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Functional Handbook

Courier Captain: Hub, Remote & Hybrid

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Authorization section

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Introduction

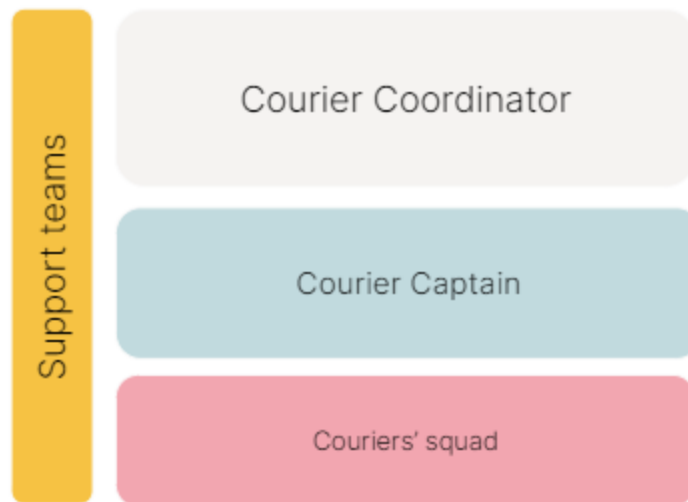
This handbook is set-up to inform the Courier Captain, and anyone who is interested, in the main activities and responsibilities of a Courier Captain. The contents of this handbook are applicable to all Scoober cities.

Whilst assigning the responsibilities that are listed in this handbook to a Courier Captain, please consider the content of the other available handbooks:

- [Courier Captain](#)
- [Hub Coordinator](#)

Courier Squads

In essence, the Courier Captain coaches a squad of couriers. A courier squad is a pool of Courier Captain(s) and Couriers reporting into a dedicated Courier Coordinator. Organizing our fleet in squads allows Courier Captains to be more involved with coaching and engagement as they are dedicated to a specific part of the fleet. It also ensures that couriers have a dedicated face to reach out to whilst on the road if the answer to their question can't be found on the Knowledge Base on the Scooper App.



Courier Captain responsibilities

A Courier Captain is a key element of the Courier fleet that trains, advises and coaches the Couriers on skills and procedures. The Courier Captain helps couriers with their job and acts as a buddy for our new joiners. The Courier Captain also helps the Courier

Coordinator better identify and address the performance of couriers. In their activities the following topics should be covered:

- **Courier Engagement**
 - Interact with Couriers to boost their motivation. Support new joiners to learn on the job and support Couriers when needed.
- **Courier Performance**
 - Support Couriers in adhering to company working standards and provide feedback on the job.
- **Compliance, Health & Safety**
 - Support the city to collect weather information as weather watcher, Foster an open environment that supports the Compliance Health & Safety (CH&S) culture, stay alert on CH&S policy execution such as Alcohol & Drugs, Harassment and, importantly, the Speak Up policy.
- **Live Ops**
 - Support the Live Ops Agents on the streets during the shift by providing feedback and information.
- **Local Ops**
 - Normal order deliveries, act as 'eyes on the road', participate in DSTUM

Courier Engagement

Courier Captains are the eyes on the road and are - next to delivering orders - responsible for coaching, motivating and training couriers on the job. The way Courier Captains coach, train and interact with couriers on the job has an enormous impact on how motivated, satisfied and engaged they will feel.

Motivation and engagement on the job and during inductions

Courier Captains can engage and motivate couriers by communicating in an open, friendly and motivating manner.

When thinking about communication, it is important for a Courier Captain to understand the tone of voice and how that impacts on messages. Consider how the tone of voice differs when motivating or engaging couriers; what are the core characteristics that you should deploy.

- [Guidelines on tone of voice in Engagement & Performance Playbook](#)

Informal chats and interactions with couriers

As a Courier Captain you will have regular daily interactions with couriers; whether it is during the first shift induction meeting or whilst Courier Captains meet couriers in the hub or on the road during their shift.

Your ability to informally communicate with couriers is key to creating an open and friendly atmosphere, enabling couriers to feel comfortable to share their opinions and ask questions. Typically, these conversations are unstructured and will take place during a courier's shift so being ready and approachable is really important.

- [Guidelines on informal chats in Engagement & Performance Playbook](#)

Courier Performance

When not occupied with delivering orders, a key responsibility of Courier Captains (~50-70%) is supporting Local Ops on delivering on Courier Performance, by onboarding, coaching and training Couriers, and reporting back their observations to Courier Coordinators.

Suggested success metrics

- **(Delivering orders:** same KPIs and objectives as Couriers (e.g. Courier Scorecard))
- **Performance (Squad):**
 - Couriers meeting expectations ([Courier KPI Scorecard](#) and related [Tableau reports](#))
 - From the above, any individual Courier KPIs that are a local city/squad priority
 - Efficiency
- **Process:** quality and execution of tasks

Courier Onboarding: Train new Couriers to be able to perform well - [local guidelines](#)

In general, Courier Captains are responsible for supporting the onboarding of new Couriers by supervising their first shift, where they start sharing the basic instructions, how to use the Courier app, and general tips.

The first shift is a key milestone for the Courier's experience, and the objective is to ensure the Courier is

- confident, equipped and motivated to continue the journey with Scoober
- provided sufficient guidance about what behavior is expected and who to contact in case of need
- aware of the community and initiatives of Local Ops staff and other Couriers

Courier Captains also collect feedback from the new Couriers about their experience in their first shift(s), and relay back to Courier Coordinators.

Currently, there are local courier onboarding SOPs available in several countries. If possible, link these SOPs to this handbook.

- [Courier Onboarding SOP](#)

Supervise Couriers during shift and coach on the job

Courier Captains are experienced in their job and should lead by example, supporting Couriers achieving their potential.

Based on the indications from Courier Coordinators, Courier Captains will supervise the shift and interact with Couriers during their work, providing job-content guidance, for instance how to correctly present themselves with customers and partners, how to deal with a difficult situation, who to contact/what to do in case of gear failure or an accident, how to use the app, checking the navigation while waiting at the restaurant, etc.

Observe Courier behavior and report back to Courier Coordinators

The Courier Captain is in closer contact with the Couriers and is crucial in observing the daily operations, supporting Couriers and reporting back their observations to Courier Coordinators.

Courier Captains prioritize and gather these **observations** based on **local** questionnaire and process, so that Courier Coordinators are aware and can include this input in the performance conversations, following the processes [Courier Feedback Cycle](#) and [Daily Courier Performance Management](#).

- [Courier Engagement & Performance Playbook](#)

Compliance, Health & Safety

Severe Weather

Being our presence and eyes on the streets, the Courier Captain is expected to act as 'Weather Watcher' in case of (expected) severe weather conditions, providing feedback on the weather conditions to Local OPs and Live Ops.

- [Severe Weather SOP](#)

Alcohol & Drugs, Harassment, Speak Up

Having close contact with our couriers, the Courier Captain should foster an open work environment in which all our colleagues feel comfortable speaking up. The Courier Captain is also responsible for reporting any breaches of our Courier Code of Conduct or any other undesirable behavior (such as breaches of our alcohol and/ or drug use, unsafe

behavior, abusive behavior) so that they can be addressed. In short, the Courier Captain should be an advocate of the safety culture within Scoober.

- [Speak Up Policy](#)
- [Alcohol & Drugs Policy](#)
- [Bitesize Code of Conduct](#)

Incident Management

In case of an incident involving a courier, the Courier Captain might be asked to go to the affected courier to offer support on site. Such as calling emergency services, providing moral support or escorting the courier to a doctor. As well as collecting equipment that might've been left on the street after an incident. The Courier Captain should report unsafe circumstances and events to the Courier Coordinator.

Live Ops

Support on the streets during shift

Act upon issues that are raised by Live Ops in real life, such as checking on a Courier after an incident or provide live feedback on the weather conditions in severe weather situations or safety situations in a city.

Local Operations

Order delivery

The Courier Captain is expected to spend around 30% / 50% of their time on performing order deliveries.

City Operational Excellence

Act as 'eyes on the road' and feedback any relevant information to either the Courier Coordinator or City Operations Manager.

Remote: Daily Stand-up Meeting

The Courier Captain will join in Daily Stand-Up Meetings to support the city's PDCA cycle.

- [Daily Stand-up Meeting SOP](#)