

SAFETY MANAGEMENT IN LIGHT VEHICLES: WORKSHOP

12th January, 2019, 9am-12pm, CC103A

WORKSHOP PRESENTERS

Associate Professor Sharon Newnam, Associate Director of the Systems Safety team, Monash University Accident Research Centre, Melbourne Australia (Sharon.newnam@monash.edu)

Mr Peter Van Dyne, Technical Director Commercial Auto, Liberty Mutual Insurance Milwaukee (peter.vandyne@libertymutual.com)

Dr Sarah Jones, General Manager Road Transport Safety and Compliance, Toll Group (Sarah.Jones@Tollgroup.com)

WORKSHOP SUMMARY

The goal of the workshop was to introduce the management of safety for employees who drive a light vehicle for work-related purposes. A light vehicle was defined as a vehicle less than 4.5 tonnes and includes vehicle types such as cars, light rigid trucks and motorcycles. These vehicles can be driven by a variety of employees within jobs such as sales representatives, community-oriented nurses, passenger transportation services (taxis, uber), and utility workers.

The workshop commenced with a discussion from Peter VanDyne on the extent of the problem. The data presented was sourced from the U.S. NHTSA- DOT and Liberty Mutual Insurance U.S. fleet data. Peter also presented benchmarking data using expected crash frequency by (i) vehicle size, (ii) U.S. state and (iii) industry. The presentation concluded with a case study of an organisation that introduced telematics in their vehicle fleet. Aggressive events rates (i.e., hard braking) were presented before and after implementation of telematics in the fleets, with the results showing positive results in terms of safety benefits.

The second presentation was from Sharon Newnam who discussed the leadership practices that support and constrain safe driving behaviour. Sharon presented a program of research that focused on the role of 'human resource' management practices (as opposed to risk management practices like safety induction programs, safety training, safety policies and procedures) and their impact on safe driver behaviour. Nine human resource management practices were discussed including remuneration, job and work design, development, selection, job security, communication, performance appraisal, promotion and retention. The results of the study showed that some of these leadership practices had a negative influence on safe driver behaviour (i.e., communication, job and work design and selection). The findings suggested that human resource management practices must be designed to consider the driving role, not only the employees primary job role (e.g., sales representative). In contrast, remuneration was found to have a positive influence on safe driver behaviour, but this relationship only existed if drivers perceived that management prioritised and valued their safety. This finding suggested that human resource management practices can be effective if they are implemented in a way that creates a context where safety is perceived as valued in the workplace.

The final presentation was from Sarah Jones who discussed the psycho-social context of non-compliant behaviour. Sarah presented a scenario of an incident that occurred within Toll Group where non-compliant behaviour contributed to property damage in the course of

work. Three theories were discussed to explain the motivation of the employees involved in the incident. The theories discussed included (i) deterrence theory, (ii) optimism bias and (iii) self-regulation. The conclusion drawn from this discussion focused on 'the narrative' being important in ensuring safety in the workplace. Management need to justify the importance of policies and procedures to the workforce to ensure employees compliance; this involves challenging cultural norms and promoting opportunities for peer-to-peer communication. This skill was identified as critical in the safety management of those who drive light vehicles (and heavy vehicles) and a realistic and practicable approach to managing the safety of workers who operate outside the physical boundaries of the workplace (i.e., limited opportunity to monitor safety performance)