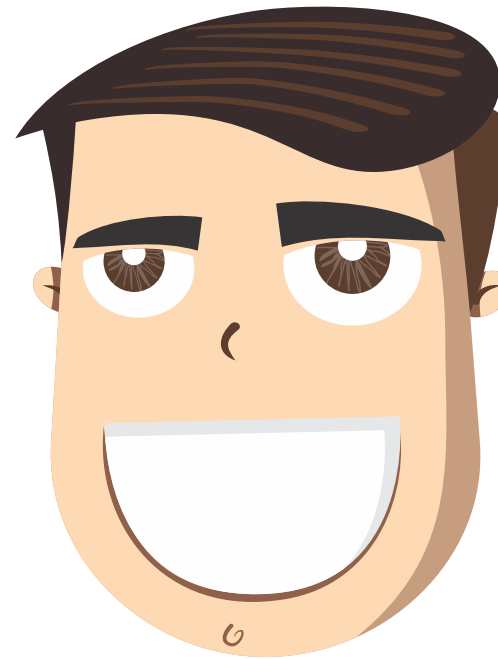
BACK
PAIN



You have a sedentary job. You are exposed to vibrations and exhaust fumes. The prolonged sitting posture and lifting passengers' heavy luggage causes you back and shoulder pain. Long periods of sitting are connected to cardiovascular diseases.



- Stay fit. Even if you don't have time for regular visits to the gym, walk at least 30 minutes a day
- Adjust your seat and equipment in a more ergonomic way. Find out more on Ergonomics
- Increase your energy by committing to more healthy nutrition. Find out more on Nutrition and Driving Performance



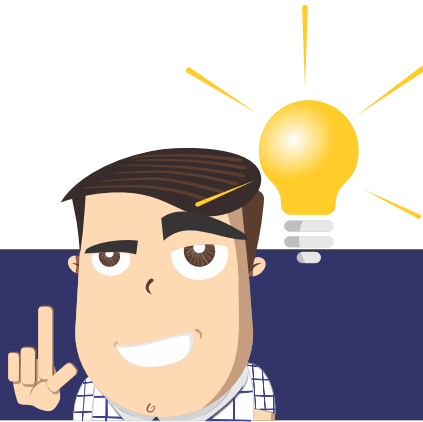
Stress can negatively affect your health and driving performance. To control and release excessive stress that is related to other causes read on more tips to manage stress.

SELF-REFLECTION QUESTIONS

What causes you most stress in your work?
How can you effectively deal with it?

SECTION 1.1 STRESS MANAGEMENT

What else can you do to manage stress?



The bills won't stop coming, there will never be enough hours in the day, and risk is part of the job. Managing stress is all about taking charge of your thoughts, emotions, schedule, and the way you deal with problems.

Know your limits and stick to them. Taking on more than you can handle is a recipe for stress.

Make a conscious effort to find good things you can relate to.
See everyday challenges as opportunities to learn something.
If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes.



Have friendly discussions with your passengers.
Spend time with positive people who enhance your life.



Many things in life are beyond our control. Accept this fact and focus on the things you can control, such as the way you choose to react in a difficult situation.

- Learn how to control your breath to relax
- Practice breathing in from the nose, keeping your breath for 5 seconds and then breathing out from the mouth; repeat 10 times
- Record your kid's voice or laughter and play the recording on your smart phone every time you need to escape a stressful situation

**CAN
DO**

SELF-REFLECTION QUESTION

Which of the above advice can you apply immediately to better manage your stress?

SECTION 1.2 NUTRITION AND DRIVING PERFORMANCE

Caffeine, alcohol, medication; how can they affect reflexes?

Read the following 6 statements and decide if they are true or false to check how much you know about the effects of caffeine, alcohol and certain kinds of medication on your body.

1 When I don't manage to get enough sleep I drink coffee to stay awake and alert.

TAXI **TRUE**

TAXI **FALSE**

2 300mg of caffeine (or 4 cups of coffee per day) is an acceptable level of consumption for healthy people.

TAXI **TRUE**

TAXI **FALSE**

3 I drink coffee when I open my eyes after a 30-minute nap to get up and start working immediately.

TAXI **TRUE**

TAXI **FALSE**

4 Just a couple of drinks cannot affect my driving ability.

TAXI **TRUE**

TAXI **FALSE**

5 Even if I am a little dizzy after a couple of drinks before my shift, I drink coffee and I am fine.

TAXI **TRUE**

TAXI **FALSE**

6 I don't think that any medication affects my driving. The drugs my doctor prescribed only help my health. Driving has nothing to do with them.

TAXI **TRUE**

TAXI **FALSE**

Food for energy



SECTION 1.2 NUTRITION AND DRIVING PERFORMANCE

Food for energy



The more vegetables and the greater the variety, the better. Vegetables are full of vitamins, which improve your stamina, fiber, which keep your energy steady, and the brain-boosting folate.



Fruits are full of vitamins that boost your immune system, while they are also high in natural sugars and can provide a healthy boost of energy when needed.



Whole-grains slow the release of glucose into the bloodstream, which translates to more consistent energy levels throughout the day.

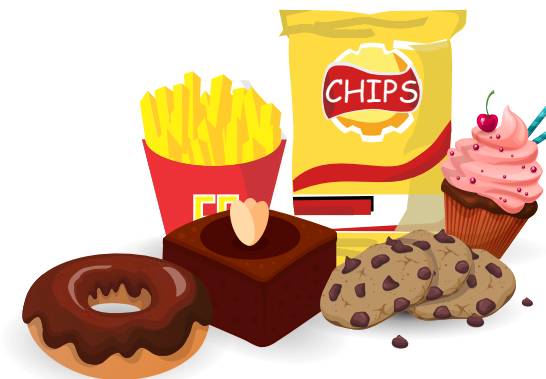


Healthy protein is rich in Vitamins B and E, which play a vital role in the function of the nervous system. They are also rich in iron, which carries oxygen in the blood, while some is also high in essential omega-3 fatty acids that are needed for energy production.



Healthy oils contain key antioxidants that keep your cells healthy.

Staying hydrated can help you avoid getting tired.



Avoid the energy traps. Processed and artificial foods, refined grains and sugar can reduce or drain your energy.

SELF-REFLECTION QUESTIONS

Do you eat fruits and vegetables every day?

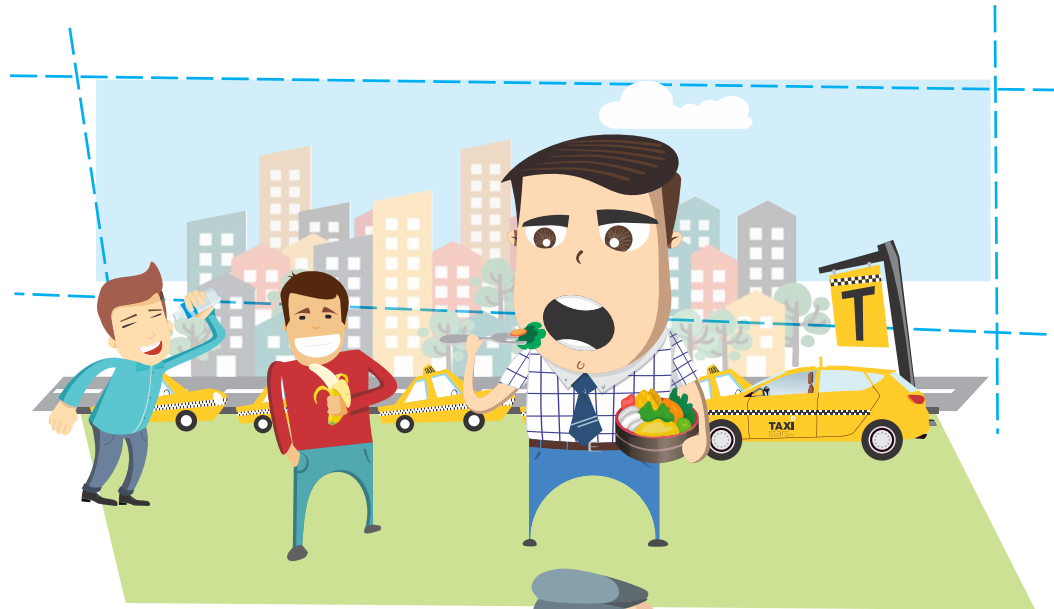
Do you drink enough water?

Do you prefer healthy protein instead of full-fat?

What kind of oil do you use when cooking?

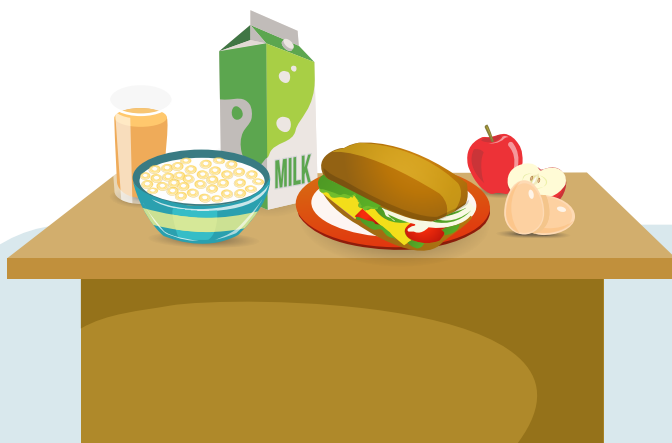
SECTION 1.2 NUTRITION AND DRIVING PERFORMANCE

How to eat healthy in your daily routine



Overweight taxi drivers are at risk of developing diabetes, sleep apnea, and heart problems. Want to avoid all these? Change your eating habits!



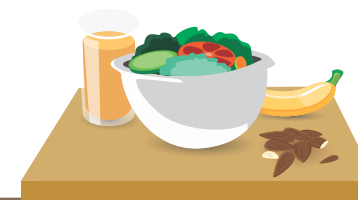


Breakfast, or first meal for night shifts, is the key to kicking off a long shift.

Don't ignore it, don't forget it!



It takes less than 10 minutes - and saves a lot of money - to prepare your own healthy sandwich at home, using whole-wheat bread, some kind of lean meat or salmon, leafy greens, and low-fat cheese. It is also easy to carry such meal with you.



At least two meals and a snack in between the meals keeps your energy up and your metabolism going.

Just make the right choices!

SNACK TIME



Always have some small healthy snacks and water in the car. A cereal bar, or a fruit will satisfy your hunger till the next meal. Drink a lot of water; well hydrated drivers tend to get less tired!

SECTION 1.2 NUTRITION AND DRIVING PERFORMANCE

How to eat healthy in your daily routine



There are many healthy choices at a kiosk or a supermarket. Buy orange juice instead of cola; yogurt instead of ice cream; pre-washed and cut fruit instead of sweets.



Eating healthily on the go will pay you back in a good appearance, more energy, and a happier mood!

SELF-REFLECTION QUESTION

What kind of snacks do you always have in your taxi?

SECTION 1.3 FATIGUE MANAGEMENT TRAINING

Do you know how to manage fatigue?

Fatigue is a continued feeling of being tired, sleepy, or not having enough energy to make the day.

You know you are fatigued when one or more of the following are true

- You can't control your eyes (they keep shutting and going out of focus)
- You can't remember the last few meters you drove
- You keep yawning
- You have trouble keeping your head up
- You mumble or mix up your words
- You drift from your lane, and keep jerking your taxi back into lane
- You react slower than usual to street risks



- Drink coffee to stay alert: coffee and other energy drinks are not substitutes for sleep. They only temporarily increase certain metabolic functions and make us falsely feel energized, while we are not
- Think they need less sleep than other people: it is only a matter of time to face fatigue if you regularly sleep less than your body needs. Sleep debt is like money debt - you can't ignore it!
- Are overconfident and think they can cope even if they are fatigued: fatigue significantly reduces reaction time, of even the most experienced drivers, in critical incidents and is responsible for thousands of serious accidents per year.

SECTION 1.3 FATIGUE MANAGEMENT TRAINING

Do you know how to manage fatigue?



Sleep. This is the only real way to treat fatigue. Aim to get at least 7 hours of quality (uninterrupted) sleep per day. If you sleep enough but still feel tired, you might suffer from some form of sleep disorder and should see a doctor.

Adjust your driving schedule of shifts to allow for necessary rest time.

Check also Work/Rest Cycle

Allow yourself time for family and social interaction (but not at the expense of sleep). A more balanced life will increase your energy levels.

If you feel sleepy during driving, stop somewhere safe and take a short nap. Be aware that this is only a temporary solution, not best practice.



Understanding your personal clock. Follow this rule of thumb to know when tiredness will hit you the most within the day

- What time did you go to bed? i.e. 11:00 pm
- What time did you wake up? i.e. 06:00 am
- What is the half of total sleep time? i.e. $7 \text{ hours} / 2 = 3,5$
- What is midpoint? i.e. $11:00 + 3,5 = 2,5$
- Add 12 hours i.e. $2,5 + 12 = 14,5$

This is the time you should expect a real dip in alertness (14:30 in the example). So, plan a big break around this time.

SELF-REFLECTION QUESTION

Can you estimate what time tiredness will hit you the most today?

SECTION 1.3 FATIGUE MANAGEMENT TRAINING

Understanding Work/Rest Cycle

What is work-rest cycle?

Our bodies work in a 24-hour cycle of sleeping, eating and being active (including work). You cannot fight nature, just work with it. Why is this important?

Fatigue = danger for you, your passengers, other drivers, and pedestrians

- Most taxi drivers work 9-12 hours per day
 - The risk of fatigue increases greatly when the driver has been awake for 17 hours or more
 - Experts suggest that for every 12 hours of work (including breaks), a 10-hour continuous rest period is needed
 - An average of 7-8 hours of quality sleep is needed for the majority of people to perform well
-
- 7-8 hours of nighttime uninterrupted sleep
 - Night shift workers who sleep during the day, need more hours to make up for the equivalent night time sleep
 - Uninterrupted sleep: switch off your mobile, create a dark and quite room and sleep well
 - If you snore a lot, have trouble breathing when sleeping or feel fatigued even after enough sleeping time, you may suffer from OSA. Seek medical help
 - Be regular: If you sleep 7 hours one night and 7 the next night, you will be well rested both days. If you sleep 10 hours one night and 4 hours the next night, you will still be drowsy the second day.

SECTION 1.3 FATIGUE MANAGEMENT TRAINING

Understanding Work/Rest Cycle

- Keep night shifts to a minimum, if possible (no more than 4 nights in a row)
 - If changing from day to night shifts (or vice versa) take a 24-hour break in between
 - Don't do quick shift changeovers, such as finishing at 23:00 and starting again at 07:00
 - Taking a nap before working a night shift is recommended
- Taking breaks may cost you some money, not taking breaks may cost you your life
 - Plan your journey to include regular rest breaks (at least 15 minutes every 2 hours)
 - Use breaks to rest your body and mind. Drink a lot of water, interact with colleagues, talk to your family, or read a periodical you like

SELF-REFLECTION QUESTIONS

Do you sleep enough?

How often do you feel tired or less alerted while driving?

What can you do to change this?

MODULE 2

ERGONOMICS



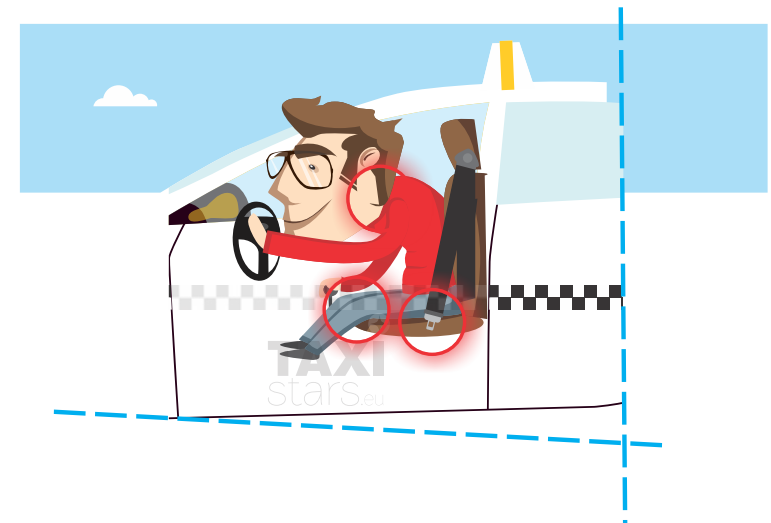
SECTION 2.1 **ERGONOMICS AND DRIVING**

Do you know how to avoid repetitive driving injuries?

Can you spot the areas that can cause discomfort or pain?



Wrong driving posture that leads to lumbar pain.
Knees too straight. Should be slightly bent.
Wrong angle of the rake of the seat. Should be 95-120 degrees.
No seatbelt on. Seatbelt is life-saving.





Can you spot the areas that can cause discomfort or pain?

Both hands should be on the steering wheel.
Wrong seatbelt use. Could hurt your sternum.
Wrong child restraint.

The seatbelt is too close to child's neck and could hurt or kill the child in an accident or sudden stop.



SECTION 2.1 **ERGONOMICS AND DRIVING**

Do you know how to avoid repetitive driving injuries?



Can you spot the areas that can cause discomfort or pain?



Lifting should be done with legs and arms, not the back.
Turning while lifting heavy objects can hurt your back.

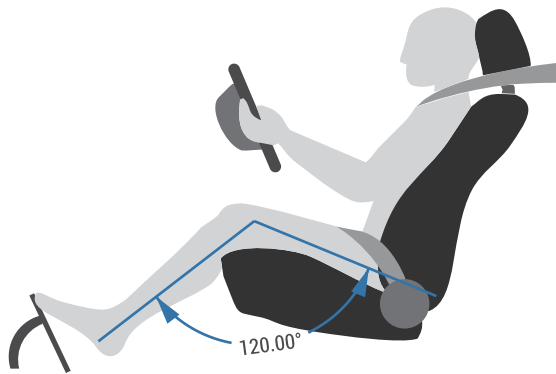
SELF-REFLECTION QUESTIONS

Do you have same or similar bad habits at work as a taxi driver?
How can you improve them?

SECTION 2.2 CORRECT DRIVING POSITION

Seat adjustment: Why does it matter and how is it done?

Do you know that driving long hours can cause you long term joint, muscle and spinal injuries? Do you currently suffer from foot cramps, lumbar pain, or have a stiff neck? All these can be prevented or improved by correct seat adjustment.



Press the brake pedal fully with your right foot and fully depress the clutch with your left foot. With fully depressed pedals, you knees should remain slightly bent (about 120 degrees). If the knee straightens, you are too far back. If it's bent close to 90 degrees, it's too close. Wrong seat distance makes emergency braking harder (if your legs are not slightly bent you will not be able to press the brake hard enough in an urgent situation) and puts your feet at risk of severe injuries in a collision; a straight knee will be fractured whereas the bent knee would fold down)



The rake of the seat should be adjusted to an upright angle of about 95-110 degrees. If you need to lean your shoulders forward to catch the steering wheel, you are too far back. Placing the seat too upright will put pressure on the lower vertebrae, and will also place your head too high.

SECTION 2.2 CORRECT DRIVING POSITION

Seat adjustment: Why does it matter and how is it done?



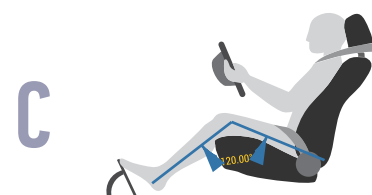
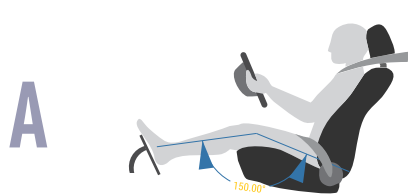
Always remove your wallet from your back pocket before sitting. This causes the pelvis to twist, stressing the back.

Seating too leaned backwards makes you lean your upper body towards the steering wheel and you don't have side support while driving.

- Seating too close results in poor visibility, and a potential of injury by hitting the steering-wheel or the airbag during its original inflation stage
- Keep both hands on the wheel. Steering with one hand results in a twist of the spine, especially if you usually hold the steering wheel from its top

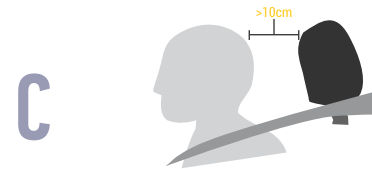
SELF-ASSESSMENT QUESTIONS

What is the right angle of the knees in the proper driving position?



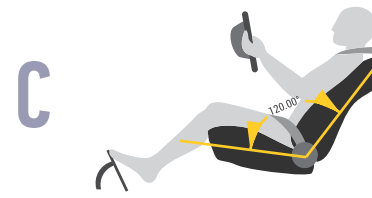
D **MAKES NO DIFFERENCE**

What should be the distance between the head and headrest?



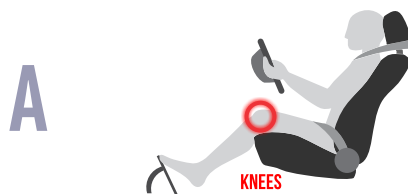
D **IT DOESN'T REALLY MATTER**

What is the right angle of the rake of the seat?



D **THERE IS NOT RIGHT ANGLE RULE**

A collision with wrong seat adjustment could lead to the injury of



D **ALL OF THEM**

SECTION 2.2 CORRECT DRIVING POSITION

Poor driving postures and how to fix them

Do you know the four most common poor driving postures?

How to recognize: driver is leaned forward, and seating upright, with bent arms and legs.

What it can cause: shoulder and side pain, neck strain, leg cramps.

How it affects driving performance: it makes it difficult for the driver to handle the car safe and to react fast in critical situations.

How to correct: slightly recline the seat to support your back; ensure that the height of the back rest reaches your shoulders.



How to recognize: driver sits with straight back, one hand on the steering wheel and the other on the gear stick.

What can it cause: headaches, eye strain, lower back pain.

How it affects driving performance: keeping only one hand on the steering wheel makes emergency maneuvers impossible.

How to correct: when driving just drive; slightly recline the seat; keep both hands on the steering wheel.

Do you know the four most common poor driving postures?

How to recognize: driver has a low sit position, with straight arms and legs, the seat is reclined.

What can it cause: lumbar pain, side aches.

How it affects driving performance: it makes it difficult for the driver to handle the car safely and to react quickly in critical situations.

How to correct: move the seat so that your arms and legs are slightly bent; raise the seat so that your hips are higher than your knees.



How to recognize: driver has one hand on the steering wheel while the other is on the window ledge or outside the window, the seat is inclined.

What it can cause: it affects your spinal alignment and makes you prone to back injuries.

How it affects driving performance: it allows for distraction and prevents urgent maneuvers in critical situations.

How to correct: sit in a fairly upright position; keep your knees lower than your hips; keep both hands on the steering wheel.

What is your own driving posture? How can you fix it to improve your health?



SECTION 2.3 SEATBELT

What's your reason for not wearing one?



...unless you use them! Remember that you may be exempt from seatbelt laws, but not from the laws of physics. What is your excuse for not wearing your seatbelt?



Being a good driver will help you avoid accidents. Yet another distracted, drunk, sleepy, or just bad driver may still hit you, especially on night shifts.



Actually if you wear your seatbelt properly, it will be down your chest. The mechanism of the belt prevents anyone pulling more belt out of the reel; if pulled rapidly the belt is designed to lock. Escape is the last resort when you are threatened with a gun or knife.

SECTION 2.3 SEATBELT

What's your reason for not wearing one?



Statistically, the best place to be during an accident is in your car. If you're thrown out of the car, you're 25 times more likely to die. In accidents involving fire or submergence, with your seatbelt on, it is much more likely that you will remain conscious and be able to help yourself and your passengers safely escape the taxi. To feel safer, you can also have a belt cutter stored within reach and use it in case of emergency.

The force generated in a head-on collision is about the same force as a person falling from a 3-story building. Your hands would only shatter against such a force. Want proof? See what happens in this 40 km/h crash test



www.youtube.com/watch?v=fQ-xOpIVUyc



Air bags are designed to work with seatbelts, not alone. Air bags, when not used with seatbelts, have a fatality-reducing effectiveness rate of only 12%!

SELF-REFLECTION QUESTIONS
What is your own excuse for not wearing your seatbelt every day?
Do you understand now why you should always have it on?

SECTION 2.3 SEATBELT

How to properly use the seatbelt



www.youtube.com/watch?v=DYYEB8LcROU

SECTION 2.4 PROPER CHILD RESTRAINT

How can you transfer your young passengers safely?



In many EU countries the use of child restraint systems is compulsory. But even if it is not, it is a matter of responsibility to ensure your young passengers' safety during travel.



Children must be protected with a restraint appropriate for their size and weight (baby seat, child seat, booster cushion, seat belt). Get to know the applicable law in your area, and/or your company rules regarding babies and children transportation.

SECTION 2.4 PROPER CHILD RESTRAINT

How can you transfer your young passengers safely?

Watch the video to know how to adjust a child safety seat. Be aware though that there are different ways to adjust a child seat, depending on the model. You should always refer to the manufacturer's manual!

 www.wikihow.com/Install-a-Car-Seat



www.rsa.ie

- Never allow a child or infant be placed in the front seat, even if a proper child safety seat is used. There is great danger of severe injuries with the car's airbag in case of an accident
- Never allow parents and children to share the same seatbelt. In a collision the child could be crushed
- Never use the adult seatbelt with a young child. If the size of the child is such that the seatbelt is across his/her stomach and neck it is dangerous

SELF-REFLECTION QUESTION

Do you know how to adjust a child safety seat in your taxi?

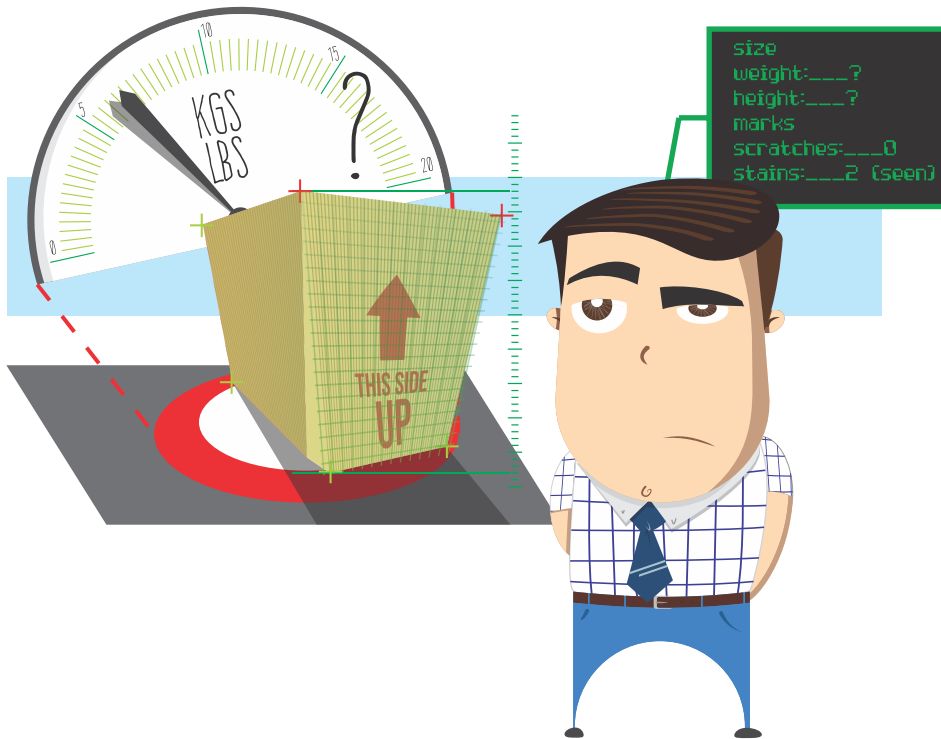
SECTION 2.5 LIFTING & LOADING

Lifting safety: how to prevent back injuries

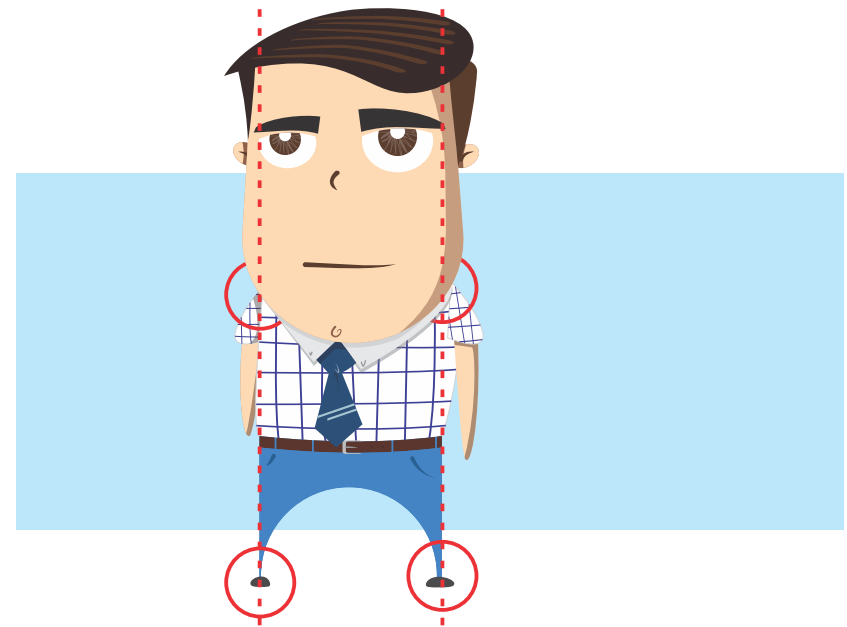


SECTION 2.5 LIFTING & LOADING

Lifting safety: how to prevent back injuries



A small-sized object (luggage, equipment, etc) does not always mean a light load. Push the object to see how easily it moves and try to estimate its weight. Check for any handles that would help you lift it more easily.



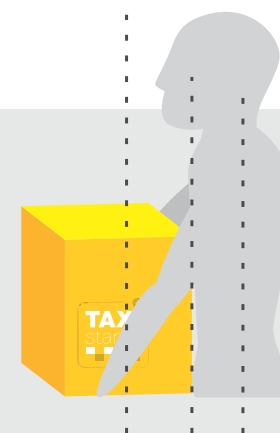
Stand with your feet apart, at about the same width as your shoulders.



Look straight ahead, keep your back as straight and upright as possible.



Do the work with your legs and arms, not your back. Use slow and smooth movements; hurried movements can strain the muscles in your back. As you begin to lift, tighten your stomach muscles.



Turning or twisting while lifting can hurt your back.



Bend again using your leg muscles not your back muscles.

SECTION 2.5 LIFTING & LOADING

Lifting safety: how to prevent back injuries



When you must move heavy objects (i.e. wheelchair) it is better to push the load rather than pull it.

SELF-REFLECTION QUESTIONS

How often do you have to lift or handle heavy loads?

How can you protect your back from injury?

MODULE 3

GETTING TOO COMFORTABLE?

SECTION 3.1 SMART DRIVING

Defensive driving techniques



Defensive driving refers to driving in such a way that the risk of accident is minimized.

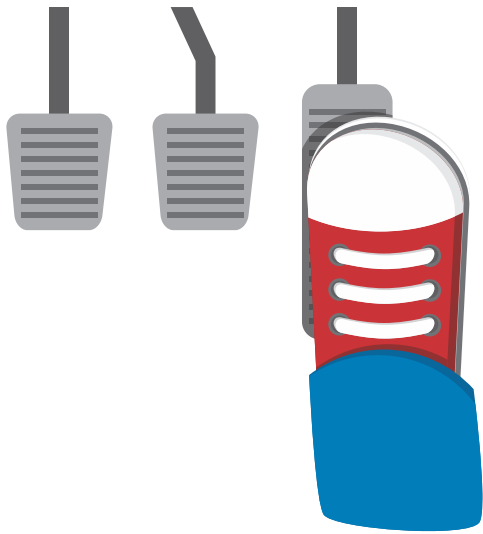
Defensive driving is also an attitude of anticipating the hazards and making quick, appropriate decisions that would ensure the driver's as well as others safety.

Let's put defensive driving into practice.

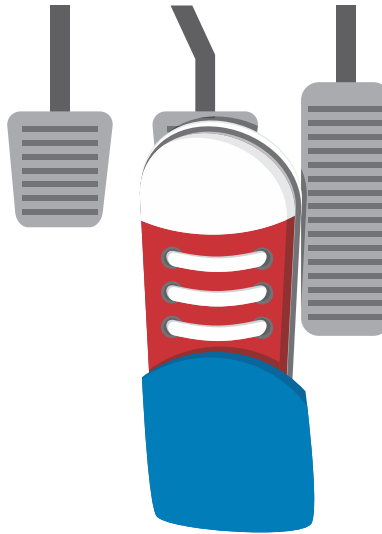


Watch the street in front of you and anticipate the traffic flow. This will allow you to react faster, easier and smoother in every case.

Plus, it is one of the golden rules of eco-driving!

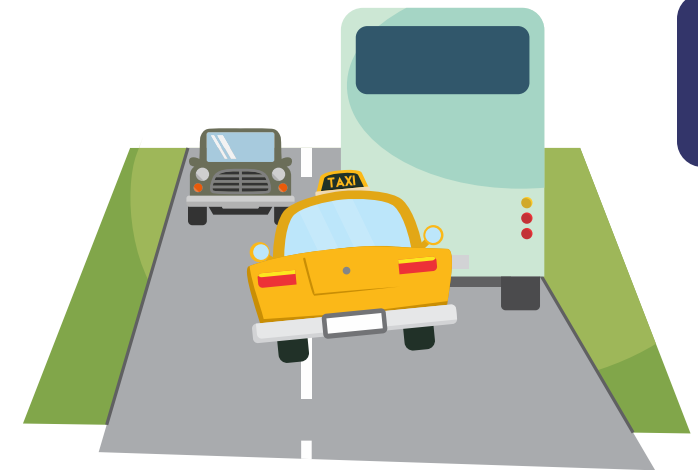


Be light on the gas pedal. Pushing too hard on the accelerator from a stopped position will cause your tires to spin, especially in wet or icy road surface.



Be light on the brake pedal when braking. Braking hard not only wears out your brakes faster, but you also risk someone hitting you from behind because they were too close to you.

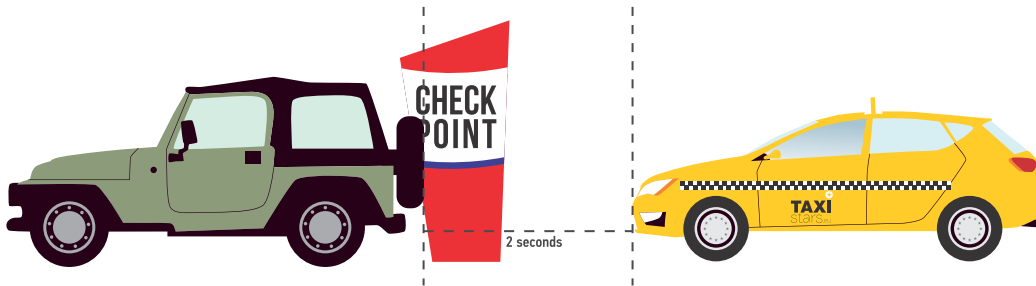
Sudden, hard braking will cause a loss of balance to your vehicle, forcing objects and passengers forward. Hard braking should be done only in emergency situations!



Don't overtake unless you are sure that you have enough room and that you will not force other cars to slow down. Do not panic your passengers!

SECTION 3.1 SMART DRIVING

Defensive driving techniques



Learn and apply the 2-seconds rule.

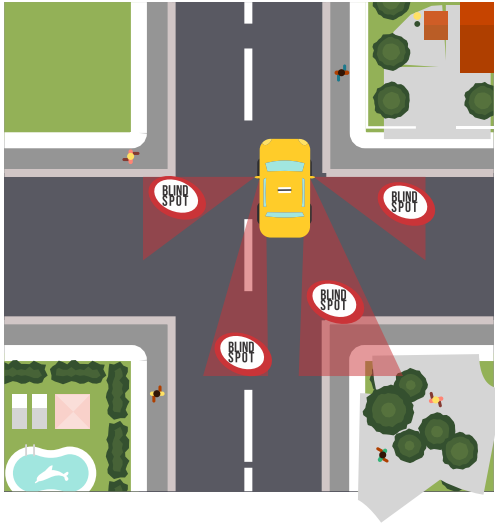
Start counting seconds as the car ahead of you passes a stable checkpoint (i.e. sign, building, etc.).

Stop counting when you reach this checkpoint. If it takes less than 2 seconds you are following too closely and must increase the distance.

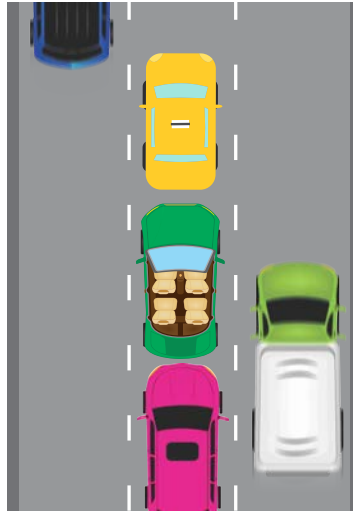
The rule applies to normal traffic and weather conditions. Add more seconds for a wet or snowy road surface, or fog. The more seconds you add, the safer the distance.



Even a few seconds' distraction may be fatal. Drive cautiously, carefully and attentively. Learn how to avoid distractions



Blind angles may prevent you from seeing other road users and pedestrians. Make full use of all the car mirrors and pay extra attention when turning or reversing. A simple guideline to keep in mind while driving is, "if you can't see the other driver's eyes, he can't see you".



Maintain the speed limit as per the lane you are travelling in.

Avoid driving too fast or too slow and don't be a hindrance to traffic.

Drive in a way that lets others know where you want to go and allows them appropriate reactions.



The car horn is not an instrument that you can drum constantly. It is to be used judiciously, only when the need is really felt. By honking impatiently at traffic, you only add to the stress levels of others, as well as yourself.

SELF-REFLECTION QUESTIONS

What defensive driving techniques do you currently use?
Which of them do you find more important for safety?

SECTION 3.1 SMART DRIVING

Correct steering techniques



Even if you are a good and experienced driver you should remind yourself of the tips provided here.

Your safety depends on them!



You should hold the steering wheel with both hands. The ideal grip is at "9 and 3 o'clock" position on the wheel.

The steering action should be done with the curve's outside hand.

This way the steering wheel is pushed not pulled. Pushing the steering wheel provides a wider steering angle than pulling.



The steering wheel can drastically change the balance of the vehicle in terms of where the weight is shifted. Any input made through the steering wheel has to be done smoothly, progressively and with feeling, to retain balance and stability.



Different forces counteract with the vehicle when cornering. When the driver makes a mistake (accelerating, braking, steering) understeering and over-steering may be experienced. Practical training will help you avoid or handle such situations.



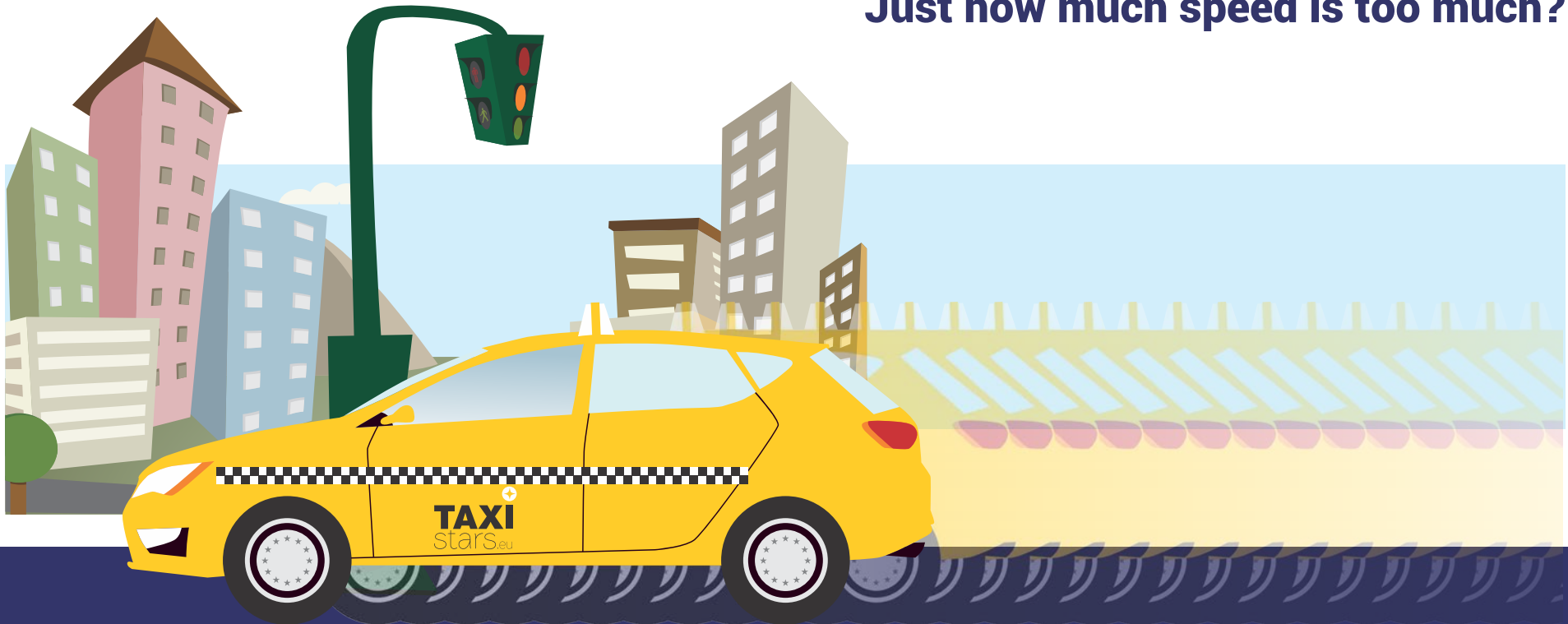
QUIZ

What is the best position for the hands on the wheel?

- ☐ a 9:00 & 15:00 o'clock
- ☐ b 6:00 & 12:00 o'clock
- ☐ c 5:00 & 10:00 o'clock

SECTION 3.1 SMART DRIVING

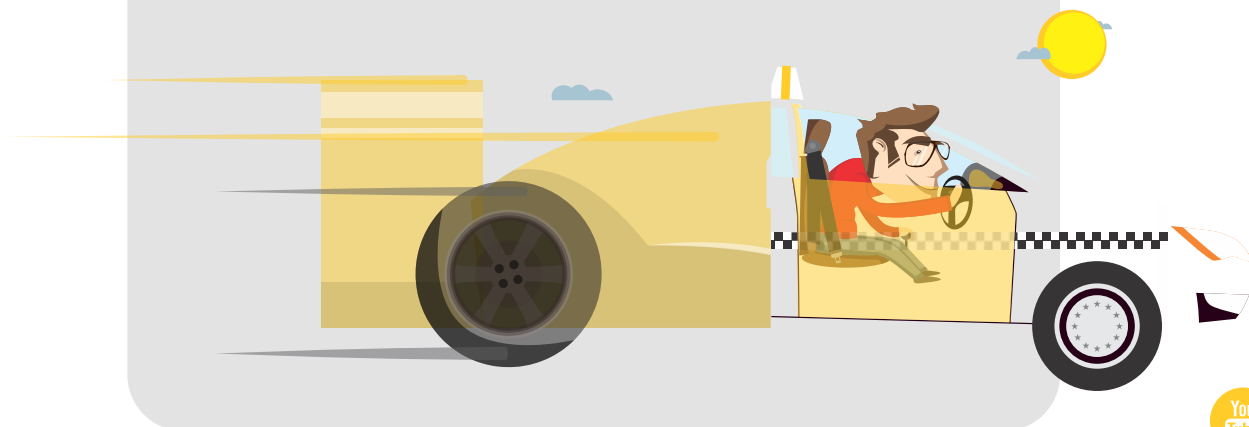
Just how much speed is too much?



When speed keeps you from going precisely where you planned it is too much. Even driving within the speed limit might be too fast for the conditions at the time (poor weather, poor visibility or high pedestrian activity). Remember that driving is about making good judgment.



Control of speed and control of yourself. Inappropriate speed contributes to severe crashes resulting in serious injury or death. It also magnifies other driver errors, such as driving too close or driving when tired or distracted.



Don't fall into the trap of saying that you or your passenger is in a hurry. You will not reach your destination earlier if you drive faster.



www.youtube.com/watch?v=S8En3qMs1iU

SECTION 3.1 SMART DRIVING

What do you need to know about tires?



Tires are your only link to the road. Selecting the right type of tires and changing tires when needed is of key importance. What do you have to take into consideration?

Winter tires have good performance in cold conditions. Summer tires perform well in warm conditions. When winter or summer conditions set in, switch tires in order to keep maximum performance.

Use the same tires on all wheels: same brand, same age, and same condition.

Min 4mm tread: the tread depth should not be less than 4mm, as less than that will negatively affect braking performance, especially on a wet road surface.

Max 4 years old: the softening agents all tires contain leak from the tires with time; the rubber becomes harder and the tire performance decreases.

Keeping the correct air pressure in your tires helps your tires last longer, helps your car handle better and safer, and helps you save money on fuel.

Tires lose pressure daily, so you should check them at least weekly.

Check the car manufacturer's manual for the correct air pressure for your tires and your vehicle.

The tire's manufacture date is written in the DOT code. This code can be found at least on one side of the tire and it contains four numbers. The first two refer to the week of tire production, while the last two represent the year of production. In this picture, the tire was produced on the 42nd week of 2002.



QUIZ

1 If the DOT code on a tire is 0910, when was the tire produced?

- September 2010
- The 9th week of 2010
- The 20th of the 10th month

2 What is the minimum tread depth of a tire in order to be safe?

- 4mm
- 2mm
- 3mm

SECTION 3.2 DISTRACTION

Why you should pay attention

Distracted driving is always dangerous and sometimes fatal!

A very common distraction is text messaging or talking on a mobile phone when driving.



www.youtube.com/watch?v=fSitLOeWNlo

Just a second of distraction while driving can change your life and the life of others for ever. Keep your eyes on the road, and your hands on the steering wheel.



SELF-REFLECTION QUESTIONS

Have you ever been involved or been close to being involved in an accident due to distraction?

What kind of distraction was it?

What did you learn from this experience?

SECTION 3.3 DRIVING IN CRITICAL SITUATIONS

How to drive in uncomfortable weather conditions



Although as a professional driver you cannot usually avoid driving in uncomfortable conditions, you can prevent many problems associated with them. Learn how to avoid losing control in three common situations.

MODULE 3



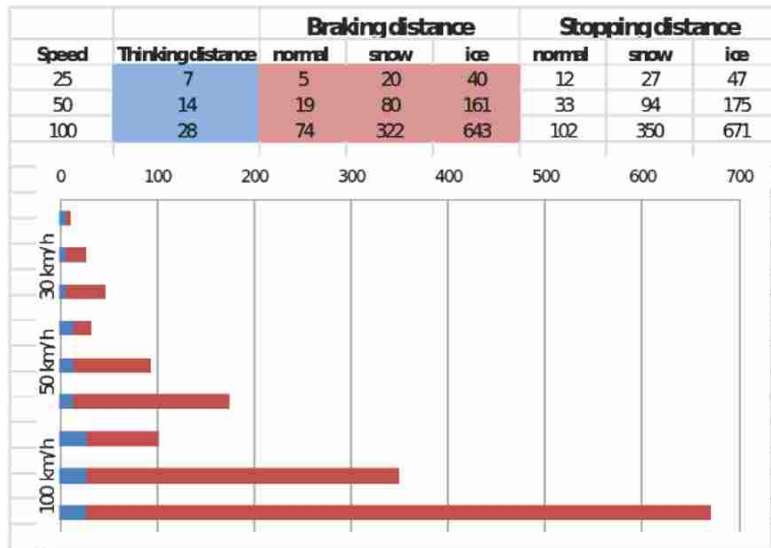
If the road surface is slippery (wet, dirt, loose gravel, snow or ice) your tires have less friction. That means your braking distances become longer and the danger of unwanted and uncontrollable vehicle behavior increases.

What to do

If you realize the road is slippery, slow down, increase your headway distance and avoid abrupt driving maneuvers! Good tires will help you gain the maximum friction possible.

SECTION 3.3 DRIVING IN CRITICAL SITUATIONS

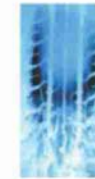
How to drive in uncomfortable weather conditions



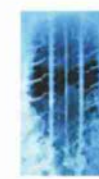
Standstill



80km



100 km



115 km

If the road surface is slippery (wet, dirt, loose gravel, snow or ice) your tires have less friction. That means your braking distances become longer and the danger of unwanted and uncontrollable vehicle behavior increases.

What to do?

If you realize the road is slippery, slow down, increase your headway distance and avoid abrupt driving maneuvers! Good tires will help you gain the maximum friction possible.

If there is a lot of water on the road, a layer of water builds between the wheels and the road surface. Aquaplaning occurs when the tires encounter more water than they can dissipate. You are more likely to aquaplane at a higher speed, and with low tread depth.

What to do

Slow down. If the speed is reduced and with an ABS you can brake in aquaplaning situations! Keep both hands on the steering wheel. Try to „read“ the road surface. Watch out for puddles or rain channels.

If you have to drive in heavy winds, avoid being close to other vehicles, especially to trailers. Slow down to have more time to make corrections; wind is unpredictable.

Expect sudden gusts at any time but particularly on open stretches of road, when passing bridges or gaps in hedges or when overtaking high-sided vehicles.

Drive carefully with both hands on the steering wheel!

On a normal (dry) road surface your stopping distance at 50kph is approximately 28m.

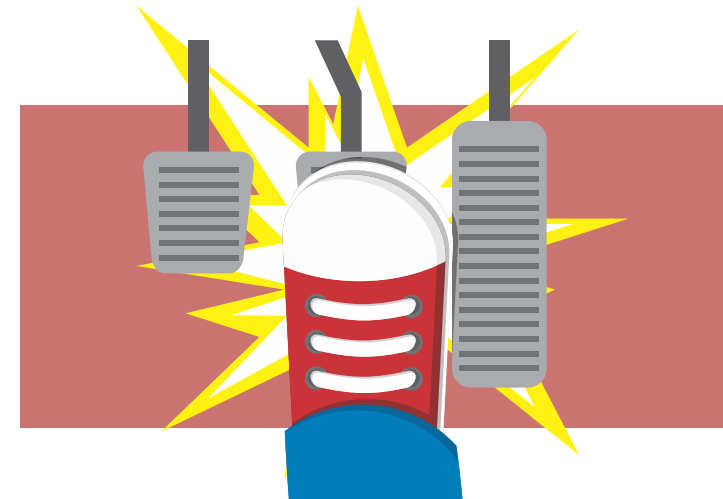
- Driving at the same speed, how long would it take on snow to come to standstill?
- Driving at the same speed, how long would it take on ice to come to standstill?

94m
175m



We've all been in situations where bringing the car to an immediate stop is absolutely necessary to avoid a collision. In such situations emergency braking is necessary. How is it done?

Emergency Braking



Keep both hands firmly grasping on the steering wheel. Hit the brake as hard as possible.

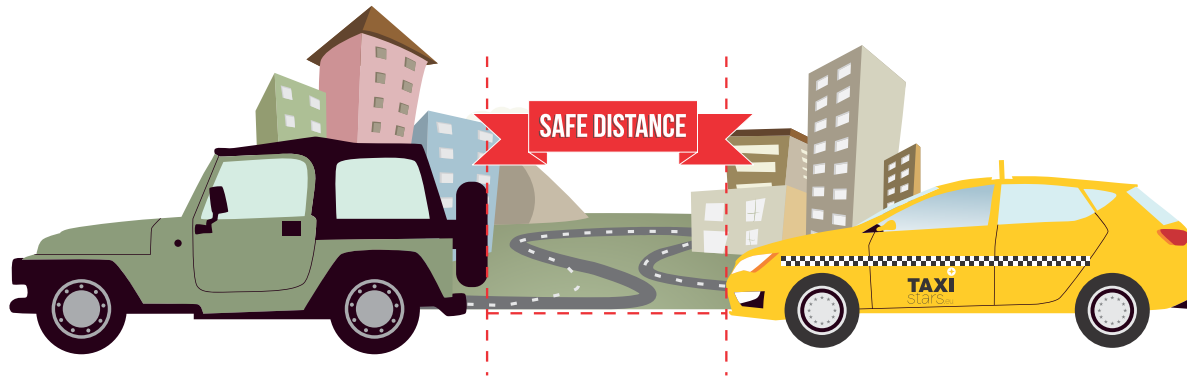
At the moment ABS starts to operate you will feel vibrations on the braking pedal and hear unpleasant snapping noises.

Don't be scared and don't reduce the braking pressure. In case of emergency hit the brake and the clutch simultaneously.

Steer as smoothly as possible. If you have an indication that ABS or ESC is not working go to the garage immediately.

SECTION 3.3 DRIVING IN CRITICAL SITUATIONS

Emergency Braking



Braking distance and speed have a square correlation. This means that double speed makes braking distance four times longer; triple speed makes braking distance nine times longer, and so on.



For average drivers it takes 0.5 -1 second to react to an emergency situation. For a distracted driver it may take as long as 3 seconds.

In some cases, when the driver does not realize the situation early enough there will be no time for reaction at all.

Early reaction is vital to avoid a collision or to react in a way that can minimize damage.

If you recognize that a crash is unavoidable, you can still reduce the damage by:

- reducing the speed: the lower the speed in the case of an accident, the less injury and damage will occur;
- trying to hit whatever obstacle frontally. The passive safety devices (seatbelt, airbag, etc.) are most effective in a frontal crash, and the human corpus, especially the cervical spine, can resist the highest flexion bending forwards.



SELF-REFLECTION QUESTIONS

When was the last time that you had to apply emergency braking?

Why did you have to use it?

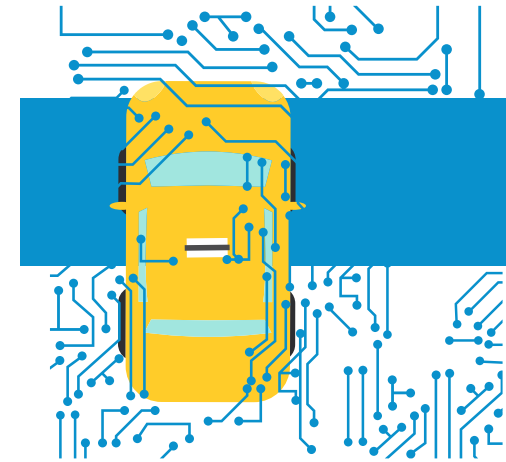
What did you learn from such an incident?

SECTION 3.3 DRIVING IN CRITICAL SITUATIONS

Electronic Assistance Systems

Even if your car is equipped with the most advanced electronic assistance systems you should avoid extreme situations.

No system is able to override driving physics. Electronic systems should not be an excuse for risk-taking behavior or decreased alertness on your part.



The electronic assistance systems aim to help the driver keep control of the vehicle.

But remember, driver's behavior remains the key factor in safety. Just think about it. If the electronic systems were perfect there would be no accidents!



How do you know which electronic assistance systems your own car has?

Look at the control lights on the dashboard after you switch on the ignition. Not sure what the control lights mean?

Refer to your car's user manual. How do such systems work and how much can you count on them?



The role of ESC, also referred to as ESP, is to timely intervene when the vehicle comes close to understeering or oversteering, whether the driver has recognized the danger or not, or whether the driver could control the situation or not.

It automatically sets counter measures. ESC is ready for action in any time (when braking, accelerating, etc.) and it controls all other electronic safety systems.



The role of ABS is to allow the wheels to maintain traction contact with the road surface while braking, preventing the wheels from locking and avoiding uncontrolled skidding.

ABS usually offers improved vehicle control and decreases stopping distances in normal road conditions.

When the ABS system is in operation you will feel a pulsing in the brake pedal.



ESC, if necessary, overrules ABS and traction control. Stability of the car is more important than the braking distance, and therefore ESC may lock the brakes on single wheels in order to keep the vehicle stable.

SELF-REFLECTION QUESTIONS

**Is your taxi equipped with electronic assistance systems?
Are they reliable in any emergency case?**

MODULE 4

EMERGENCY CASE MANAGEMENT

SECTION 4.1 MEDICAL EMERGENCIES MANAGEMENT

How to deal with medical emergencies



Medical emergencies can happen at any time to anyone, yourself or your passengers. You should seek medical help if any of the following symptoms appear.

Unexplained shortness of breath, especially if it comes on suddenly and is severe, could be a sign of bronchitis, asthma, pneumonia, as well as other heart and lung problems.

SECTION 4.1 MEDICAL EMERGENCIES MANAGEMENT

How to deal with medical emergencies



A headache for more than a week or a short sharp headache that causes nausea could be a sign of stroke or brain tumor.



If double vision develops suddenly it may be a sign of thyroid problem, diabetes, stroke, brain tumor, or other serious medical situation.



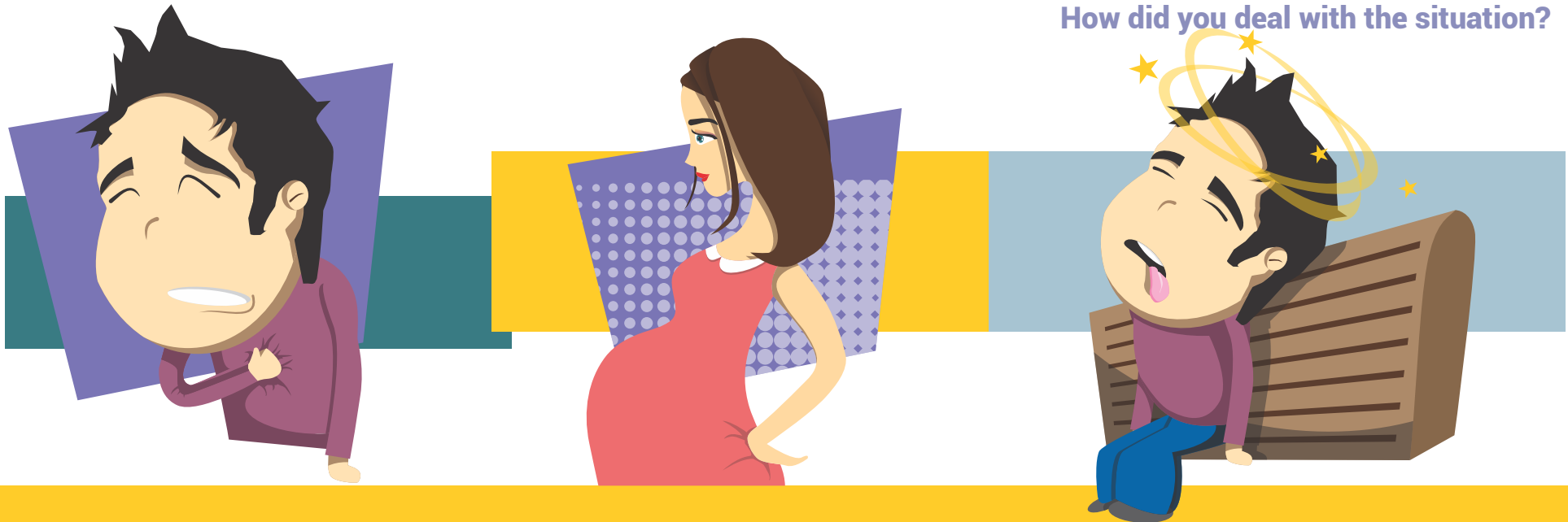
Sudden confused thinking, confusion about time or place (disorientation), sudden problems with concentration or memory could be signs of many problems, including infection, anemia, or low blood sugar.

SELF-REFLECTION QUESTIONS

What is your own Have you ever had a medical emergency while on duty?

Who was involved?

How did you deal with the situation?



If chest pain is accompanied by symptoms such as heaviness or tightness of the chest, indigestion, pain that radiates to the back, arm, jaw or throat, extreme weakness, and irregular heartbeats - then you might be having a heart attack.

Expecting mothers: help the woman sit as comfortable as possible and fasten her seatbelt. When driving avoid jerks, and take the shortest way to the hospital.

Passenger who gets unconscious: pull over immediately. Call for help. Start CPR

SECTION 4.2 CRASH MANAGEMENT

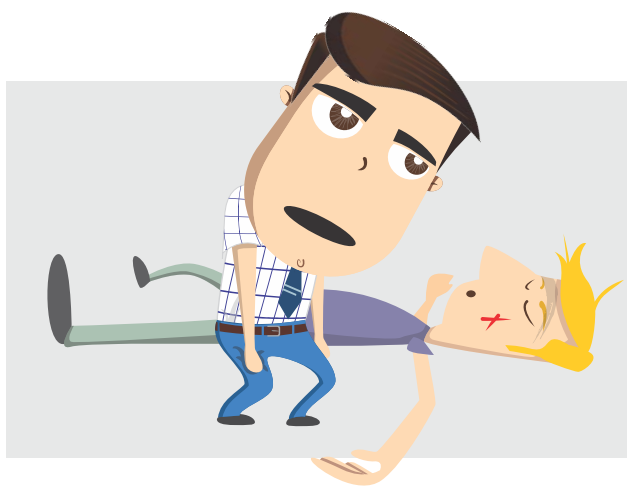
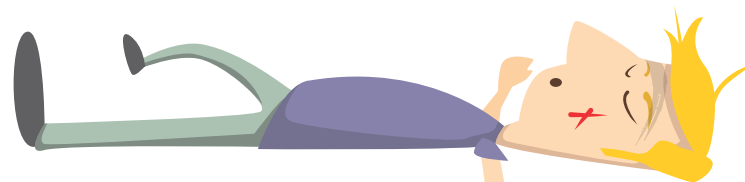
What to do if you witness an accident



What should you do if you witness an accident?



www.youtube.com/watch?v=loNHrCEsBB8



SECTION 4.2 CRASH MANAGEMENT

What to do if you are involved in an accident



What should you do if you are involved in an accident?

Remain calm, don't panic. Check for injuries (yourself, your passengers, and people in the other car).
Call the police or emergency and report the situation.
Use your radio to report the accident to your company!

Try to secure the accident scene.

Turn on your emergency lights and place your emergency triangles far from the accident scene to notify other drivers.

Please check with your local authorities how far from the accident the triangle should be placed, as the distance is dependent on the situation and the place (i.e. city, rural area, etc.)

Use your mobile phone camera to take pictures of the scene, before the cars involved are moved.

Once the police arrive cooperate and follow their instructions. Make sure that you take a copy of the police report of the accident. Your insurance company will need it.

- Do not voluntarily assume liability, take responsibility, or sign statements regarding fault.
- Do not pay, or promise to pay, for damages at the scene of the collision.
- Do not agree 'to forget' about the collision.
- Do not accept money or discuss any settlement.



SELF-REFLECTION QUESTIONS

Have you ever been involved in an accident?

Did you follow this step-by-step approach?

How did it turn out if you did?

How did it turn out if you didn't?

SECTION 4.2 CRASH MANAGEMENT

How to deal with the aftermath of a collision

How should you deal with the aftermath of a collision?

Even if you feel ok after an accident, it is advisable to have a complete medical check to avoid any hidden injuries or problems.

In the hours or days following a collision, you may still be shaken up, upset or scared, especially if serious injuries occurred or if the collision could have been avoided.



These feelings are all normal and will most probably go away once time passes, the car is repaired, and all legal details are dealt with. If such feelings get stronger or last for long and keep you from living a normal life, you are probably dealing with PTSD (post-traumatic stress disorder).



How to recognize PTSD: Not everyone who experiences stress after a trauma has PTSD. But here are some symptoms to look out for:

- avoiding emotions or any reminders of the accident
- constant feelings of anxiousness, crankiness, or anger
- avoiding medical tests or procedures constantly reliving the incident in your mind
- nightmares or trouble sleeping



If you notice any of these symptoms after you've been in a car crash, don't ignore them. Seek medical help or expert psychological support.

SELF-REFLECTION QUESTIONS

Have you ever been involved or witnessed an accident?

What kind of thoughts and emotions did you have after that?

How did you deal with them?

MODULE 5

PERSONAL SAFETY

SECTION 5.1 OVERVIEW OF THE VARIOUS RISKS FOR TAXI DRIVERS

What are the four main types of risks for taxi drivers?

The four main types of risk for the taxi drivers are:

- Physical risk
- Risks linked with being on the road
- Violence
- Risk from individual behavior of the taxi driver

To stay safe you need to be able to address all of them, combining different control options.



Health issues or injuries can be caused from driving in the same posture long hours, exposure to vibrations, or lifting heavy objects.

SECTION 5.1 OVERVIEW OF THE VARIOUS RISKS FOR TAXI DRIVERS

What are the four main types of risks for taxi drivers?



The more you are on the go the more chances there are to get involved in collisions or accidents. You can avoid a large amount of accidents by changing your driving attitude.



From aggression, to intimidation, to assault, there are many reasons why you can be an easy target. However there are techniques to avoid getting victimized and ways to better handle the situation if you face violence.



Smoking, over-consumption of stimulants, lack of seatbelt use and similar dangerous behavior put your health at risk. Changing bad habits can drastically lower such risk.

SELF-REFLECTION QUESTIONS
What is your personal action plan for minimizing the risk you are exposed to?

SECTION 5.1 OVERVIEW OF THE VARIOUS RISKS FOR TAXI DRIVERS

Understanding violence dynamics

Which of the people below is most likely to attack you?



Actually it could be any of them. Read on to understand the dynamics of violence and to be able to avoid becoming a victim!



You work alone
You work long shifts and are often fatigued
You frequently work at night, in isolated areas and in poorly lit settings
You always have some amount of ready cash
Most of the time you are dealing with strangers
You often have to serve clients who face problems and might get violent (alcoholics, drug addicts, etc.)



Europe-wide research reveals a pattern of violent incidents and robberies:

- 94% of attacks occur when the driver is inside the taxi
- 82% of attacks occur at night, between midnight and 4am
- 74% of deaths are due to head and neck injuries
- 47% of assailants act alone

Understanding 5 simple, yet important, principles around human nature can help you avoid or better handle a difficult situation.

- Be aware that no two people are the same. Each person has different values, beliefs, motives, and red lines
- Remember that even nice people have their bad days
- You must never, ever, underestimate your client and what they may be capable of doing to you
- Be attentive every time you have a client in your taxi, no matter how they are dressed or appear to be
- You must become familiar with body language and use active listening to spot any contradiction between words and body language



You can now check how to
prevent risk
deal with threats and assaults
handle a post-traumatic experience

SELF-REFLECTION QUESTIONS

Have you ever faced an attacker in your taxi?

What did he/she look like?

How did he/she behave?

What did you do?

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

How to assess passengers



Learning how to “read” your passengers can save your life!

If you are hailed, stop your taxi a short distance past the passenger to assess the situation.

If he/she behaves strange when walking towards the taxi, or you feel unsafe, you have the time to drive off before they enter.



Always greet passengers at the start of the trip and make eye contact throughout the journey. Being friendly and caring makes it more difficult for them to treat you with disrespect.

Moreover, this way you send a subtle message: "I see you, I can identify you".



Always keep an eye on passengers who are glancing around nervously, those who suddenly put their hands in their pockets/bags, those who wear hats and beanies in a way that hide their face, or those whose eyes look angry or aggressive.

Be careful though: none of these signs are a 100% accurate predictor of criminal intent; they just raise the odds that criminal activity is at hand.

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

How to assess passengers



Other body language signs to keep an eye on

- Clenched fists indicate anger;
- Hands hidden indicate the individual has something to hide
- Chin pushed forward shows anger and readiness to fight
- Quick, darting gazes show a desire to look at something (e.g. to scan the scene) without being seen doing so

Be careful though! Such body language signs are usually related to emotions; but no one of them can be used to make a read on a person. It's only when an individual shows many of these body language signs that there is cause for alarm.



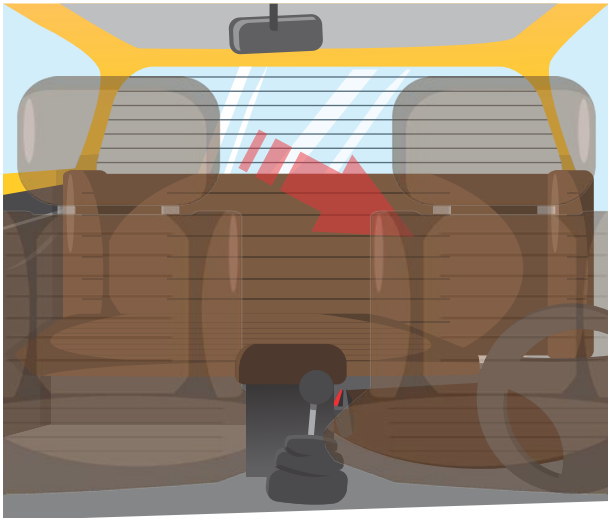
SELF-REFLECTION QUESTION

**Based on your experience,
what are the passengers'
signs that make you more alert?**

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

Proactive techniques to stay safe

What more can you do to avoid becoming a victim?



The majority of taxi driver assaults result from a person sitting behind the driver. This is your primary danger zone.

Use an excuse to ask your passenger to move over to the right side of the seat, i.e. company policy, to balance the car, or whatever you can think of.



No thick chains, no crosses or medallions.

If you must wear a neck chain, make sure it is very thin so that it will break before it can strangle you.

Avoid expensive-looking jewelry or a watch - it could make you a target for a robber.



Keep a minimum amount of money on you, i.e. change for a € 50 bill. If passengers offer you a large denomination bill, propose to take them to get it changed in a nearby store. Do not show them that you have the money to change it. Never tell a passenger that you had a good day and made a lot of money.

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

Proactive techniques to stay safe



Credit and debit cards are being used more and more. By encouraging their use you cut down the amount of cash that you carry, and you minimize loss in case of robbery.

Always insist on your passengers giving you a fixed destination as to where they go, before you start driving. Vague answers or sudden changes in the route instructed by passengers, should be danger signs for you.

Try to avoid alleys and dead-ends, especially at night. It might be the passenger's intention to get you out of sight and easily rob you. If you can't avoid it, then reverse into the alley, keep your taxi running in drive gear, and use the push button control to pop open the trunk if needed. Don't get out of your taxi. If things turn bad just step on the gas and get away.



Having a spare key in your pocket is a good idea in case you are robbed. The robber will probably throw your car keys away and destroy your radio to prevent you from moving or calling for help. If you have a spare key you can at least drive away to get help.



Be aware at all times of the existing emergency procedures (i.e. trouble call signals) and know how to use any technical help and assistance systems you may have.

SELF-REFLECTION QUESTIONS

How many of these techniques were you aware of?
How many have you used to avoid trouble?

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

How to avoid risk with physical controls

Learn how physical controls can increase your safety in the taxi



Improved lighting inside the taxi allows you to be aware of passenger behavior.



The idea is not to be taken by surprise. You should keep your own door locked especially at night or in isolated areas - when driving and waiting for the next fare - to prevent someone from opening your door and attacking you. You should also keep other doors locked to prevent entrance of undesirables.



Have your window open just enough so that you can get fresh air or speak to people, in order to avoid someone who attempts to grab your hair or body, or bang your head against the glass through the window.

SELF-REFLECTION QUESTIONS

What is the combination of physical controls that you apply in your taxi?

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

How technology can increase your safety

With gadgets getting smaller and cheaper every day, it is worth checking what technology has to offer for your safety.



Security cameras, usually mounted above the rearview mirror, provide a wide angle view of the interior of the taxi and can record activities in the car. Cameras can discourage violent behavior, and assist in identifying passengers, if an assault does occur. But please check with your local authorities if it is legal to use a security camera in your taxi.

Such systems may be activated in the event of robbery or any other offence. An emergency button activates a silent alarm based on GPS data.

Flashing safety lights can be installed in the rear of the vehicle, without been visible to the passenger. The driver can activate trouble lights when threatened to alarm other drivers or pedestrians that he is in trouble.

SECTION 5.2 BEST PRACTICES FOR PREVENTING RISK

How technology can increase your safety

There are various such systems that are either connected to the radio communication or signal to some central location (taxi Company or police station). You can easily activate such systems by pressing on a toggle switch close to your foot, or on the steering wheel.



Many new apps have been developed for the sake of both taxi drivers and passengers.

On the driver's side, apps have incorporated many of the assistance systems needed for safety. They have an integrated GPS for tracking the taxi location, as well as an SOS button to alert other drivers that their colleague is in trouble.

Some apps are also equipped with cardless payment solutions directly from the passenger's smartphone to the driver's smartphone (cash-less solutions).

Finally, some apps also allow you to check passengers' rating from other drivers to ignore a call from a trouble-maker.

SELF-REFLECTION QUESTIONS

Do you use technological aids for your safety?

Are you aware of taxi-relevant apps that are available in your territory?

SECTION 5.3 FACING DANGER

Passive self-defense strategies

The two key aims of passive self-defense are avoidance and survival. In other words, passive self-defense is about the knowledge and skills required to deal effectively with potentially harmful behavior in the context of risk management

Avoidance. Awareness, being proactive, and avoiding potentially dangerous situations is a key strategy. De-escalation, meaning the use of voice, tone, and body language to calm a potentially violent situation before violence actually occurs, is another tactic. Check Module 7, Conflict Management, for more tips on how to avoid conflict and danger.

Survival. If an assault does occur, your aim must be to stay alive and uninjured. Threatening or retaliating to a violent person will put your physical integrity at high and unnecessary risk. Check the unit "What to do when threatened" to understand the priorities when faced with a firearm.

SELF-REFLECTION QUESTIONS

Based on your experience, would you suggest any other strategy for self-defense?

SECTION 5.3 FACING DANGER

What to do when you are threatened with a weapon



Offer no resistance, just comply with the robber, and give him the money. Remind yourself that no amount of money or property is worth risking your life. Act wisely, live to work another way.

Pretend this is a regular transaction. Do not show fear or beg. Keep a steady quiet voice and tell the robber that you will comply and you will give the money he/she wants. Tell the robber what you are doing each step of the way, say that the money is in your pocket before you reach for it. Otherwise the robber might think you are trying to reach for a weapon to resist.

Use whatever emergency communication system you may have.

Although it is easier to say than to put into practice, it is essential that you stay calm and in as much control of the situation as possible. A way to build inner strength and courage is to positively think of your family "I have a family waiting for me at home, I must get out of this in one piece".

SELF-REFLECTION QUESTIONS

Have you ever faced an assault at work?

How did you react?

What was the result?

SECTION 5.4 POST-INCIDENT ACTIONS

What to do after a robbery



Radio contact your dispatcher. Inform them if you need medical help and let them know your exact location. Clarify whether you or they will call the police.



Write down everything you can remember about the suspect, so that you can make a good witness for the police. Sex, race, age, hair style and color, special characteristics (i.e. tattoos), clothes; every detail counts.



SELF-REFLECTION QUESTIONS

Have you ever suffered from post-traumatic stress?
What kind of symptoms did you have?
How did you handle it?



After a traumatic experience, like an assault, you will probably feel frightened, sad, anxious, and suspicious. These are normal reactions to abnormal events.

But if the upset doesn't fade and you feel stuck with a constant sense of danger, you may be suffering from post-traumatic stress, and you need to seek a therapist's help.

Keep in mind that post-traumatic stress is not a sign of weakness, and the only way to overcome it is to confront what happened to you and learn to accept it as a part of your past.

SERVICE ORIENTATION & SOCIAL INTERACTION

SECTION 6.1 EXCELLENT CUSTOMER SERVICE

Car and Driver's professional image

What image are you and your car projecting?



How you and your car look sends a definite message to passengers. A professional appearance implies that you should be treated professionally and that passengers will get good value for their money. Keep in mind that this is also very important with tourists who will feel safer with this kind of appearance.

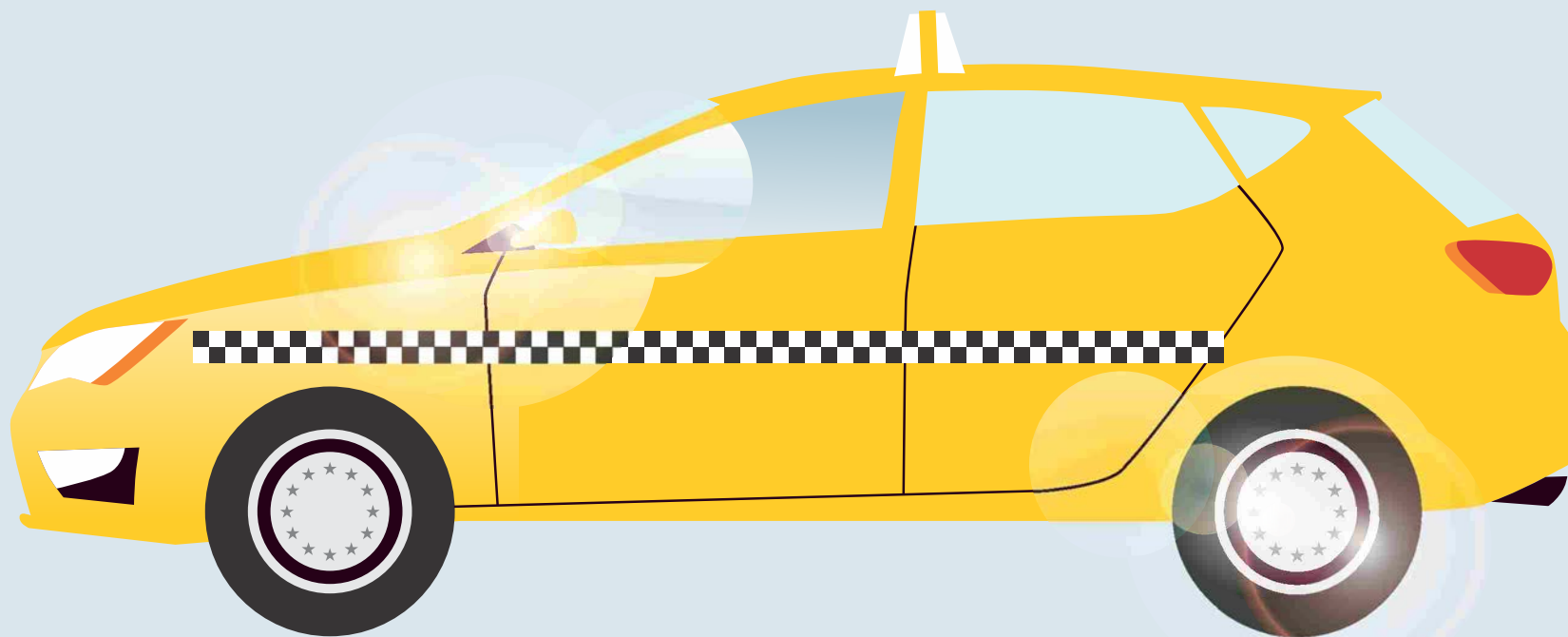
Do: Use good grooming and daily hygiene. Dress in clean, comfortable and nice clothing.

Don't: Don't overdo it with perfumes or deodorants. Avoid T-shirts with controversial connotations (i.e. sexual or racist innuendos) that could lead to anger and disputes with the passengers. Try to keep large tattoos hidden under clothes.



SECTION 6.1 EXCELLENT CUSTOMER SERVICE

Car and Driver's professional image



Do: Make sure that the car is clean, inside and out. Check regularly that the equipment (taximeter, radio, navigation system, etc) are in good working order.

Don't: Don't start your shift without checking the car for damages or faulty equipment. Don't start your shift without checking the back seat and the space between the seat and the footwell for objects left by passengers.

Avoid smoking in the car; if you do smoke make sure that you refresh the cabin's air very often to avoid odours.

SELF-REFLECTION QUESTION

What do you do to ensure a professional appearance for you and your taxi?

SECTION 6.1 EXCELLENT CUSTOMER SERVICE

The right attitude towards passengers
How can you best treat your passengers?



The key rule to excellent customer service is to treat your passengers the way you would like to be treated. What does this mean?

Be able to communicate with the passengers in a clear and concise way in the local language. Be able to understand where the passenger wants to go and how. Be able to suggest alternative routes or offer extra assistance.

Accept differences in culture, language, religion, accents, gender, and speech patterns. Being polite, friendly, and respectful increases the odds that you will be treated in a similar manner.



SECTION 6.1 EXCELLENT CUSTOMER SERVICE

The right attitude towards passengers



This includes asking the passengers if the temperature is comfortable for them and adjusting cooling/heating accordingly; or switching the sound system on/off according to passengers' will.

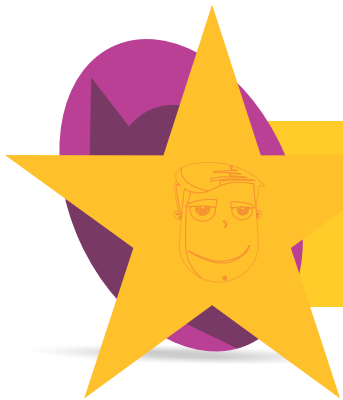
Passengers with disabilities, pregnant women, older people, parents with small children, or schoolchildren, all of whom may need special attention and assistance.

To give passengers more than others do, translates into excellent customer service. Communicating in a foreign language, providing cash-less payment solutions or audio-visual equipment for passenger use are just some ideas of how much more you can offer to increase passenger satisfaction.

What do you appreciate the most when you are served as a passenger yourself?
Do you offer the same kind of service to your passengers? **SELF-REFLECTION QUESTIONS**

SECTION 6.1 EXCELLENT CUSTOMER SERVICE

Going the extra mile for passenger satisfaction



Offering extra services or making your passengers' lives easier pays back in good reputation, repeated business, and better income.



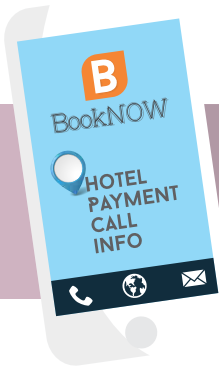
Offering free wi-fi service in your taxi will be much appreciated by busy business people stuck in traffic, tourists who want to share their photos on social media, and young passengers who need to feel connected to friends all the time.



Or at least, learn the basics of a widely spoken language, like English. There are many podcasts, CDs, and phrasebooks for free on-line, which provide survival taxi business English to help you communicate well with tourists and foreigners. Let them know that you speak their language (i.e. badge or other indication on you or your car).

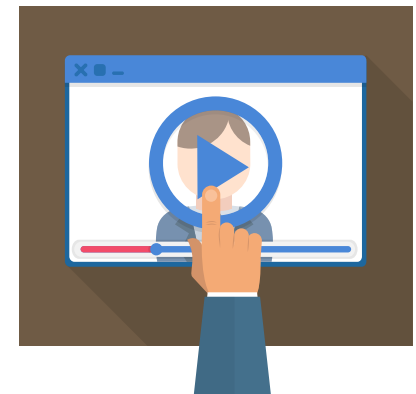
SECTION 6.1 EXCELLENT CUSTOMER SERVICE

Going the extra mile for passenger satisfaction



Check your local market for applications that help pre-booking via a smartphone or PC. Install equipment to accept credit card payments, to make your passengers' life easier, to avoid disputes over change and to stay safe.

Passenger Information Monitors (PIM) or passenger-facing interactive touchscreens, can deliver useful and entertaining content to your passengers, such as tourism attractions and information, news, sports and weather, music, games, etc. Even if you cannot afford that, have some tourist maps in the taxi (they are provided for free by every city's tourist authority).



Add or offer any other extras that would be appreciated by your passengers.

SELF-REFLECTION QUESTIONS

**What kind of extra services do you offer to your passengers?
Based on the above ideas, what more can
you do to increase your passengers' satisfaction?**

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

General principles for serving passengers with disabilities



The professional way to treat passengers with disabilities



When you deal with passengers with any kind of disability (reduced mobility, hearing, speech, or other impairment) you should be neither patronizing nor reverential.

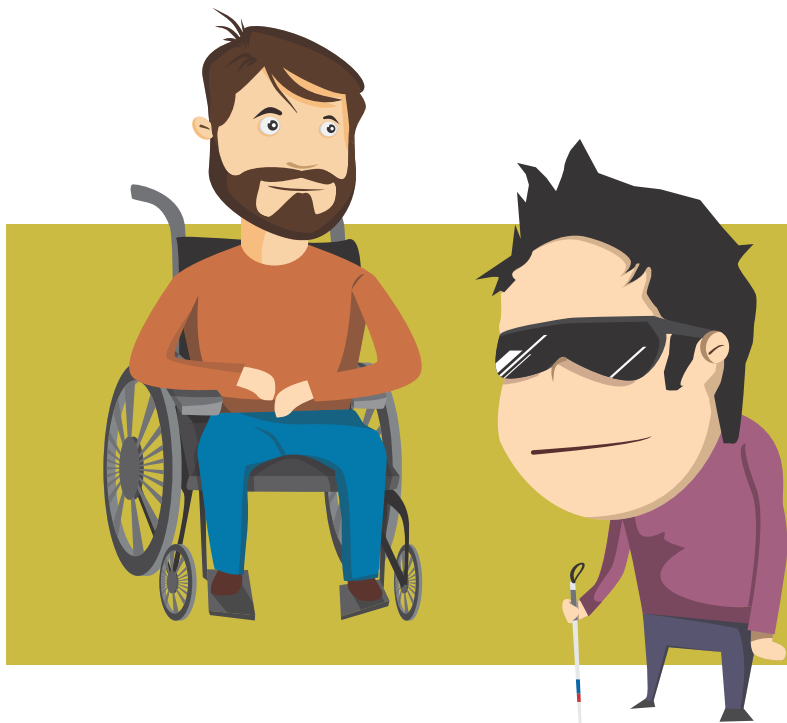


Pay attention to your own gestures and movements. If you are asked to repeat or write what you've said, do so calmly and pleasantly. Be patient and don't make passengers feel uncomfortable for the extra time they need to move, or speak.

Ask directly what kind of assistance the passenger might need and act only according to the passenger's wish. It is not only a matter of courtesy; careless assistance may cause severe pain and could do more harm than good.

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

General principles for serving passengers with disabilities



Apart from these general principles, there are some specific tips for treating passengers with reduced mobility , blind or partially sighted passengers , deaf or speech impaired passengers , and passengers with cognitive disabilities

SELF-REFLECTION QUESTIONS

Have you served passengers with disabilities?

What were the main problems in service?

How did you solve them?

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

Serving passengers with reduced mobility

How to treat passengers with reduced mobility

Passengers may suffer from temporary or permanent mobility problems, and they may use different kinds of equipment, like wheelchairs, canes, crutches, or walking aids. Always ask the passenger how you can be of help. Do not touch the cane or crutches, but support the body or offer your arm.



A wheelchair is part of the passenger's personal space. Do not hold onto or lean on the wheelchair without the passenger's permission.

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

Serving passengers with reduced mobility



Make eye contact and lower your body to speak at eye level with passengers in wheelchairs.



To prevent falling and slipping, stop the taxi in a place where the passenger can exit onto a steady and dry surface, if possible. If you have to stop at a slippery location, remember to warn the passenger before he/she exits.

Help with the small but important things, like opening a door, or parking the taxi so that the door is as close to the pavement edge as possible.

**Have you served people with reduced mobility?
(people in wheelchairs, older people,
pregnant women, people with a broken leg, etc.).
What was the main challenge you faced?
How did you deal with it?**

SELF-REFLECTION QUESTIONS

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

Serving blind or partially sighted passengers



How to treat blind or partially sighted passengers.



When picking up a blind or partially sighted person from home, knock on the door or enter the premises to signal your approach.

Lightly touch the passenger's arm as you introduce yourself. Don't touch or grab an arm unexpectedly. If the passenger asks to be guided to the taxi, stand by his/her side and offer your arm. Announce any obstacles, such as stairs, before you get there.



If the passenger has a guide dog, never grab the animal's harness without permission. Once in the car, ask the passenger where he/she would prefer their dog to be.

Guide dogs are normally trained to lie in the front passenger footwell, between the feet of their owner. If this is not possible the dog should travel in the rear of the taxi in the footwell behind the front passenger seat.

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

Serving blind or partially sighted passengers



At the end of the route inform the passenger of the fare and say the amount he/she has given you before you put it away. Count the change out loud, placing the change directly into the passenger's hand.

Give the coins first and then the bills, the biggest one first. Some blind or partially sighted people fold their bills so that they can distinguish the denominations.



Upon arrival at destination, inform the passenger of the location, offer to assist the passenger to exit the taxi and guide him/her to a safe location.

It is better to put the passenger next to a wall, or bench rather than to put him/her alone in the middle of a sidewalk.

Announce your departure so that the person won't keep on talking.

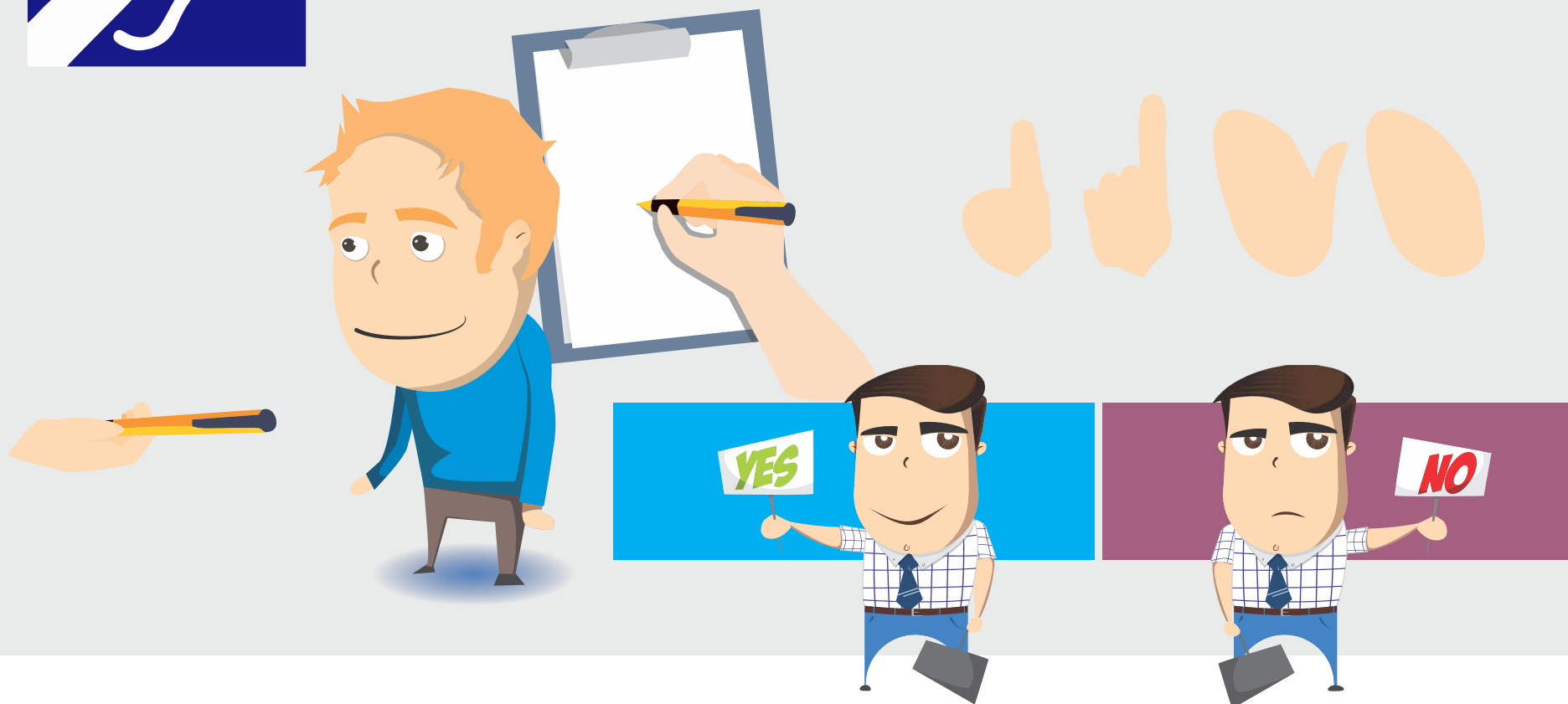
SELF-REFLECTION QUESTIONS
**Have you served blind people
or people who were partially sighted?**
What was the main challenge you faced?
How did you deal with it?

SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

Serving passengers with hearing or speech disabilities



Serving passengers with hearing or speech disabilities



SECTION 6.2 SERVING PASSENGERS WITH DISABILITIES

Serving passengers with cognitive disabilities



How to treat passengers with cognitive disabilities

Some passengers may have disabilities that affect their memory, understanding, attention, and communication.

Some of the most common cases you may come across are passengers with Alzheimer's disease, passengers with autism, or passengers with Attention Deficit Disorder.



www.youtube.com/watch?v=AaA5im9ID7o

MODULE 7

CONFLICT MANAGEMENT

SECTION 7.1 CONFLICT MANAGEMENT

How would you react?



SECTION 7.1 CONFLICT MANAGEMENT

How would you react?



Taxi driver What? Are you serious?
I don't have change for this,
your route is only € 12.

Passenger Why, do I look
like a clown to you?

Passenger Well, you should have!
It is the middle of the day after all.
Who are you calling names?

Taxi driver I'm sorry sir, I don't
have change for €100

Passenger Well, I don't have less than that.
Keeping enough change
is your responsibility!

Taxi driver That's true, but it sometimes happens
that I am out of change.

What if I take you to the store over there
to change your note? It is only a few meters away
and there will be no extra charge"

Passenger Well, ok then



SECTION 7.1 CONFLICT MANAGEMENT

How would you react?

Taxi driver **Here we are, miss.**
Passenger **What is this? This is not my destination.**



SECTION 7.1 CONFLICT MANAGEMENT

How would you react?

A

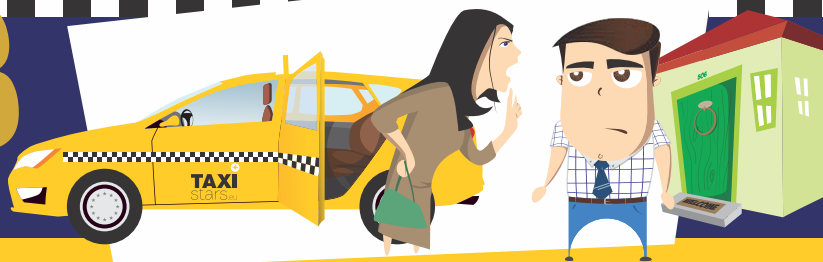


Taxi driver **Yes, it is! 22 Somewhere Street.**
Passenger **SomeWHAT, I said SomeWHAT street, not Somewhere!**
Taxi driver **You said Somewhere. And anyway, why didn't you say we were going the wrong way?**
Passenger **You ##\$%#@#!!! How could I find my way in all those turns you took?**



Taxi driver **Hey, lady! You aren't going anywhere until you pay!**
Passenger **You want me to pay? I will pay!**

B



Taxi driver **I thought I heard you say 22 Somewhere Street**
Passenger **SomeWHAT, I said SomeWHAT street, not Somewhere!**
Taxi driver **Ok, this is probably a misunderstanding. I might have heard wrong. I am sorry for that. Let's see... Somewhat Street is only a couple of blocks away. We can be there in 7-10 minutes. Is this ok?**
Passenger **I suppose I will not be charged for this route.**



Taxi driver **Since this is my fault I will stop the taximeter right now, miss. You will only pay for the ride up to here.**
Passenger **Ok then, go ahead.**

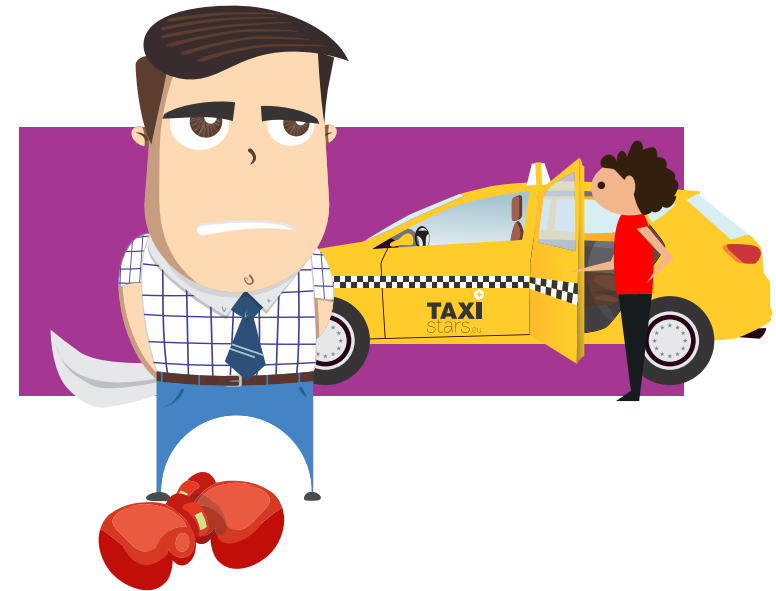
SECTION 7.1 CONFLICT MANAGEMENT

How to avoid conflict



You, like all other professionals who deal with clients, are subject to conflict. Many of the conflict incidents however can be prevented. Learn how!

And it is not your goal to defeat them. The passengers are the source of your income and therefore it is important that you serve them well and you meet their expectations.



Such behavior may help escalate a minor disagreement into a violent confrontation, with unpredictable consequences.

SECTION 7.1 CONFLICT MANAGEMENT

How to avoid conflict



Threatening someone who can't or won't pay or in any other case, will most probably provoke a more unpleasant incident, and you will most probably be the loser.



You can point out facts, but allow them to save face.

One of the key causes of disputes is not knowing your way around the city and taking your customers the wrong route. This will get them angry, and disputes can quickly turn into assaults.

An example could be that you always explain to passengers which route you plan to take, to eliminate later disputes over fares.



How often are you in conflict with passengers?
Based on the above advice, how much of this conflict could you have avoided? **SELF-REFLECTION QUESTIONS**

SECTION 7.1 CONFLICT MANAGEMENT

Conflict resolution: How to deal with conflict



Sometimes conflict is unavoidable. But even in such cases, your own reaction can diffuse or escalate the situation nine times out of ten. Learn how!

Even if you are angry or feeling offended, take a second to breathe, evaluate the situation and collect your thoughts before you say or do anything. In the heat of the moment, it's easy to say something you'll later regret.



Use assertive behavior, and simple language to make your point, without trying to control the passenger.

Try simply saying "No", instead of saying "There is no way" or "You've got to be kidding", which is confrontational and aggressive.

Let them blow off steam, do not interrupt, or argue. Arguing with angry customers is like throwing oil on the fire. It only makes them angrier.

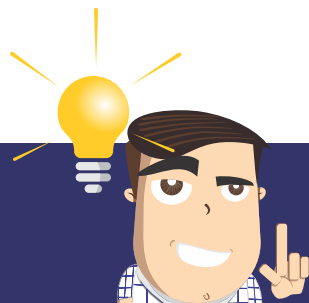


SECTION 7.1 CONFLICT MANAGEMENT

Conflict resolution: How to deal with conflict

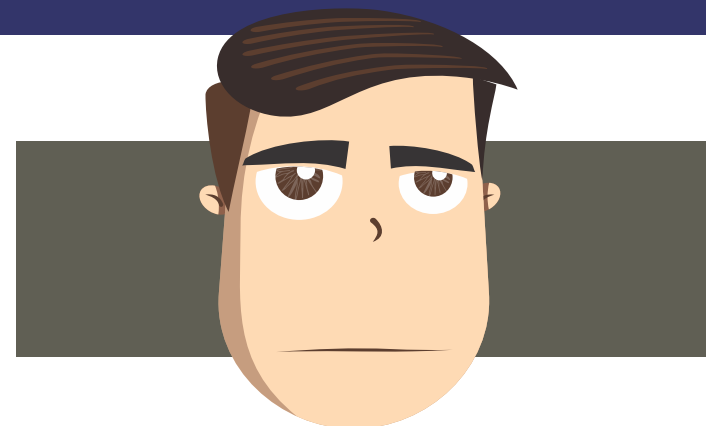
While you cannot control an angry passenger's feelings, you can use techniques that make the passenger feel heard and help diffuse anger:

- Keep your voice low and steady
- Speak slowly
- Paraphrase,
- Identify with the passenger's feelings
- Maintain eye contact
- Keep your gestures to a minimum
- Use "I" statements such as "I can see that you are very upset about..."



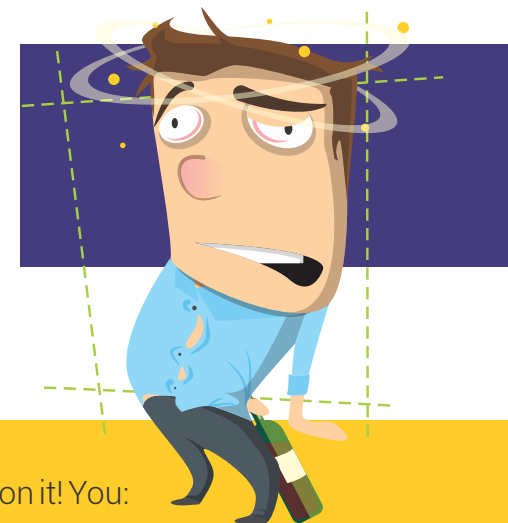
Think of the quickest way the issue can be resolved and make a clear proposal, like "I understand that you are upset you missed the train because I arrived late, but I think we can catch it at the next station if we go right now. Would that help?"

When passengers refuse to pay, or to fasten their seatbelt, or even to store their bags in the trunk, be calm but firm and explain that both you and the passengers need to follow the company's rules or the law.



If there is no way to resolve conflict, it may be better if the passenger leaves the taxi. Convincing a passenger to do so might be difficult, especially if he/she is a drug addict or drunk. Either fake problems with the taxi or stop the taxi unexpectedly and let them out.

But pay attention: if people are helpless or disorientated because of alcohol or drug abuse you must inform the police or local authorities and wait for them to arrive before you leave.



QUIZ

- 1** A passenger has been anxious during the whole route. He suddenly raises his voice and says "Step on it! You:
 - a.** Start driving faster
 - b.** Say: "I am sorry sir, but I am not allowed to exceed the current speed in the city"
 - c.** Say: "What are you talking about? This is too fast already and I did it because you seem to be in a hurry."
- 2** You accidentally missed an exit and to get to the right street you had to take a longer route. The passenger is angry. You:
 - a.** Say how much the fare is according to the taximeter and demand your money no matter how much the passenger complains
 - b.** Argue with the client over the extra distance and negotiate a small deduction in the fare
 - c.** Apologize for the extra distance and deduct a fair amount of the taximeter's indication of the total fare
- 3** A drunk passenger starts talking to himself very loud. Moreover, he seems to be about to vomit. You:
 - a.** Politely ask the passenger to behave and when he ignores you, use the emergency fuel-stop button
 - b.** You shout at the passenger to behave and when he ignores you, stop the car, step outside and drag him out
 - c.** Pretend that you don't see anything unusual and keep on driving, looking forward to the moment that you will get rid of him

SECTION 7.2 ASSERTIVE COMMUNICATION AND ACTIVE LISTENING

How can assertive communication help you?

Assertive communication is a direct, open and responsible way to interact with your passengers. It shows respect for the boundaries of yourself and your passengers, and it minimizes conflict incidents. How can you apply assertive communication?



Avoid using "you" statements that sound aggressive. Use "I" statements instead to interact without sounding accusatory. See the example below: A passenger refuses to buckle his seatbelt. Which method of communication would lead to the desired behavior? A) "You know that this is the agency policy. If you don't put your seatbelt on we'll just have to sit here until you do", or B) "I must follow the agency policy on this. Therefore, I need you to put your seatbelt on so I can start driving and get you to your destination on time".



Communication isn't just verbal. Act confident even if you aren't feeling it. Make regular eye contact. Maintain a neutral or positive facial expression. Nod for agreement. Don't use dramatic gestures. Keep the tone of your voice moderate.



You need to listen to and understand the true meaning of what passengers are saying, not just hearing their words. Techniques for active listening include:

- Paraphrase or restate in your words what you heard
- Ask clarifying questions
- Give the passenger some kind of proof that you are listening; a well-timed “hmmm” or “really?” would do
- Show empathy for your passengers’ fear, sadness or joy; simple phrases like “this must have been devastating” or “you must be thrilled” show that you identify with your passengers’ feelings

SCENARIO-BASED SELF-REFLECTION QUESTION

How would you apply assertive communication in the case of a passenger who enters the taxi sweating and saying “to the General hospital as fast as you can”?

ADVANTAGES OF ECO-FRIENDLINESS

ECO-DRIVING BENEFITS

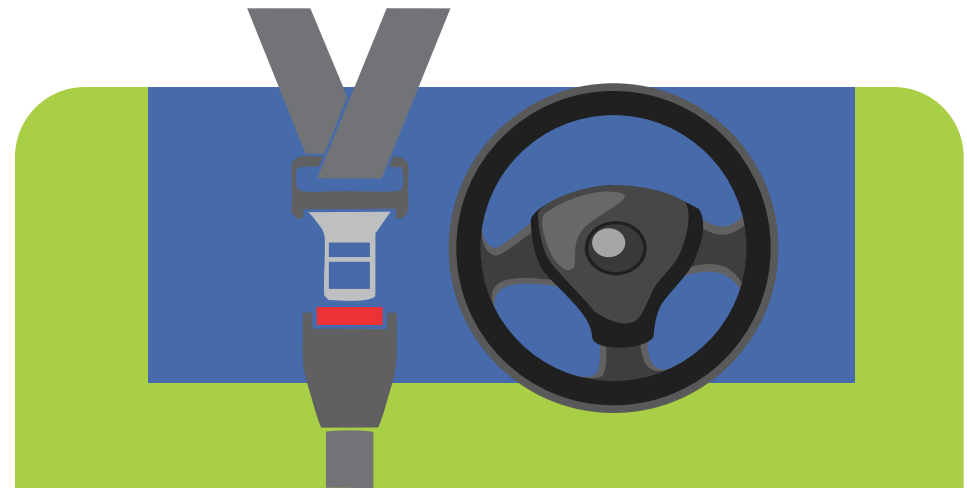
Why does eco-driving matter?



Eco-driving benefits include lower fuel costs, lower accident risk, and reduced levels of greenhouse gases.



Eco-driving is energy efficient driving. With fuel prices regularly on the rise, you can save around 6-10% on fuel per year, simply by changing your driving style.



Eco-driving is smart and smooth driving. Eco-drivers better anticipate and avoid many risks of collision. Data from companies that have implemented eco-driving show an average reduction of accidents by 5 to 15%.

ECO-DRIVING BENEFITS

Why does eco-driving matter?



Eco-driving is environmental-friendly and responsible. Driving more intelligently, you can reduce your taxi's emissions of CO₂, the main greenhouse gas, responsible for global warming. To keep global warming below 2°C, the world will need to halve its emissions of CO₂ by 2050. You, as a transport professional, have your share of this responsibility.



The European Commission reports that transport is the only main sector in the EU where greenhouse gas emissions are still rising (nearly 23% between 1990 and 2010). To reduce CO₂ emissions, a combination of technological advancement, alongside changes in people's behavior is required. Learn and apply the golden rules of eco-driving

SELF-REFLECTION QUESTIONS

Are you more aware of the eco-driving concept and its benefits?

Have you learnt more information?

Will you apply eco-driving principles?

ECO-DRIVING BENEFITS

How to eco-drive?

What are the golden rules of eco-driving?



Eco - driving requires that you adopt a different driving attitude

There is no cost, no equipment, no extra time, and no inconvenience involved. So, how to eco-drive?



Try to maintain a steady speed, using the highest gear possible at low rpm. Try to avoid unnecessary acceleration and braking. Fast starts and hard braking waste fuel and wear out some vehicle components more quickly, such as brakes and tires. Many traffic lights are timed for efficient traffic flow, and by maintaining a steady speed, you'll hit more green lights in a row.

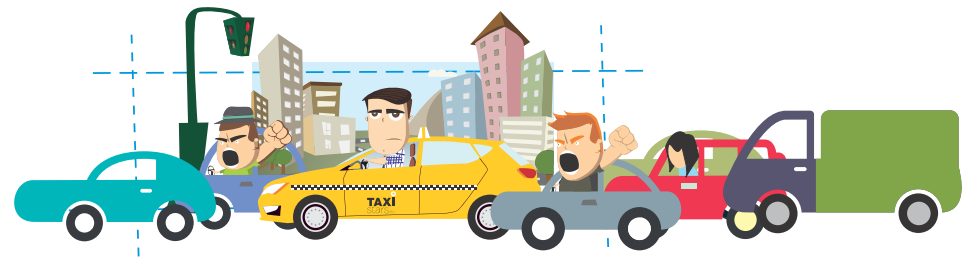
ECO-DRIVING BENEFITS

How to eco-drive?



High speeds greatly increase fuel consumption. Driving 120 kph on a highway instead of 100 is like paying 20% extra for gas. For every 10 kph you go over 100, fuel efficiency drops by 10%.

Look ahead as far as possible. Maintain a greater distance from the vehicle in front so that you can regulate your speed when necessary without using the brakes.



Today's cars do not need to warm up. Driving gently for the first few minutes lets your transmission, steering, and engine all warm up at once.



Remove racks or roof boxes when not in use, as they increase air resistance and fuel consumption at high speed. Keep windows shut at high speed. Driving with the windows open at highway speeds increases aerodynamic drag on the vehicle and increases fuel consumption.

Remove any unnecessary weight from your taxi, as anything that adds to the weight of the vehicle will increase fuel consumption.

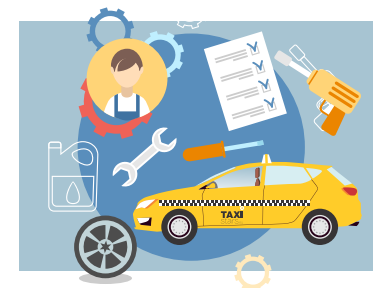


Use air conditioning wisely and switch it off if not needed. Decreasing your use of the air conditioner can help you save 10-15% of fuel.



Underinflated tires are not only dangerous but they also increase fuel consumption. To save fuel, you can increase your tire pressure slightly, but not more than 0.2 bar over the recommended tire pressure, and never more than the recommended pressure for a fully loaded vehicle. What more do you need to know about tires.

Maintain proper engine oil and air filters to keep your vehicle running efficiently. Use the fuel that the manufacturer recommends to keep the engine clean.



SELF-REFLECTION QUESTIONS

How many of these rules were you aware of?

How many do you regularly follow?

What more can you do starting from tomorrow?

quizzes answers



- 1 - F
- 2 - T
- 3 - F
- 4 - F
- 5 - F
- 6 - F



- 1 - C
- 2 - A
- 3 - B
- 4 - A



- 1 - B
- 2 - A



- 1 - B
- 2 - C
- 3 - A



a







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