

Training TravelSmart Officers - Workplaces

Purpose and Structure of this Training Resource Guide

This Training Resource Guide aims to provide TravelSmart officers throughout Australia with access to a structured kit of material to assist them in developing and delivering TravelSmart programs.

The Training Resource Guide is designed as an on-line training or orientation program for new TravelSmart officers. It will help you to understand:

- where Travel Demand Management (TDM) in general, and TravelSmart initiatives in particular, fit within the 'Big Picture' of actions being taken to address our transport problems;
- what tools are at your disposal for the development and delivery of TravelSmart initiatives;
- how to get the message across to those you will work with to implement TravelSmart initiatives.

The Training Resource Guide is structured around four key steps

1. Step 1: Developing an appreciation of the BIG Picture. That is, where TravelSmart fits with TDM and how it relates to addressing our transport problems.
2. Step 2: Thinking about the range of 'Travel Choices' which are available to people if they are going to reduce their use of the private motor car.
3. Step 3: Packaging Travel Choices through programs which are badged with the TravelSmart label.

4. Step 4: Getting the message across to those who you will need to work with to deliver TravelSmart programs.

While this Training Resource Guide is primarily intended for individuals employed as TravelSmart officers, members of the public, school teachers and officials as well as employer representatives will also find this material of value.

How to use this Guide

This Resource Guide has been developed to facilitate a layered approach to your training about TravelSmart.

The training program is set out as a four step journey. Begin by developing an appreciation of the what is involved in each of the four steps. You can do that by clicking on each of four steps in the Home Page. Look over the outline of each step. Once you have a feel for the main steps, or components in the training program you can start to look at individual steps in more detail. This is often referred to as a layering strategy to building understanding. Don't get bogged down in details at first. Begin by skim reading or reviewing the material and then you can spend more time on particular topics to develop deeper understanding.

Introducing the Developers

This Training Resource guide has been produced by Associate Professor Geoff Rose and Deb Wagner from the Institute of Transport Studies in the Department of Civil Engineering at Monash University. They worked closely with David Meiklejohn, Manager TravelSMART for the Victorian Sustainable Energy Authority. This Training Resource Guide builds on the curriculum for training TravelSmart Workplace officers conducted in Victoria. David Meiklejohn runs the Victorian training program as a face-to-face workshop. Geoff Rose and Deb Wagner have expanded the scope and adapted the material for delivery via the world wide web.

Geoff Rose is the Director of the Institute of Transport Studies in the Civil Engineering Department at Monash University. Geoff's professional interests include transport planning, travel behaviour research and application of advanced technology to transport operations. He is a member of the Institution of Engineers, Australia, the Institute of Transportation Engineers and the Australian Institute of Traffic Planning and Management. Geoff teaches Transport and Traffic Engineering along with Transport Planning in the undergraduate civil engineering program and is responsible for four units in the distance education postgraduate program in Transport and Traffic. Those postgraduate subjects cover diverse fields including Transport Planning and Policy, Traffic Engineering Fundamentals and Intelligent Transport Systems. Geoff was one of the developers of 'Travel Blending', an Australian travel awareness initiative originally developed as part of the NRMA Clean Air 2000 campaign. He retains an active teaching and research interest in the field of travel behaviour change.

Deb Wagner has worked on this project part time as a research assistant at the Institute of Transport Studies. Deb is currently undertaking postgraduate study in the field of health promotion and specialising in the application of health promotion in the transport sector. She is also working with Steer Davies Gleave as a member of the community contact team involved in the pilot of the TravelSmart Communities program in Elwood, Victoria. Her professional background includes extensive experience in training for customer service and as an Energy Advisor providing advice on domestic energy conservation.

APPRECIATING THE BIG PICTURE

This section will help you to appreciate the big picture of where TravelSmart comes from and how it relates to addressing our transport problems.

The section is broken into three chapters:

1. Travelling Smarter to address our transport problems
2. Overseas Experience
3. TravelSmart programs in Australia

Travelling Smarter to Address our Transport Problems

Many countries are facing the challenges associated with increasing motor vehicle ownership and use. While the relative importance varies from country to country, common issues include:

- depletion of non-renewable resources, particularly petroleum products (oil and its refined by-product, petrol);
- increasing dependence on imported petroleum products which can add to the balance of payments problems;
- time lost through increasing traffic congestion and its effects on people's daily life as well as the delays it causes to public transport services and freight operations;
- higher noise levels associated with increases in motor vehicle use;

- increased vehicle emissions resulting in deteriorating air quality in many urban areas;
- reduced use of 'active transport' modes such as walking and cycling producing health concerns because of the compounding effect with increasingly sedentary lifestyles.

There is a growing awareness that a continuation of current trends in relation to motor vehicle use is likely to be fundamentally in conflict with any aim of achieving a sustainable urban transport system.

This section deals with the following aspects :

- Solutions
- Car Dependence
- Health
- Travel Demand
- References

Solutions

There are a variety of solution approaches which can be adopted to address these issues; however, they can be broadly grouped into two categories:

- supply based which traditionally means building more or larger roads to accommodate forecast traffic volumes, or technological improvements in vehicles to reduce emissions, and

- demand management which involves a variety of approaches designed to influence the demand and reduce or eliminate the need to expand the road network.

What we are talking about here is just like what has happened in the field of water supply. The traditional approach to increased water consumption was to expand the capacity of the system by building more dams (that is action which aimed to satisfy the anticipated demand). Now there is a greater emphasis on managing the demand by encouraging users to avoid waste and introducing pricing schemes which provide a disincentive to increasing use.

The traditional approach to addressing transport problems has been to increase the capacity of the road system to carry more cars by widening roads or building new ones.

This is sometimes referred to as a 'supply-based' approach because it requires the supply, or building, of new infrastructure. This has also been called a 'predict and provide' approach because the response to predictions of increased demand for road space has been to provide expanded road networks.

There is a growing international realisation that 'supply based' or 'demand satisfaction' approaches, which aim to satisfy future travel demands rather than seeking to manage those demands, are not the solution to our transport problems. This is in part due to rising infrastructure costs and community concerns over trying to provide for car based travel in urban areas by continuing with the traditional 'supply' approach of expanding road network capacity.

Car Dependence

For trips to the central business district of major cities the car may capture only 30 to 40 per cent of all travellers while for travel in the suburbs the percentage is closer to 80 per cent or more. The trend is also for the car to capture a growing percentage of urban travel.

In Brisbane for example, the proportion of trips made by public transport fell from 11 per cent in 1976 to around 8 per cent in 1992 and was forecast to fall further if policies were not changed (Brisbane City Council, undated). Similar declines in public transport usage have been experienced in other Australian cities.

When referring to travel behaviour change programs, the concept of 'car dependence' is of relevance. The term 'car dependence' became established in the vocabulary of transport professionals through work undertaken in the UK in the mid 1990'.

That British research, conducted by the Royal Automobile Club (RAC, 1995) examined how people have built their present way of life around their cars and have come to depend on them for many regular and occasional journeys. While the underlying research focused primarily on UK, American and Dutch data, the insight is equally valid in an Australian context.

The UK work highlighted that it is appropriate to think of a scale of car dependence. At one end, a minority of journeys have to be done by car because of their origin, destination and the necessity of that journey. At the other end of the scale, there is a minority of journeys where good alternatives already exist and the car is chosen out of inertia or 'dependence'

A large portion of total travel lies in between these two extremes. For a significant proportion of these trips, the car is a rational choice for individuals because of a combination of physical and time constraints and poor quality alternatives. To reduce the car dependence of these trips, either extensive and expensive improvements in alternatives are required or substantial changes to lifestyles, which takes time.

However, the RAC study argued that for a significant proportion of travel, the degree of car dependence is less and can be reduced by smaller improvements in alternatives or less dramatic

changes in attitudes and behaviour. Quite logically the RAC suggests that:

"the most fruitful way forward is ..to focus initially on reducing car dependence for the 'easiest' target journeys - those for which alternatives, including walking are already available, and progressively including those for which satisfactory alternatives (either improved public transport, cycling and walking facilities or of development patterns which economise the number of trips) can be made available by suitable policies on infrastructure, services, development and traffic management."(RAC,1995)

The TravelSmart initiatives described in this Training Resource Guide are entirely consistent with this policy approach. Australian travel behaviour exhibits similar degrees of car dependence although the extent of car use is not uniform across our cities.

Health

The increasing mode share for the car in urban travel has produced many well publicised impacts such as noise and air pollution. Health related impacts are now rating more of a mention and bringing a new group of professionals into the debate about the need for travel behaviour change.

Health and fitness are impacted by the sedentary nature of car travel compared to more active modes of walking, cycling and even public transport where it involves walking to and from public transport stops.

Encouraging greater use of more active modes of transport, particularly cycling, can increase life expectancy. Hilman (1997) estimated that in the UK for every year lost as a result of increased cycling (primarily because cycling has a higher accident rate than motorised modes) 20 years are gained through improved health and fitness.

While this effect may be less significant in Australia because of the greater range of outdoor recreation opportunities feasible for most of the year (Kerr and James, 1999) it would be very conservative to assume no positive impacts on life expectancy from promoting more active modes of transport in Australia.

Travel Demand

Throughout the world there is increasing interest in opportunities to influence travel demand, through travel demand, or as they are known in Europe, mobility management programs.

Travel Demand Management (TDM) has been defined as:

"... intervention (excluding provision of major infrastructure) to modify travel decisions so that more desirable transport, social, economic and/or environmental objectives can be achieved, and the adverse impacts of travel can be reduced."
(Institution of Engineers Australia, 1996)

The field of travel demand management is now a specialist area within the transport and traffic profession.

TDM includes a variety of measures (Wayte, 1991) such as:

- spreading peak period travel through staggered or flexible work hours, work week changes or fare, toll or parking cost price differences;
- increasing vehicle occupancies through parking priority, High Occupancy Lanes and park and ride schemes;
- parking limitations and access controls;

- road pricing;
- higher car ownership, fuel or parking taxes;
- changing urban form to create more compact cities and more efficient urban development;
- technical change through communications substitutions;
- changes in attitude through community information and awareness and community education.

The emphasis of the approaches considered in this training resource guide are Travel Behaviour Change programs which more or less fit into the last of the categories listed above. These are sometimes referred to as 'softer' TDM initiatives when compared with options like road pricing or tighter controls on car parking.

A Travel Behaviour Change program can be defined as a 'public engagement campaign' designed to enable individuals to become more aware of their travel options and where possible exercise choices which reduce use of the private motor vehicle - (Rose and Ampt, in press).

Throughout Australia a variety of travel behaviour change programs are being developed and implemented under the banner of 'TravelSmart'. These programs are often run by State or Local Government authorities and typically focus on three application sectors: workplaces, schools or communities. TravelSmart officers are being recruited by State and Local government authorities to develop and implement travel behaviour change programs. Clearly for these programs to produce benefits for the community there is a need for them to be soundly based and delivered. This Training Resource Guide aims to assist in that context.

References

Brisbane City Council (undated) Travel Smart: A Traffic Reduction Strategy for Brisbane 24 pp.

Hillman, M. (1997) "Health promotion and non-motorised transport", In Fletcher, T. and McMichael A.J. (Eds.) Transport Policy and Urban Health. John Wiley and Sons, Chichester, England.

Institution of Engineers, Australia. (1996) Policy on Travel Demand Management in Urban Areas. Canberra.

Kerr, I. and James, B. (1999) "Evaluating behavioural change in transport - a case study of individualised marketing in South Perth, Western Australia". Proceedings, 23rd Australasian Transport Research Forum, 703-719.

Rose, G. and Ampt, E.S. (in press) "Travel Behaviour Change through Individual Engagement", in Hensher, D.H. and Button, K. Handbooks in Transport, Elsevier Publishing. Transport Handbook Paper

Wayte, A. (1991) Road Demand management, Paper presented at Travel Demand Management Seminar, Perth, PPK Consultants Pty. Ltd.

Overseas Experience

Throughout the world there is increasing attention being focused on the effects of the car in terms of environment, congestion and negative life-style implications.

USA In the early 1990s clean air legislation and the Intermodal Surface Transport Efficiency Act (ISTEA) combined to focus attention on the link between motor vehicle use and air quality.

The US Clean Air Act linked federal funds for new roads to city improvements in air quality, which in turn encouraged TDM.

California led the way with mandatory 'Trip Reduction Ordinances' which required employers to reduce drive alone access to workplaces.

Throughout the US, Transit Management Associations grew as a partnership between business organizations, local governments and public transport operators who shared a desire to tackle traffic congestion and declining public transport ridership.

UK In the UK, the Royal Commission on Environmental Pollution (1994) strongly signaled the need for change when it suggested that transport "has become possibly the greatest environmental threat facing the UK and one of the greatest obstacles to achieving sustainable development".

Major road building programs in the UK in the 1980s did not alleviate rising congestion in the 1990s. Indeed the UK began to acknowledge that building new roads unleashes more cars (through the so called induced demand effect) which tempers any congestion reductions achieved by expanding the road network.

Around the same time, the privatisation of the railways and deregulation of public transport in many parts of the UK raised concerns about safety and service standards and contributed to

undermining the position of the major competitors to the car.

The Integrated Transport White Paper in the UK signaled an important change with a shift in funding responsibilities to local councils with more emphasis on TDM and longer term funding guarantees.

At a local level there has been increasing reliance on the development of access plans with their development being supported by over 100 positions funded by central government. These people, the UK equivalent of Australia's TravelSmart officers, are based in councils to undertake development of school and workplace access plans.

TravelSmart Programs in Australia

Australia has been a world leader in the development and implementation of travel behaviour change programs. Increasingly these are being delivered under the banner of TravelSmart. Here we will comment briefly on two community based programs which have attracted considerable attention: Travel Blending and Individualised Marketing

The Travel Blending Program was initially developed as part of a major public initiative called "Clean Air 2000" which aimed to reduce pollution caused by car travel in Sydney prior to the year 2000 Olympics. Clean Air 2000 was an initiative of the NRMA, Australia's largest motoring membership organisation. Part of the Clean Air 2000 initiative focussed on encouraging behavioural change in the way people used their cars (Gollner, 1996).

The Travel Blending program was developed to help achieve this. Travel Blending involves in-depth analysis of people's travel behaviour followed by detailed suggestions on how behaviour could be modified, with follow up monitoring and feedback. The term travel blending is used to describe a way for individuals to reduce the use of the car by blending, or mixing, their travel choices over time. After initial development in Sydney, the program

was then run in Adelaide and has since seen application in the UK, USA and Chile. TravelSmart communities in Victoria now includes a component of Travel Blending.

The concept of Individualised Marketing was developed and tested in Europe in the 1990's before being applied in Germany, Austria and Sweden as part of abroad European initiative. TravelSmart in Western Australia, which was established in 1997, is recognised internationally for the success of its innovative approach built on Individualised Marketing (IM).

IM relies on individual contact with a significant segment of the target population who indicate an interest in changing travel behaviour towards more environmentally friendly modes. It involves targeted personal approaches to those people identified as potential mode switchers. Personalised information, advice and incentives are provided to encourage change. IM is generally used for direct marketing of public transport but has also been applied to encourage use of walking and cycling.

There are travel behaviour change programs underway in Victoria, Western Australia, South Australia, Queensland and the ACT. Broadly speaking, there is already encouraging results from the TravelSmart community-based programs, well developed school based programs (particularly in South Australia) and increasing activity in the area of workplace based programs.

To learn more about current TravelSmart initiatives round Australia try these links:

Western Australia

<http://www.dpi.wa.gov.au/travelsmart/marketing.html>

Victoria:

<http://www.doi.vic.gov.au/doi/internet/transport.nsf/headingpagesdisplay/linking+victoriatravelsmart>

Queensland

<http://www.transport.qld.gov.au/travelsmart>

References

Gollner, A. (1996) "Talking Reform - Shaping Sydney's Transport for Clean Air", Proc. ITE Regional Conference, Melbourne.

THINKING ABOUT THE RANGE OF TRAVEL CHOICES

This section will help you to understand more about the range of travel choices available to reduce reliance on the private car. The emphasis here is on understanding the messages about individual options which can be used to effectively promote them as real travel alternatives to the private car.

When attempting to reduce reliance on the private car it is necessary to encourage people to try the alternative travel choices they have available.

In this section we will be reviewing the full range of travel choices which are available.

There are a couple of key points to be kept in mind though:

- Not all travel choices are available to all people. The options considered need to be tailored to the needs of each individual. For example, in many areas public transport may not be feasible and so pushing that as an option may undermine the credibility of your case.
- At all times, keep in mind one key message - travelling by a different method just one day a week can make a big difference. We are not talking about fundamental lifestyle change such as selling all the family's cars! Regular, even small, changes which can be sustained can have substantial long term benefits to the individual, organization and the community.

On first pass through this material you may care to skim read the discussion of the different travel choices presented in this section.

It should be noted that at this stage, each of the chapters on different modes of travel relates only to travel behaviour change in the workplace. This is linked to the TravelSMART employers kit, which is also available on this web site.

Many of the sections provide a checklist of actions you could consider when seeking to promote individual modes of travel.

- Walking
- Cycling
- Public Transport
- Car pooling
- Travel for Work
- Telecommuting

Walking

One of the healthiest and cheapest ways for staff to get to work is to use their feet.

Doctors recommend about 30 minutes of regular exercise each day. That doesn't necessarily mean running flat out on a treadmill. It can mean walking or cycling a reasonable distance- just enough to be breathing a little heavier and feeling warm.

Walking is a perfect start to the day. Staff get some exercise that they might not have time for otherwise and arrive at work alert and ready to go.

Thirty minutes of walking to and from work each day can help to:

- reduce the risk of heart attack;
- lower blood pressure and cholesterol; and
- help to control weight.

These not only have a direct personal benefit for staff members - a fitter and healthier workforce takes less time off for sick leave and enjoys higher levels of productivity.

Walking also has the lowest environmental impact of all forms of transport. It produces no pollution or greenhouse gas emissions. In addition, community safety is enhanced when more people choose to get out of their cars and into the streets.

Promoting the health benefits of walking to staff through short messages - e.g. walking briskly for half an hour per day can halve the risk of heart disease - are perhaps the most effective form of encouragement.

As an employer, you might be wondering what you can do to encourage staff to walk more. Here's a checklist of ideas you can try and include in an access plan.

Identify employees living near work that may be interested in walking to work

- Produce a map showing safe walking routes to and from your site with times, not distances, to local facilities, such as shops and bus stops (people often have an unrealistic idea of how long it takes to walk)
- Remind staff that they don't always need to walk in the shoes they wear for work - these can be left at work and staff can come in trainers

- Provide lockers for keeping a change of clothes
- Provide showers and changing rooms
- Provide drying room/facilities
- Open-up short cuts for pedestrian access across the work site
- Encourage walking meetings to get the brain going, for those times you don't need to take notes
- Have a few umbrellas handy at reception for rainy days - perhaps bearing the company logo
- Review condition of existing footpaths onsite
- Provide additional or upgraded footpaths to meet staff needs
- Negotiate with your local council for improvements to footpaths used by staff
- Take part in 'National Walk to Work Day'
- Have some TravelSMART Get to Work days encouraging staff to come by alternative means

Cycling

What's so good about cycling?

It's good for the health of your staff, which is good for you as an employer.

Cycling helps keep us fit and reduces both stress, and the chance of heart disease. People who ride to work arrive invigorated and can work off the day's stress on the way home.

Cycling to, from and for work also reduces local road congestion as well as air and noise pollution and helps Australia reduce its greenhouse gas emissions.

Healthy employees are more efficient, more productive and take less time off work. Employers can improve access to their site and have a greener image.

In many countries, cycling is an accepted way of getting around in everyday life. We often think there is something culturally specific about these countries that makes people there more likely to cycle, but this isn't the case.

In countries such as the Netherlands and Denmark, they too faced increasing urban sprawl and traffic congestion, but they made different choices. In Australia, we say -the journeys we have to make are so long- but this often isn't true. People can comfortably cycle 5 kilometres and many work journeys may be just that distance.

For longer distances, staff can combine cycling with other forms of travel, such as public transport.

Listed below are some cycling ideas you can include in your access plan:

- Establish an internal Bicycle Users Group (BUG). BUGs are formed by people who want to work together to improve facilities for cyclists and encourage cycling. Forming a BUG can help staff decide what they want at your place of work and plan how to get it
- Develop a 'bike buddy' scheme for inexperienced cyclists
- Organise a cyclists' breakfast
- Organise an after-work cycle ride. It doesn't have to be long or strenuous, and could end somewhere for drinks or dinner. The idea is not to prove how fit you all are, but to encourage people who might be reluctant to cycle, to give it a go!
- Provide sufficient cycle parking to meet peak needs
- Have good, secure cycle parking in an easily accessible location
- Provide cycle parking for visitors
- Ensure cycle parking is clearly visible or provide signage to direct people to cycle bays
- Provide or rent high-security cycle lockers
- Provide showers and changing rooms
- If you don't have showers, negotiate with a local gym or sports centre for staff to use theirs
- Provide lockers for a change of clothes
- Provide drying room/facilities

- Review condition of existing onsite cycle routes
- Upgrade or provide new onsite cycle routes
- Supply a workplace toolkit-this can consist of puncture repair equipment, a bike pump, a spare lock and lights
- Provide a pool bike-for many short work trips during the day, cycling can be quicker for getting around when you consider time taken to find a parking spot. If staff don't have their own bicycle, a work pool bike can be useful
- Come to an arrangement with a local cycle retailer for cheap servicing of staff bikes. If staff buy enough bikes from the retailer, they may agree to service them for free
- Provide interest-free loans for staff to buy a bicycle and accessories, which they then pay back from their wages
- Provide cycle mileage allowance
- Provide an onsite cycle maintenance service (either as a special one-day event or on a regular basis)
- Provide insurance cover for those cycling on work business
- Produce a map showing quiet cycle routes to the workplace. It's also a good idea to note which routes are on-road or off-road

as this can make a difference to a potential cyclist

- Negotiate with your council for improvements to cycle routes used by staff
- Use cycle couriers for local deliveries
- Participate in annual events such as 'Ride to Work Day'

Cycling and walking benefits

As an employer, you may be wondering what you get out of promoting cycling and walking to your staff.

Consider the following points, which show that active forms of commuting are not only good for your staff, they can also be good for the bottom line.

Businesses that encourage staff to cycle to work benefit from increased productivity as a result of improved fitness and mental health. Staff who cycle are more punctual and take less sick days due to improved health.

Queensland Transport and Main Roads (1999). Cycle South East. Integrated Cycle Strategy for South East Queensland. Brisbane: Queensland Government.

Absenteeism can be reduced by up to 80% by encouraging cycling to work.

Shayler, M. et.al (1993) Bikes Not Fumes: The emission and health benefits of a modal shift from motor vehicles to cycling. Cyclist's Touring Club, Surrey.

The UK Traffic Advisory Unit found that organisations that implemented cycling strategies received a return of between \$1.33 and \$6.50 for each \$1 spent in cycle promotion, due to increased productivity.

Shayler, M. et.al (1993) Bikes Not Fumes: The emission and health benefits of a modal shift from motor vehicles to cycling. Cyclist's Touring Club, Surrey.

Absenteeism has been shown to be reduced by having healthier employees. For example, a two year study by the DuPont Corporation of the effect of its comprehensive health promotion program on absences among workers found that employees involved in the programs had a 14% decline in the number of days off. Overall, the company saved more than 11 000 days that would normally be lost to absenteeism.

Bertera, R. "The Effects of Workplace Health Promotion on Absenteeism and Employee Costs in a Large Industrial Population". American Journal of Public Health, September 1990: 1101-1105.

In a Canadian government study, the Canada Life Assurance Company saw a 4% increase in productivity amongst staff participating in an employee fitness program. Furthermore, 47% of program participants reported that they felt more alert, had better rapport with their co-workers, and generally enjoyed their work more.

Shephard, Roy. "Employee Health and Fitness: The State of the Art (The Canadian Employee Fitness and Lifestyle Project)". Preventive Medicine, 1983:12 644-653.

Swedish investigators found that mental performance was significantly better in physically fit workers than in non-fit workers. Fit workers committed 27% fewer errors on tasks involving concentration and short-term memory, as compared with the performance of non-fit workers.

Sjoberg, Hans. "Physical Fitness and Mental Performance During and After Work." Ergonomics, 1983:23 977-987.

Cycle Parking

Where to put the bicycle stands? How many do we need? And just what is a Flat Top, anyway?

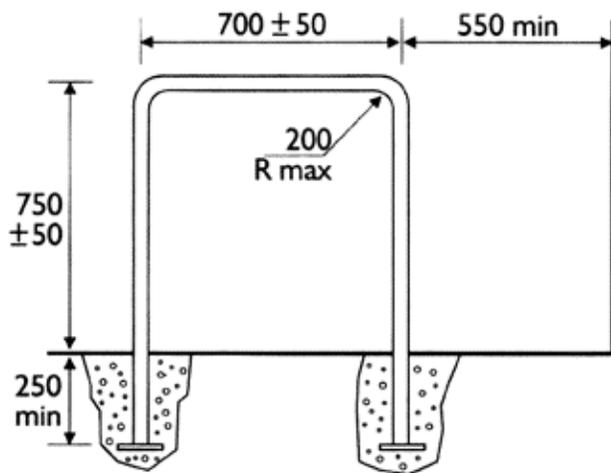
While there are a few factors to be considered when installing cycle parking, it's often a lot simpler than employers may fear. However, it's important to get it right because inadequate and unsafe cycle parking stands will deter potential cyclists.

There are some good points to keep in mind when thinking about types and location of cycle parking facilities.

Can they be easily seen by staff during the working day? The major crime in Cambridge, England is cycle theft but one area which suffers little theft is the University of Cambridge's Physics laboratories, although it uses the same style of cycle parking as other employers in the city. The reason? The stands are located outside large windows where staff are moving about—nothing deters a thief more than being easily spotted.

Make sure they are well lit and, if possible, covered from the element—but not too covered. While the Physics laboratories in Cambridge enjoyed little cycle crime, nearby Addenbrooke's Hospital suffered a spate of theft from its new cycle shelter. The problem was that the bicycles in the shelter couldn't be seen by staff or passers-by.

Most cyclists will be happy with something simple and solid that they can stand their bike against and lock it to. One of the best forms is the Flat Top (as shown overleaf).



Have you provided cycle parking for visitors? It's a good statement of your commitment to visitors to have some parking near the front door for those who might turn up by bicycle.

Public Transport

For many work journeys, the public transport network represents a real alternative to the car.

Using public transport not only saves staff money when compared to the total costs of running a car to get to work, but also allows them to avoid stress from driving in peak-hour traffic.

One of the biggest obstacles to staff using public transport is a lack of information. They want to know which ticket to buy, where to buy tickets and where and when the tram, bus or train goes.

This can be a simple matter of contacting your local public transport information centre for some timetables you can post in the staffroom. Alternatively, you can link to the timetables from your intranet.

Another incentive to encourage staff to try public transport is to offer interest-free loans for public

transport use. This helps overcome staff objections to paying out what seems to be a large amount of money at once. Payment can be deducted in installments from staff pay packets.

You can also purchase a bulk number of tickets for use by staff during the day when they are travelling on behalf of work. This is cheaper than cab vouchers and especially good for short trips around the CBD.

Listed below are some public transport ideas you can include in your access plan.

- Develop a map showing public transport routes to your worksite
- Put up a noticeboard with leaflets and maps showing the main public transport routes to and from your work site
- Place information on the work intranet with links to appropriate external websites
- Provide leaflets or timetables with payslips
- Provide a company bus that links with existing public transport services e.g. a shuttle bus between work and the train station
- Provide an interest-free loan to buy an annual ticket
- Encourage public transport use for business travel
- Ensure tickets are available at the workplace for work travel during the day
- Negotiate with public transport providers to provide better services to the work site

Car Pooling

Car pooling is often regarded by staff who regularly drive to work alone as the easiest and most convenient way for them to shift to a more sustainable form of transport.

People may be reluctant to give up the flexibility afforded by driving and so are more willing to either drive others or travel as a passenger occasionally, rather than make a leap to a completely different transport mode.

For an employer, this can have an immediate impact upon demand for parking spaces and can be linked to real incentives. However, for it to function successfully at your workplace, it does need some support.

The following ideas have all proven to be important in supporting car pooling.

Guaranteeing a ride home

Staff who might consider car pooling, often fear that they may be stranded if their driver becomes unexpectedly unavailable. For example, a driver may have to stay late for an unplanned meeting or leave early to take care of a sick child.

In these instances, employers should be prepared to back their staff by providing a free guaranteed ride home. This doesn't cost as much as you might think.

For example, Boots, a major chemist in the UK, offered a guaranteed ride home to induce staff at its headquarters in Nottingham to car pool. From a staff of 7500 people, the backup of a guaranteed ride home was only used six times a year.

Preferential car parking spaces

This can be a strong inducement if there is daily competition for car parking spaces. The spaces can be clearly marked and if they are located close to the main entrance, the spaces will be an extra reward for those willing to car pool.

Car pooling database

A lot of car pooling is organised on an informal basis between staff members or neighbours who already know each other. However, a car pooling database can help potential car poolers from different buildings or departments to get in touch with one another.

If you have a work intranet, you can easily set up a forum where car poolers can keep in touch with each other. The forum will also provide an opportunity for you to promote and reinforce the benefits of car pooling.

Postcode lunches

Think of inventive ways to get people together, for example, have a meeting or a lunch where people come together and can find out who lives nearby. Think about ways you might want to advertise car pooling to your staff.

Inventive ways to promote the activity can include putting leaflets under the windscreen wipers of cars in the carpark.

Security can be a key concern for staff thinking about car pooling and an event is a good way for them to meet other potential car poolers face-to-face and find out whether they'd like to share the commute.

Provide free car-tuning for car pooling drivers

This is the kind of practical benefit which offers an immediate inducement for potential drivers in a car pool.

Here's a checklist of car pooling ideas you can include in an access plan:

- Set up a car pooling database
- Organise postcode lunches

- Allocate priority parking spaces for carpoolers
- Provide a guaranteed ride home for carpoolers
- an annual review process aimed at reducing fleet size and maximising vehicle use; and
- selecting the most appropriate, energy efficient vehicle for the task.

Travel for Work

While most of this pack is about staff traveling to work, it's also important for employers to consider the impact of business travel undertaken throughout the day.

Often, business travel arrangements can be easier for an employer to influence.

This section examines three alternative staff travel options:

- fleet management
- car parking management (which also affects the commuting behaviour of staff)
- virtual meetings (where business travel can be replaced by other forms of communication).

Fleet Management

Over 50 per cent of new vehicles registered annually in Australia are purchased by fleets.

That means employers have a major role to play in tackling Australia's transport-related greenhouse gas emissions. The good thing is that effective management of your fleet not only results in a better environment, it can also save you money.

Research has found that successful fleet management depends on two key factors:

In addition to these elements, the following tools are important in supporting best practice fleet management:

- a policy on transport management, to optimise the transport requirements of an organisation;
- management support, and cost structures, associated with the operation of the fleet;
- a flexible pool of cars to maximise sharing of vehicles;
- minimal home garaging - provided only when a business case has been made; and
- driver training conducted with a focus on awareness of fuel efficiency and safety issues.

Best practice fleet management is not achieved in any one of these tools, but through a combination, to form an integrated strategy which is implemented over the short, medium and long term.

The aim of good energy efficient fleet management terms is to get more kilometres from the same amount of fuel used. Keep the following strategies in mind when developing a fleet management strategy.

CHOOSING THE RIGHT VEHICLE think function, not fashion

- Clearly identify the real task requirement and choose a vehicle to suit.
- Review your transport needs regularly.
- Survey your users on their needs.
- Ask for fuel consumption information when obtaining vehicle specifications.
- Buy the most efficient vehicle for the task.

MAINTAINING YOUR FLEET optimising performance and savings

- Regular maintenance is the key to keeping your vehicles fuel efficient and clean running.
- Make sure drivers know their maintenance responsibilities.
- Better car maintenance can translate directly into savings at the pump - a reduction of up to 20% in fuel usage can be achieved.
- Service and check vehicles regularly.

MONITORING YOUR FLEET: looking for savings opportunities

- Monitor fuel consumption. It's an easy first step.
- Also as part of your vehicle monitoring, record: oil and water make up; tyre wear and replacement; servicing.

- Monitoring vehicle accidents and the associated repair costs can highlight a problem area.
- If you use a fuel card, check the monthly statements for fuel consumption that falls outside the norm.

MANAGING YOUR FLEET: less means more

- Plan ahead. The single-occupant vehicle or single- purpose trip to deliver or pick up a small item is an energy intensive and expensive journey.
- Combine trips. Check the routing.
- Establish best practice monitoring processes, based on quality information supported by company policy.
- Prepare an action plan to monitor, manage and reduce your costs - and communicate it to those involved.
- Encourage good driver habits.
- Reduce your fleet vehicle numbers.

ENCOURAGING ALL DRIVERS: Setting good examples

- Provide incentives and other encouragement for staff to adopt energy-efficient travel habits and cost-effective driving.
- Educate your drivers and communicate with them regularly.

- Provide easy access to alternatives: timetables for public transport; facilities for those who cycle.
- Develop a teleworking policy for staff.

GOOD DRIVER HABITS: Old drivers can learn new habits

- Provide driver training and information - less aggressive driving can improve fuel economy by up to 30%.
- Encourage your staff to adopt good driving habits.
- Reward good driving and travel habits.

Websites for detailed strategies on fleet management:

www.greenermotoring.com.au
www.energywise.co.nz

Getting started on fleet management

As a first step, it is important to gain senior management support to review fleet management policy. Once you have this you can do an audit of your fleet to identify actions and set targets that could save the fleet around 10% of its operating costs and reduce total fuel consumption by 5%.

It is recommended that fleet audit be conducted by an independent qualified consultant.

Another way to progress is to join the **Greener Motoring** initiative, run by the Australasian Fleet Managers Association and supported by the Commonwealth government's Energy Efficiency Best Practice program.

The target for **Greener Motoring** is to reduce fuel consumption of participating fleets by up to 15 per cent by June 2003.

The benefits of the program for fleet managers and owners include significant cost savings and a reduction in the fuel usage and emissions through:

- cost savings through a series of approaches designed to reduce fuel usage;
- a structured selection of vehicles that are matched to the operational needs of the organization;
- improved driver safety; and
- public and peer recognition through a well publicized best practice recognition program.

The prime objective of this campaign is to build momentum and provide an incentive to mobilize industry leaders, improve standards of environmental performance and generate peer support.

By registering for the program, you will gain access to a comprehensive how-to guide, case studies and sample procedures that are available in the download section of the website - www.greenermotoring.com.au

Additionally, you will have access to a help desk that will assist you as you work through the guide.

Telecommuting

One of the easiest ways to reduce the effect of your commute to work is not to travel at all.

Telecommuting (or working from home) allows staff to work without being interrupted and can be good for staff who need to be at home, whether occasionally or full-time.

The benefits for an employer include:

- improving your efficiency through increased productivity;
- happier and more productive employees;
- the potential to increase the ability to attract and retain valued and experienced employees;
- savings in recruitment and training costs through reduced turnover;
- develops output oriented management skills; and
- potential savings on better use of office space.

Telecommuting isn't for everyone.

The most suitable positions are those where there is a discreet and generally self-contained piece of work. For example, these might include project work and policy analysis, research, planning and writing.

Many employers are daunted by the prospect of introducing telecommuting-don't be.

If managers are unsure about how to handle telecommuters, they and the staff may just want to trial the idea on a temporary or occasional basis. The challenge is to move from a culture of attendance to one of performance. If your staff are already assessed by the work they do rather than if

their jacket is on the back of their chair, then you're probably ready for telecommuting!

At the heart of any successful telecommuting practice is a telecommuting agreement. This sets out the responsibilities and expectations for both the staff member and the employer, and should cover issues such as division of expenses, communication methods, security and conditions of employment.

Once you've reached an agreement, you'll need to conduct an inspection of the staff member's home office to ensure it complies with Occupational Health and Safety standards. As a guideline, the home office should meet the same standards as the main office.

If you have completed a successful inspection and drawn up a telecommuting agreement, your staff member is ready to telecommute and you're ready to gain some of the benefits of a new way of working.

Selecting your telecommuters

Telecommuting or working from home is one of the most popular options cited by employees as an alternative to driving to work. However, it's not for everyone.

The manager of the telecommuter must be satisfied that the person is going to be motivated when working at a distance and will still be able to meet deadlines and performance standards.

For their part, the telecommuter must work out how they're going to stay in regular contact with the office, manage their work and not succumb to feeling isolated.

The first step is to assess whether the job can be done through telecommuting. Some considerations include:

- connectivity between the telecommuter's home and the office, so documents can be sent swiftly and securely;
- how much face-to-face contact is required with managers, colleagues or clients;
- how important it is to access equipment, materials, files etc. that are situated only at the workplace; and
- how much the job requires Internet and remote access capability.

Think about the following tasks. Do they all have to be done in an office? Or could they be done more efficiently at home?

- Strategic development and planning (thinking!)
- Preparing for meetings
- Report writing
- Research
- Data entry
- Word processing

Once you have an idea of whether the work can be done through telecommuting, you then have to assess whether the person doing the job is going to be a suitable telecommuter. Successful telecommuters tend to share some of the following characteristics:

- they tend to be independent and require minimal supervision;
- continual social interaction with others at work is less of a priority;

- they have a good track record in their job;
- they are self-motivated, well organised and disciplined in their approach to work; and
- they have a good rapport with their manager.

If this all sounds too daunting, it is important to remember that many of the characteristics for successful telecommuters are based on those people working from home most if not all of the time.

In many instances, a staff member may not know their strengths or weaknesses in regard to telecommuting until they've tried it. For this reason, it's a good approach to start by offering telecommuting on an occasional basis.

Home office inspection

As a general rule of thumb, the home office environment of a telecommuter should be as safe as that of their regular office.

Your human resources or personnel department should already have an established safety checklist that applies to the office environment. The same rules apply for the home office.

A home office inspection should cover issues such as:

- lighting;
- noise;
- indoor air quality;
- office layout;
- design of workstations;
- storage space;
- visual display units;
- copying equipment;
- electrical connections; and

- general housekeeping.

If you or your human relations section is unsure, contact the Workcover office in your state for more information.

Telecommuting agreement

A telecommuting agreement is an extension of the workplace agreement between employer and employee to cover any potential areas of conflict thrown up by a new way of working.

The agreement should seek to cover issues such as:

- performance management;
- communication with the office;
- separation of work and home time;
- expenses;
- equipment and technology; and
- security and confidentiality

The telecommuting agreement can be a stand-alone document or it may be incorporated into any enterprise agreements or workplace agreements that exist. However, you should take care to ensure it isn't in breach of any industrial awards and conditions.

Overleaf is an example of an agreement which is used by the Road Traffic Authority in New South Wales, which you can use as a basis for your own telecommuting agreement. Our thanks to the RTA for this document.

RTA TELECOMMUTING AGREEMENT

This agreement is voluntary and co-operative. The terms and conditions of employment between the RTA and the telecommuter at their usual workplace also apply, as appropriate, in principle to the telecommuter during all telecommuting occasions. The RTA is not responsible for any liability for a third party during telecommuting at the home office. The conditions of this telecommuting arrangement between the nominated staff member and the RTA are set out in the RTA Teleworking Policy in the RTA Human Resources Manual.

Name:..... Staff Number

Job Title Classification

Branch: Directorate

Usual Work Location

Name and title of applicant's unit manager

Proposed average number of days regularly telecommuted per month (.....days)

Duration of the Agreement.....months/until further notice

Location of telecommuting office

Security arrangements for Home Office (if applicable).....

.....

Provision of and responsibility for resources:

RTA

Telecommuter.....



Communication arrangements:

- e-mail
- mobile telephone
- telephone call forward service to telecommuting office
- fax
- other

Resources provided by the RTA at the home office (if applicable)

Computer systems and applications

Equipment

Furniture

Other

For compliance with OH&S policies and standards in the home office refer to completed and attached RTA OH&S Home Office Inspection Report.

Agreement:

I have read and agree to abide by the conditions set out in the RTA teleworking policy and telecommuting agreement.

..... (telecommuter's signature).....Date

..... (RTA Branch Manager's signature)Date

Forward completed Agreement to Personnel Officer

- Logged on database
- Original Agreement placed on personal file



Here's a checklist of telecommuting ideas you can include in an access plan:

- Identify staff which may be suitable for telecommuting
- List common office tasks which may be better completed at home
- Draw up a working-from-home agreement with each identified staff member
- Inspect the home office to ensure it complies with Occupational Health and Safety standards
- Provide training if necessary e.g. computer training

PACKAGING TRAVEL CHOICES

When attempting to reduce reliance on the private car it is necessary to package the travel choices available to people. The nature of that packaging depends on the particular target audience. In this section, consideration is given to programs targeted on workplaces.

Workplaces

When dealing with workplaces, TravelSmart officers may be dealing with individual employers or a group of organisations at a worksite or office park. In either case the development of an 'Access Plan' is a key step in a Workplace Travel Smart program.

An access plan is a strategy for managing transport access to a development or site. It considers all transport modes and aims to promote access by sustainable modes of transport. These access plans have an important role to play in improving transport access to workplaces as well as reducing traffic congestion and air pollution.

Experience in the UK has shown that even the most "basic" access plans have achieved 3 to 5 per cent reductions in the number of employees travelling to work alone by car (Department of Transport, 2002). More innovative packaging of available travel choices supported by employer based incentives and disincentive schemes have achieved 15 to 30 per cent reductions (Department of Transport, 2002). Clearly there is great potential to reduce reliance on the private car for travel to work and work related travel through the development of workplace based access plans.

This section of the Training Resource Guide provides information about the development and implementation of Access Plans. The specific topics covered are:

- Access Plans: An Introduction
- Making Access Plans Work
- Access Plans and the Development Planning Process

PACKAGING TRAVEL CHOICES

An Introduction to Access Plans

An access plan is a strategy for managing transport access to a development or site which considers all transport modes and aims to promote access by sustainable modes of transport. Access plans can be viewed as an employer-based package of alternative travel options to the car which considers not only commuting but also more efficient use of the car for work related travel.

Access plans are known by a variety of names. You may see the terms 'green transport plans', 'travel plans', 'green travel plans' or 'travel to work plans' used, particularly in the UK literature. These different names have evolved over time and they all describe written strategies which employers use to influence staff travel behaviour. For consistency with existing TravelSmart initiatives in Australia,

the term 'access plan' is used in this training resource guide.

A typical access plan may look at walking, cycling, public transport incentives, flexible ways of working such as telecommuting and car sharing. They can also cover company car fleet issues such as choice of vehicles, driver training and fleet operation.

The development of an access plan involves a number of steps:

1. Understanding the current travel patterns of employees - usually through a staff travel survey.
2. Identifying the range of travel choices available to people at the workplace which could help them to reduce private car use.
3. Setting some targets for different travel modes
4. Developing strategies or actions to achieve the targets
5. Implementing the access plan
6. Monitoring the results of the access plan and as appropriate fine tuning aspects of the plan over time. Follow up surveys play an important role in monitoring the impacts of the access plan on the travel patterns of the employees.

The degree of involvement of a TravelSmart officer in the development and implementation of an access plan will depend upon a number of factors, such as the scope of your TravelSmart program and the willingness of the employer to actively participate.

It may be that some TravelSmart officers are closely involved in all the steps outlined above. Ideally, the employer involved should take an increasingly large degree of interest and responsibility during the process.

Some employers may be willing to undertake all of the steps with only minimal support from the TravelSmart officer. Each employer is different and TravelSmart officers must be prepared to change their approach accordingly.

Making Access Plans Work

The UK Department of Transport has recently released an excellent report - [Making travel plans work](#) - on how to make travel plans work. The study draws on lessons from a number of UK case studies which have relevance to Australia.

The UK report highlights that effective travel plans:

- Build partnerships - with local authorities, public transport operators and other employers
- Identify site opportunities and barriers - making the most of 'easy wins' and addressing 'missing links' while tailoring measures to the location and its staff
- Encouraging progressive change - with some strategies to unlock car use and others to support sustained use of alternative means of travel
- Gain staff ownership of the plan - with appropriate consultation, fairness, transparency and plenty of 'carrots'
- Raise the profile of travel initiatives - with imaginative promotion and publicity
- Reach key groups of staff - segmenting the market for alternative travel and providing the right message at the right time, to those most likely to respond

- Change aspects of the organizations culture - engaging management commitment, involving dedicated staff time from a travel plan 'champion' and ensuring working arrangements dovetail with travel needs, and
- Focus on results - assessing the impact of individual strategies in reducing car use.

Access Plans and the Development Planning Process

An access plan is an employer-based package of alternative travel options to the car which also suggests ways to use the car more efficiently for in-work travel and commuting.

A typical plan may look at walking, cycling, public transport incentives, flexible ways of working such as telecommuting, car sharing and company car fleet (choice of vehicle, driver training, fleet operation). The information sheets in this pack will give you specific details about promoting each of these modes of transport.

Access plans may also be known as green transport plans, travel plans, green travel plans or travel for work plans.

All describe written strategies which employers use to influence staff travel behaviour. The different names have evolved over time in different circumstances.

However, you will also need to know how to develop your access plan to ensure that your staff will be willing to change and that the changes take place.

The survey

Access plans start by recording some key information about your staff's travel habits, before you make any changes to encourage them to travel more sustainably.

A good way to gather this information is through a survey. Questions should typically cover issues such as how staff get to work at the moment, where they travel from, what time they get to and leave work each day and their attitudes to different forms of transport.

The findings of the survey will influence what measures you include in your access plan. For example, if you have a lot of staff living close to work, you may want to concentrate on promoting cycling and walking. If your staff are more dispersed, you might want to look at carpooling, public transport and telecommuting.

This pack includes an example of a survey to give you an idea of the questions asked, as well as a copy of a survey cover letter which you can adapt and send out to staff before the day of the survey, letting them know what it's about and when it's on.

Writing the plan

There are two things to remember when sitting down to write your access plan:

1. There is no one right plan. Each employer is different and each access plan will be different.
2. We're not expecting a detailed 30 page thesis. The access plan is designed to be clear and straightforward.

From previous experience, an employer can write and gain approval for an access plan within 12 months. Of course, if you can do one sooner, then all the better as this will allow you more time to get on with actually doing it.

The 12 month timetable is based on our experience of how long it takes for an employer to come to grips with the concepts of TravelSmart, write a plan and get it approved internally.

Who should be involved?

This depends on what you think you need to do internally to get your access plan accepted and

approved, so that it will become an active and effective strategy within your organisation, rather than a document gathering dust on a shelf.

You may already have a relevant committee which will be interested in working on the plan. It makes sense to have more than one person working on the plan for the simple reason that it's better to share work around.

This also improves the chance of the access plan being accepted by a wide range of people and departments within your organisation.

On the other hand, you may choose to develop the plan yourself. If you do, it is important that you have the support from senior management. At some point, this plan is going to need to be approved if your employer is going to actually enact it.

Of course, if you are in senior management, you can pretty much choose your own method for developing the plan!

GETTING THE MESSAGE ACROSS

Having the best message in the world isn't much good if you can't communicate it.

It is all very well to know about the alternatives people have to reduce the use of the car but ultimately you have to get the message across to convince people to adopt some of those options. Here we focus on the factors which are important in getting that message across.

Successfully marketing the TravelSmart message depends on knowing the travel options, being well prepared and tailoring your communications to suit the person on the receiving end.

This overview will introduce you to the skills required to gain impact in your delivery whether it be to a workplace, school, community setting, group or to individuals. Your aim is to achieve positive results at each contact. In some cases that

may just result in being listened to with potential action down the track.

In other cases, hopefully most, it will result in ongoing sustainable travel choices becoming the norm in people's daily lives.

- Communication
- Preparation

Communication

Think about what you want to communicate:

Why TravelSmart is worth doing
What is involved
How it can be implemented
Who is responsible
When it will take place
Where it will be implemented

To communicate it effectively you need to be able to:

- Build Rapport
- Listen Effectively
- Question Appropriately
- Apply effective and appropriate vocal techniques

These skills are essential elements to the success of your messages. Applying them correctly will increase your chances of understanding your target audience and tailoring your message to best suit their needs.

This resource will break down each of the communication skills individually. However, each skill depends on the other. They are interrelated

and effectiveness of one relies on the application of the other.

For example, Listening can only be perceived as effective, by the message giver, if the correct questions are asked by the receiver to clarify understanding. Unless these questions are asked using appropriate vocal qualities and appropriately matched non- verbal communication then it will be difficult for both parties to be in rapport. Rapport is essential if a relationship of trust and openness is to be developed.

Rapport

Rapport is a positive relationship created through 1st impressions, what is being said, how it is said and the visual messages received. It is created if we try to focus on where the other person is coming from.

For rapport to exist there must be a match between all these cues.

We must aim to be congruent with all our messages. It's really difficult to concentrate on what a person is saying if you are distracted by an opposing facial expression or tone.

To maximise rapport with another person, become aware of:

- Their vocal qualities - modulation, tone, speed of their speech Aim to match unless they are speaking inappropriately loudly or aggressively. In this case you would use a moderate tone and try to lead them to a more appropriate pattern.
- Language patterns - are they describing situations using visual, auditory language or expressing feelings. This is an advanced technique but if you can use similar language patterns to ask questions and provide information, it can increase their

desire to listen and can determine how quickly they may take on your ideas.

Here is an example of an exchange using visual language

Employer: I can't see how we would have time to do that.

TS Officer: Can you picture a time that when things are sometimes slower?

Employer: It looks like January to March is slower for us.

TS Officer: I will just show you an example of a plan used at ACME company.

They described similar concerns.

Body language: It helps enormously if you gain an awareness of your own body language and how others may interpret it.

Folded arms to you may mean you are thinking. Others may wonder if you are cold, closed, protective.... Try to keep a good, neutral posture that appears open and appropriately relaxed.

Are you aware of your own distracting habits? It could be hair twirling, finger tapping, knee jerking or eyebrow rubbing. It is important to tune into and gain awareness of yourself. If you want to communicate easily with others, minimize any actions that distract or are incongruent with your words.

Remember, when you are nervous or feeling even a little apprehensive, these habits can automatically appear. Developing strategies to consciously control your action can be helpful.

Hints: Start an awareness campaign before you are in TravelSmart mode. Ask friends and work mates to count how many times you say a certain repetitive word or action.

Adopt a stance that prevents you from shaking, tapping fingers, or pens, folding arms. Sometimes

keeping your hands on your knees, on the desk, or clasped can help you to become conscious of your actions.

Listen Effectively

Listening is important to help you understand the other person's situation. It assists you in tailoring your key messages and shows you are genuinely concerned with their circumstances

Effective listening involves:

Showing genuine concern.

Technique: eye contact, nodding, verbal cues (OK, yes, ah ha, mmm) sitting facing the person with attentive posture

Reflecting back what you think the person may have said and the feeling behind it.

Technique: "Sounds like the difficulties with parking are making it difficult for you to retain employees. Rather than looking for more parking spaces, you could promote other ways of getting to work to overcome the problem". Listen for their language patterns and reflect back. This allows them to adjust the information if you have picked up on the wrong message. It is an opportunity to clarify. Presents an opportunity for you to attend, understand and interpret (Mackay, 1996)

Avoiding responses which indicate judgment and criticism.

Technique: Remain impartial. Work with the data offered in the conversation only. Applying appropriate questioning skills can assist you to probe further. At this stage just acknowledge their comments.

Empathy

Technique: It is essential to acknowledge any concerns before you can move on. Empathic listening helps you to access another's frame of reference (Covey 1989).

"I bet it can be tricky sometimes when you have to get people to work overtime".

People will listen to you when:

They can see relevance of what you are saying to their situation

Technique: This is a vital component in interviewing or meetings with groups or individuals. If what you say appears relevant there is likely to be a significant increase in your level of credibility and hence people's desire to listen to what you are saying. (Quine, 1998)

They feel comfortable about making a response

Technique: Inviting further information with the use of probing questions relevant to what has been said is appropriate. Questions that seem irrelevant to the person will have the opposite effect.

Listening can be hard work. Sometimes it is hard to get a word in and what is being said is irrelevant. This is when you need to apply control techniques through questioning. It is an art and a skill that will develop over time. The trick is to keep in rapport when trying to bring the conversation back on track.

Question Appropriately

Used effectively, asking the right questions can:

- Provide information relating to both general and specific facts as well as personal and workplace beliefs and attitudes
- Provide clarification on points raised

- Can prompt further discussion to illicit additional information
- Can encourage information sharing
- Allows us to show interest in a person, group or situation
- Encourages a person to talk about the way they see things so you can understand their perceptions

Questioning is a skill that requires continual and ongoing development.

Knowing the various techniques and their appropriate application will enable you to gain control over your communication. This enables you to create and produce very effective strategies for obtaining acceptance for your message.

The trick is to keep your questions very simple and relevant. The number of questions required to obtain the information you want is crucial. Too many questions can result in loss of interest from the audience and suspicion of your intentions. This is not good for rapport.

Planning the type of information you need will prevent excessive questioning and allow maximum detail to be obtained. Ask questions of yourself to ascertain the relevance of what you need to know:

What am I trying to achieve? What is the purpose of that question? How am I going to achieve the desired result? Who am I going to talk to? What do I want from them? What is the overall impression I want to create?

Your answers to these questions will be what guides you and shapes everything about your communication from the moment you make that first contact. It's worth putting time into careful consideration of what you ask, as it will influence the final results.

Vocal Techniques

Awareness of your voice and how it comes across to others is essential. This is not always comfortable as we tend to be our own worst critics. It is, however necessary if you are to maximize the impact of your messages. As already stated in discussions on rapport, the voice plays a major role in how you will be perceived by others.

Vocal Quality consists of appropriate:

Speed

Average speed of the spoken word is best received at approximately 150 words per minute. Locate a passage of written work and time yourself.

Tone

It's not what you say but how you say it that will have impact. Check for friendliness - not too severe/cold or too sugary sweet Aim for a natural tone that invites the opinion of others, not patronizing or condescending. Testing your tone will require feedback from others and/or taping your voice.

Clarity

Speak clearly by not mumbling or shortening the end of your words. Annunciate the full word.

Modulation

Add colour to your voice by varying the pitch. Avoid sing song or flat delivery. Once again, feedback from others or taping is the only way to get a good indication if your style is appropriate.

Volume

Speak up. A quiet voice lacks confidence and will distract from your message. A loud voice can sound authoritarian and dominate. Find the balance through appropriate feedback.

Repeated Words

'Actually', 'In light of,' 'great'

Gain a conscious awareness of your vocal habits. Words constantly repeated at the start, middle and end of sentences can be very distracting. This will be heightened if you are nervous.

Turn Off Phrases Yeah, yep, umm, nope The occasional slip up is fine. Constant usage is distracting and annoying. It can reflect an inappropriate casualness to some listeners.

Remember: The voice is affected by emotion and your general feelings on the day. It is normal and acceptable to be nervous, especially when starting out. However, knowing this, you have the perfect opportunity to adjust your voice. If you know you tend to be quiet when delivering information, adjust and apply vocal qualities appropriate to the occasion. You can control your voice but to do so requires awareness. Don't forget to include the smile. Sounds corny but many a message has been positively amplified and accepted by a smile. It has the ability to relax people and increase their trust in you.

Preparation

To effectively deliver TravelSmart information, it is critical that you know what approach is most likely to be effective for each individual contact.

Your aim must be to gather as much relevant background information as you can prior to any first or subsequent contacts, whether they be in person, by phone or correspondence.

Deciding what is relevant is important. Asking yourself a series of questions is the key. These questions can be broken down into three categories:

- Identifying companies to contact
- Researching selected company
- Planning Travel Smart presentation strategy

This information will provide insight into the profile and culture of the workplace and its workforce. Using this approach could equally be applied to a school or community setting. By investigating the unique structure or influences of a given

environment you can then tailor your message in a way that is meaningful to the people within it.

It is the tailoring of the message that creates a perfect fit using the best materials for the job. Generally speaking, if a garment looks like it will fit and feels good, then there is a good chance it will be tried on. If the garment suits the shape of the person, it is more likely to be bought and worn continually.

If the garment is well designed and of good quality, continual wear is ensured. These are the objectives you need to adopt when planning your approach to an employer if you want your strategies to be accepted and sustained.

Ask yourself: Which key messages are most likely to fit the size and shape of the organization? Why are these messages the best fit? How can I present these messages so that the employer wants to try them on?

It is necessary to create a series of questions that will assist you with your research. Use the checklists overleaf to guide you through each of the 3 planning categories.

Identifying Companies to Contact

Questions	Ideas	Results
What sources could I go to?	<p>Council Databases, Council Departments Internet,</p> <p>Newspapers/media (local/main)</p> <p>Local and metropolitan directories</p>	<p>Database of all registered businesses, Provided by Business Development,</p> <p>Use 'advanced google' search for general or specific business listings,</p> <p>Watch for articles re: business section Promotions, changes, developments,</p> <p>Telephone, business, internet listings</p>
Who do I know who may be able to help?	<p>Specific people within council departments,</p> <p>Referrals from other companies,</p> <p>My own network.</p>	<p>Use you internal search directories to Locate people dealing with local businesses. If they don't know, ask who may.</p> <p>Any contact is a potential source of information. Companies you deal with for any reason, business or private,</p> <p>Let your contacts know what you are searching for. Brainstorm ideas.</p>
How can I use my own network?	<p>Friends/family,</p> <p>Current and previous work colleagues,</p> <p>Other TravelSmart officers and related organizations.</p>	<p>All work with or know a variety of business contacts.</p> <p>As people move from job to job, new contacts are made. Liaise with your colleagues,</p> <p>Other regions may find their company contact is actually serviced from your locality. Share information. Related organizations may have run programs already and have knowledge of your area</p>

Researching Selected Companies

Questions	Research	Results
What information do I need?	What do I need to Know?	What do I already know/what have I found out?
Type of Industry	Products and Services Market Section / Share Uniqueness of Product /Service	Do they manufacture, wholesale or retail product/service? Combination?
Location of organization	Location of organization Single or multiple sites	If multiple sites, which is the best to try? Are the different locations for the same or different purposes e.g. Head office, Sales and Service, Manufacturing or a chain of stores/ point of contact
Size and make up of organization	How many employees/type of departments?	Type of work force and the structure of jobs. Are they different divisions - Sales, Accounts, IT, Administration Process Workers, Management,
Where to start How will you decide?	Best Contact Point HR, CEO, Specific Department?	This is where information from other contacts will be enormously valuable. Having a name and a referral point assists with the ease of initial introduction.
What are their experiences?	Involvement in other programs.	What other programs have they taken part in? Do you know the values the company is committed to already? e.g. environmental, health, future planning, global commitments, customer service policies.

Planning Your TravelSmart Presentation

Critical	Reason for Planning	Options to Consider
Must		
Know	Assists with identifying best	Competitive? Traditional? Family Orientated? Corporate? Educational, Incentive Orientated
Company profile and image	<ul style="list-style-type: none"> • style of communication • options for contacts and future planning for involving company representatives • ideas/strategies for promoting key TS tools 	
Identify	Initial Contact	Ask if timing is OK. "when would be a good time to call back
Essential Timing	Visit on their terms. Gain permission 1st Anticipate possible problems with timing in workplace - shifts, end of month reporting	Where and when to visit If hesitant: ask best time to visit. Find out who will be available then. Make sure appropriate people are present.
Plan Questions	Prepare a list of questions you will need to ask at the meeting Plan carefully to avoid excessive questions Think about questions that are relevant and will provide detail and specifics about the organization, it's values and beliefs	Why do I need to know this information? What purpose does it serve? How am I going to use it? What benefit will it be to my strategy?
What type of Impression do you want to make?	Style of Personal presentation, Style of Presentation <ul style="list-style-type: none"> • verbal with or without materials 	Will depend on audience: <ul style="list-style-type: none"> • Will it be a formal meeting, • open forum, informal staff

- formal presentation with powerpoint show
- demonstration
- meeting,
- to CEO or panel of selected employees
- Initial or subsequent

How can I present my information effectively?

Be:
Clear
Concise
Relevant
Confident
With Personality

Maintain Control of Audience

Use Communication Skills:
No Jargon,
Brief,
Identify audiences needs,
Know key messages and tools,
Adopt effective vocal techniques and be congruent and in rapport,
Listening, acknowledge and apply questioning techniques

What are my Comfort Zones?

What am I confident with so far?
What areas do I need to gain confidence?
What effect is this having on my delivery?
Where can I go for feedback?
Is there additional training I may benefit from e.g Public Speaking, Presentation Skills

Vocal qualities
Flow of conversation
Shaky hands
Talking to more than 3 people

Marketing

Before launching into the 'how to' of marketing, it is important to examine exactly what is involved and your role or more importantly, your perception of your role.

Return for a moment to the concept of 'behaviour change'. Ultimately this is your goal. That is, introducing a concept to another person in a way that they will be willing to adapt their current behaviour and adopt your ideas. In this case, the behaviour is adopting alternative choices of transport instead the car.

TravelSmart offers a great variety of tools and supporting information. Introducing the tools and information alone will increase the knowledge of those you speak to. It won't necessarily entice them to take on your ideas.

You are selling ideas. How well they are received depends strongly on the packaging and how confident you are with that packaging. The words 'selling'/ 'sales' will be perceived differently according to your experiences.

Describe your role

Examine your own acceptance / resistance to these terms. The secret to successful delivery often lies in your own comfort with how you perceive your role. Think of words to describe the delivery of ideas:

I am

Selling

Marketing

Promoting

Presenting opportunities to be involved in
.....TravelSmart

Adopt the ones that best suit the image you feel is consistent with your own beliefs. Communication is a two way process and both parties must be comfortable for ideas sharing to take place. Resistance from either side can prevent acceptance.

Tailoring the TravelSmart Message

Tailoring your messages to a given audience is just another way of checking that the selected strategy you are delivering fits and suits those who you are talking to. This requires you to identify their needs. Tailoring actively recognizes the target audience in the change process (Kreuer et al, 2000).

Individualised content

Meeting Client Needs Requires the ability to:

- Identify individual expectations
- Assess the needs within a given industry
- Identify signs of problems in relation to meeting needs and expectations

- Advise on alternative strategies
- Refer to the most appropriate person in the organization
- Discuss options and negotiate (Dwyer, 1997)

It is the identification of these needs that will help in any negotiations further down the track. Tailoring is a type of assessment. Assessment is usually a term referred to when dealing with community settings and individuals (Kreuer et al. 2000). However, it can also apply to organizations.

Tailoring:any combination of information and behaviour change strategies intended to reach one specific person, based on the characteristics that are unique to that person.... (Kreuer et al 2000)

So if the key messages are tailored we can expect to increase our chances of meeting the needs and wants of that particular audience. In an organization, this may mean the layering of strategies to meet the needs of given groups within the structure of that organization.

Example:

Potential TravelSmart Key messages to select from:

'1 day makes a difference'

'Not all or Nothing '

'Ownership and Responsibility' - Employer drives the plan,

'You are not locked into this exact plan, it can develop with you'

'We are here to work with you to develop ideas'

Creating the Environment for Acceptance

Already you are aware of the importance of timing and the necessity to plan. Here is one of the main reasons for stressing this point:

You are in competition with management's time

Whether you are speaking to the CEO, a group of senior executives or frontline staff, you are impacting on their time and this costs money!

The cost could be seen in \$\$\$ terms or in resource management. The type of cost will depend on the perception of the company, its culture and values. Remember, you have the ability to impact on their procedures and processes. The effect of What, When and How you implement your strategies will be influenced by an organizations operational factors. Hence, your strategies need to be feasible and realistic.

This sounds daunting but it needn't be. Really it's just the ability to recognise the windows of opportunity. That is why information gathering is continually stressed throughout this resource.

Knowing the right time to approach, introduce ideas and address resistance is critical to how much attention you are given. For marketing or promoting ideas it is necessary to aim for their total attention.

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For example, consider what be most appropriate for an employer with a competitive sales environment:

Corporate Interest Ability to meet targets and deadlines

Value Strength, stamina and fitness in the team

Staff Attitude Competitive, high achievers

Target Strategy Health and Fitness = Walking, Cycling

Promotion Corporate Cycling Teams - compete in one off or regular events

Action	Incentive to train, encourages riding to work, Walking to meetings Competition within organization to take on new mode of transport
Employer Commitment	Installation of bike racks, facilities to store clothing/showers Provide hats, riding gear with corporate logos
Employer Benefit	Fitter work force, free promotion of company, corporate identity linked with health and fitness
Desired Result	Behaviour change on their terms. Company support of alternative travel modes

If you know their needs you can sell according to what they will like best.

Selling the "Pleasure Stuff"

This term refers to promoting what the people identify as positive, not what you think is good. Less resistance and objection will be raised if you focus on these identified needs.

For each transport mode, identify at least 3 benefits that you could promote. Think of ways to promote them creatively.

Examples:

Public transport	Time to read, relax or catch up on work No Parking problems Cost Benefits Not stuck in traffic Less need for company parking Walking to the train or bus stop helps you to get fit
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Walking / Cycling More productive due to Increased Health and Fitness
Also less absenteeism due to health and fitness
Opportunity to socialize and build support networks with other staff
Opportunity to promote image of company
Simple and easy to introduce

Car Pooling Less time driving
Reduced use of own vehicle
Responsibility to be on time
Social benefits
Less car parking/land can be used for other purposes

Telecommuting Increased productivity due to reduction in distractions
Staff retention and Continuity of skills - maternity leave, carers, part timers, contract staff
Reduced office overheads

Caution:

Tailored communication also looks at making sure the correct key messages are given to appropriate people within any setting.

Example

You may discuss options for a shuttle bus with senior management. This may be a point of ideas generation between you and the parties involved in this discussion. It would be inappropriate to discuss this and raise it during focus meetings with frontline staff. Awareness of your need for confidentiality is important. Ask permission and check with management prior to informing staff of actions.

Clever Negotiating

Is necessary to negotiate for creative ideas to flow. For behaviour change to be accepted it is necessary to minimize the cost of changing from one behaviour to another.

The difference between marketing alternative transport modes and commercial marketing is that we must deal with people's value and belief structures. These two factors are the challenges.

Success will be achieved when greater value can be seen in adopting the new travel mode in preference to remaining with the old mode.

Dealing with Resistance and Objections

- Separate the people from the issue raised
- Acknowledge the concern and its validity to that person
- Focus on their interests rather than the issue
- Generate a variety of possibilities to explore before choosing an option
- Involve different people
- Options must be realistic and achievable
- Check there really is an issue - define the real issue

Qualities of a Good Negotiator

- Ability to think clearly and quickly in stressful situations
- Ability to be practical

- Capacity to concentrate
- Ability to act assertively not emotionally

The idea is not to let issues stand in the way.

Hint: If you are in a group there will be different personalities involved. Use these different personalities and the power of peer group sharing to your advantage. By involving the group, you are asking them to make a commitment to come up with the ideas. This is essential to the ownership of any changes.

The Know it all 'As Eric would know, the main advantage of using public transport is...'"

The Blocker: 'That's a very good point Cathy, what do others in the group think about that... or 'Can any one think of a solution to Cathy's concerns'

Applying your well developed communication skills to your carefully researched strategy plans will ensure that your marketing of appropriate travel modes will be relevant and attractive.

One last hint:

Beware of the 'Try Hard Factor'

Experiences recorded from those already in the field have found their early marketing attempts, no matter how prepared, to be flawed by trying so hard that they experienced a couple of strange phenomena:

Stage fright: Going to such lengths to prepare that they resist acting on those first contacts - missed opportunities

Diving in without preparation only to freeze at the point of contact - lost opportunities

Formal Scripting: Over anticipating and compensating by practicing exactly the order of your delivery. Inflexible.

Recommendation: Chunk your activities. Plan, contact and deliver in small chunks first. This requires trying out each stage and modifying as you go along. It allows you to evaluate your own performance and gain feedback from others.

Evaluation of your own performance is the key to developing any marketing strategy. Hop on and enjoy the journey, experiment with different communication modes to transport you to new opportunities.