A guide to develop adequate Workplace Road Safety processes, procedures and systems to reduce risks associated with your organisations’ transport activities.
Purpose of this Guide

This guide will help public and private organisations to develop their own road safety campaign and workplace road safety processes and procedures to identify and manage risks associated with their transport activities.

In this guide we outline the 7 steps to Improve Workplace Road Safety, a comprehensive and valuable resource with complete procedures to undertake each step successfully to improve road safety in your organisation.

The guide is also about raising awareness of the legal obligations of both employers and employees, the wider benefits of road safety that can deliver cost effective strategies to organisations. More importantly, we talk about sharing responsibility and contributing to the current road safety strategy Towards Zero – getting there together.

The Office of Road Safety produced this guide with contributions from WorkSafe Western Australia Commission, Australasia Fleet Management Association (AFMA) and the Office of Road Safety WA partner stakeholders.

Towards Zero – Our Vision

Our long term vision is of a road transport system where crashes resulting in death or serious injury are eliminated.
Company vehicles make up a large part of the day to day traffic on Western Australian roads. Consequently, both the trauma and financial impost of crashes involving work vehicles are enormous.

While there has been increasing focus on workplace safety within organisations over the last 20 years, vehicle safety can often remain overlooked. Workplace road safety policies and procedures are essential for providing a safe workplace.

Employers need to be aware that work vehicles are as much a part of the workplace as the factory floor, office or workshop and that they have legal obligations under their ‘duty of care’.

Likewise, employees also need to take responsibility for their own safety as well as the safety of other road users.

The Western Australian Government is committed to eliminating road trauma as a major cause of death and serious injury. To achieve this, we have developed Towards Zero, the 12-year plan for road safety. Towards Zero is built on the safe system approach which includes safe road use, safe roads, safe vehicles and safe speeds.

This guide has been produced for private and public sector organisations of all sizes to assist them with the development of their own workplace road safety policies and procedures.

I’d like to acknowledge all the contributors who provided information and case studies which I hope will encourage others to adopt better road safety practices at work.

I commend this guide to all Western Australian employers and encourage you to use it to assess your commitment to road safety in the workplace.

Honourable Liza Harvey MLA, Minister for Police; Emergency Services; Road Safety.

REMEMBER:

• Company vehicles are workplaces and both employers and employees need to acknowledge this and put in place safe work practices.

• Employers are responsible by law to provide employees with a safe workplace – and that includes vehicles.

• Employers and employees need to work together to create a campaign and infuse a road safety culture into every business process.

• Everyone on the road can help by being a safe driver.

We all need to share responsibility to help eliminate death and serious injuries and aspire to our Towards Zero vision.
The Occupational Safety and Health Act – understand your duty of care

There are broad responsibilities under the Act referred to as duty of care, general duties or general duty of care. Employers must, as far as practicable, ensure their employees and others who are at the workplace are not exposed to hazards in the working environment. Employees also have a duty to take reasonable care of their own safety and health at work, as well as that of others who may be affected by their work.

WHO DOES THE LAW APPLY TO?
The Occupational Safety and Health Act (1984) applies to all workplaces and any parties connected to work such as employers, employees, contractors, self-employed people and manufacturers.

WHAT IS A WORKPLACE?
A “workplace” is any place where people work or are likely to be in the course of their work, including aircraft, ships, vehicles, buildings, or any other structure. In the road safety context, this definition can apply to anywhere, whether on a public road or on the employer’s premises.

WHAT DOES DUTY OF CARE MEAN IN PRACTICE FOR EMPLOYERS AND EMPLOYEES?
An employer shall, so far as is practicable, provide and maintain workplaces, plant, and systems of work such that the employees are not exposed to hazards. Also provide such information, instruction, and training to, and supervision of, the employees as is necessary to enable them to perform their work in such a manner that they are not exposed to hazards (WA Occupational Safety and Health Act 1984; Division 2: General workplace duties; 19 Duties of employers).

An employee shall take reasonable care to ensure his or her own safety and health at work; and to avoid adversely affecting the safety or health of any other person through any act or omission at work (WA Occupational Safety and Health Act 1984; Division 2: General workplace duties; 20 Duties of employees).

WHAT DOES SAFE PLANT AND SYSTEMS OF WORK MEAN?
Employers must take measures that are reasonable and practicable to identify, remove and/or reduce risk in the workplace. They should be aware of the severity of potential risks and of possible injury or harm, and must take steps to address those risks.

In the context of road safety, this means ensuring vehicles are “fit for purpose”, in a safe mechanical condition and work schedules are maintained that allow adequate time for required distances to be travelled safely. The issue of plant safety includes considering the suitability of the vehicle for the task for which it is to be used. Also, both employers and employees are required to collectively review how a job is done to ensure it is undertaken safely.

WHAT ABOUT INSTRUCTION, TRAINING AND SUPERVISION?
The responsibility of an employer is clearly defined by legislation where “A person conducting a business or undertaking must so far as is reasonably practicable, ensure provision of any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking” (Model Work Health and Safety Bill Division 2 Primary duty of care 19 Primary duty of care (3) (f)).

Employees must have the necessary skills to carry out their assigned role. They must be familiar with and knowledgeable about any equipment they are required to operate and have induction in its use. Those who are inexperienced drivers, or have minimal experience of driving under certain conditions required in their job (e.g. long distance or off-road driving), will require targeted training to provide them with the specific skills they require. Should an employee have a poor driving record, they may require remedial action and training.
Road safety is a critical occupational safety and health issue, which is covered under Occupational Safety and Health law. Having and implementing a road safety policy can make a major impact on an organisation’s overall welfare.

The Western Australian community takes road safety very seriously and our police are very proactive on such critical issues as speeding and drink driving.

The workplace is not just the office, factory, workshop or building site, but includes any place where people work, including vehicles. Our workforce is becoming increasingly mobile and employees are spending more time on the road for business-related travel than ever before.

I cannot stress enough to every employer and employee the need to meet the requirements of Occupational Safety and Health law in ensuring a safe workplace. As the case studies in this guide demonstrate, companies that make the effort always achieve beneficial results.

Safety and health planning should address risks to employees when using vehicles in connection with work. In the practice of sound business management, risks should be managed by:

• identifying the hazards;
• assessing the risks to health and safety;
• making changes to operational practices so that the risks are controlled; and
• ensuring that the changes made are actually controlling the risk in practice.

A safety and health program that takes road safety seriously, both during and beyond work, benefits the entire organisation. It starts with the selection of a suitable vehicle for the tasks to which it is being put and carries through to the implementation of policies and practices associated with travel on WA’s roads.

Real change can happen only if we make it an integral part of our work, our organisational culture and our individual thinking.

Lex McCulloch
WorkSafe Western Australia Commissioner
Safety and health planning should address any risks to employees when using vehicles in connection with work.

Developing a culture of road safety awareness

The human cost of poor driving practices is illustrated almost daily in news stories detailing the latest additions to 'the road toll'. Many of these people were on the roads and therefore at risk in the course of earning their living. Employers and employees need to recognise these risks and collectively develop strategies to address them.

To be fully effective, a culture of road safety awareness needs to become second-nature in the workplace. Not simply as a management directive, but a cooperative effort that extends beyond the office doors to involve all employees, their families and the wider community in a concerted effort to preserve life and property.

The road safety strategy Towards Zero 2008-2020 emphasises the importance of collaboration – that road safety is a shared responsibility.

**IDEAS TO CREATE A ROAD SAFETY CULTURE**

- Creating and incorporating safe driving policies in staff induction kits or handbooks where staff are likely to drive vehicles on behalf of the organisation.
- Conducting regular reviews of crash performance.
- Actively manage Preventative and Periodic Maintenance Schedules to ensure that vehicles are in proper working order.
- Recognising good driver performance.
- Displaying promotional material in canteens, parking lots, staff notice boards and other appropriate areas.
- Providing access to driver training and education where appropriate.
- Ensuring safe driving is an Occupational Safety and Health agenda item at staff communication meetings, forums, and other training sessions where appropriate.

**TOWARDS ZERO – GETTING THERE TOGETHER**

The current road safety strategy applies the ‘safe system’ approach; which views the road transport system holistically by addressing the interaction between the road user, the road and roadside, travel speed and the vehicle. Towards Zero is anchored by four strategy cornerstones:

**Safe Road Use:** influencing road users to be compliant, alert and safety conscious.

**Safe Roads and Roadsides:** improving the safety of roads and roadsides so that crashes are less likely to happen, and if they do occur, they have a less severe outcome.

**Safe Speeds:** ensuring that speed limits are appropriate for the standard of the road and the standard of the vehicle; and that impact speeds on the WA road network are within the limits of human tolerance.

**Safe Vehicles:** increasing the purchase of safer vehicles and specific safety features in vehicles.
Workplace road safety - the Human Impact

The most severe type of work-related injury or illness is one that results in death. In WA, an average of 1.6 work-related vehicle fatalities occurred each year (2006-07 to 2011-12 WorkSafe WA). Note that this statistic is for fatalities occurring on private roads. The actual (real) number is likely to be higher but most work-related vehicle fatalities are not reported to WorkSafe and are captured within the general motor vehicle statistics.

- 444 people died in Australia in 2008-09 as a result of work-related injuries.
- More than 50% (236) of all work-related injury fatalities resulted from traffic incidents.
- 117 deaths were attributed to commuting workers.²

IN REALITY, THE PICTURE MAY BE EVEN BLEAKER

The above figures only include those fatal accidents where there is a clear relationship between the crash and the work performed by the victim. Not all work-related deaths result in a claim for compensation, so the total number of fatalities may be higher. Neither do they include some categories of workers, such as the self-employed.

Research from the UK³ indicated that drivers of company cars statistically have more crashes than those driving private vehicles. Amongst the contributory factors were:

- the greater distance travelled annually by company car drivers (Lynn, P and Lockwood, C.R. 1998).
- time pressure of tight working schedules (Broughton, J. 2003).
- fatigue due to long distance travel or long hours behind the wheel (Broughton, J. 2003).
- distractions in the vehicle such as mobile phones or eating and drinking whilst driving (Broughton, J. 2003).

The strategies outlined in this guide provide an employer with the basic tools to address safety issues without significant additional cost or disruption. A culture of concern for employees’ well-being is a pre-requisite for a socially responsible organisation in today’s corporate world.

ISO 39001, a management system standard for road traffic safety, is a practical tool for governments, vehicle fleet operators and all organisations who want to reduce death and serious injury on our roads. ISO 39001 provides organisations with state-of-the-art requirements for safety aspects including speed, vehicle condition and driver awareness. The Standard requires all organisations to systematically consider the full range of activity areas that are known to result in road safety improvements. This requirement focuses the organisation on the interventions that will have positive, measurable results.

For more information visit ors.wa.gov.au/iso39001

¹ Data includes deaths on public roads and statistics supplied by WorkSafe which are based on workers’ compensation claim data. WorkSafe is not affiliated with any other statistics found in this guide.


³ The Transport Research Laboratory publishes research in a regular report series. See Bibliography Broughton J, Downs. Lynn, P. and Lockwood, C.R. for more information.
Towards Zero means…that we do not accept that any human being should die or be seriously injured on our roads.

**Workplace road safety - the Business Impact**

In Western Australia during 2009-10, an average of 115 days were lost per lost time injury/disease (where one or more days/shifts is lost from work) as a result of ‘road transport’ and ‘vehicle incident’ injuries. This equates to an average estimated cost of $49,336 in workers’ compensation costs per claim. By comparison, total LTI/Ds averaged 72 days lost per incidence, at an average cost of $33,889. (WorkSafe WA 4).

Across Australia work-related road crashes cost the Australian community approximately **1.5 billion annually** (Davey and Banks 20055). The injuries associated with work-related road crashes are twice as likely to cause disability and fatality as other occupational accidents (Wheatley, 1997).

Research conducted at the Centre for Accident Research and Road Safety - Queensland (CARRS-Q) indicated that the average total insurance cost inclusive of property damage, workers compensation and third party costs was $28,122. However researchers believe that this figure is the tip of the iceberg and that an incident could cost an additional 200%. Other costs not usually identified include:

- Personal injury
- Medical/hospital costs
- Absence from work
- Workers compensation
- Downtime/productivity loss
- Administration
- Potential loss of customers
- Loss of assets
- Retraining
- Insurance premiums (CARRS-Q 2008).

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4 Statistics supplied by WorkSafe are based on workers’ compensation claim data. WorkSafe are not affiliated with any other statistics found in this guide.

5 Estimating the true costs of road crashes is difficult due to the fragmented way data is captured across all States and through different organisations.
We simply forget that driving for work is a workplace safety issue too.

Why should you develop a campaign?

Road safety, in many cases, is afforded insufficient attention and resource allocation at the workplace. This has generally been true both of organisations employing people to drive for a living and those for whom it is not core business, but where some employees are required to drive as part of their duties.

Taking a campaign approach to the issue of road safety gives you the support you need to help get your message across. A campaign has more presence than a simple memo from the boss. A campaign is more than an awareness raising activity – we want to encourage you to develop an approach that infuses road safety throughout your business processes.

Here’s the benefits

The benefits for the organisation and their employees of a reduction in the frequency and severity of road accidents are self-evident:

- fewer traumas to staff and their families.
- increased morale and improved productivity.
- increasing staff availability for work.
- reduced vehicle damage bringing major benefits in management of the whole vehicle fleet.
- reductions in vehicle and workers’ compensation insurance premiums.
- lower repair and maintenance costs.
- increased resale value from improved care of vehicles by drivers.

There are also wider community implications to such a program of improvement. Lessons learned in the workplace will inevitably be passed on to other family members and lead to an increased awareness of the issues in the community as a whole.

Being recognised as a good corporate citizen and a socially responsible organisation is increasingly important in today’s corporate environment. Opportunities to reduce risks for employee’s, lowering costs whilst simultaneously generating positive public relation messages needs to be embraced.

WHAT TO CALL YOUR CAMPAIGN?

Here are some key messages or create your own.

**DriveSafe**

Safety at work is serious. Why take the risk?

**No work means no play. DriveSafe.**

Safety at work is serious. Why take the risk?

**Work to live or live to work?**

Driving safely anytime gives you both.

DID YOU KNOW...

Employers are responsible for ensuring that employees:

- currently and correctly licensed;
- have a satisfactory driving record and therefore do not pose a risk;
- have the necessary training and skills required to operate the specific vehicle/s they have been authorised to drive and
- are given access to and made aware of the current road rules.

In addition, the owner of a licensed vehicle (the person whose name appears on the vehicle licence) will be responsible for identifying who was in charge of their vehicle at any given time. This responsibility is called ‘owner onus’. It places the onus (the responsibility) on the vehicle owner to identify who was driving their vehicle at the time of a traffic offence. (You need to obtain the latest information on this important topic – go to www.transport.wa.gov.au/licensing for further information).

Employees (in fact any drivers) are required, by law, to notify the Department of Transport of any permanent or long term medical condition that they suffer from that is likely to impair their ability to control a motor vehicle safely. Further information is available at www.transport.wa.gov.au/licensing or by calling Department of Transport on 13 11 56.

Employees are also required to advise their employers of these conditions.
ONLY 7 STEPS TO HELP IMPROVE WORKPLACE ROAD SAFETY

The following seven elements highlight the important business processes that will help you increase road safety awareness in your organisation.

1. Workplace Road Safety Policy
2. Recruitment and Selection
3. Induction Programs
4. Fleet Selection and Maintenance
5. Vehicle Crash Involvement
6. Incentives and Disincentives
7. Training and Education

STEP 1. WORKPLACE ROAD SAFETY POLICY

Aim: Include fleet safety and safe driving policy in organisational policy and objectives.

Whilst a road safety policy must be appropriate to the particular needs of the organisation, it should be in the context of an overall occupational safety and health strategy. By maintaining a consistent approach, an organisation promotes a culture of awareness and responsibility within its workforce.

The workplace road safety strategy needs to be comprehensive, incorporating the following factors:

- management’s commitment to road safety
- employee consultation
- identifying the responsibilities of various levels of the organisation in relation to road safety
- process to monitor valid driver’s licence, appropriate licence class for vehicle type, licence renewal dates and any loss of licences
- monitor updates from Australian Standards or International Organisation for Standardisation (ISO) for Road Safety Management System standards or amendments
- driver responsibilities
- training requirements
- safety as a priority in vehicle selection.
- guidelines on maximum hours of driving and rest breaks where appropriate
- maintenance of vehicles
- incident reporting
- penalties for breaching organisational rules or public laws

STEP 2. RECRUITMENT AND SELECTION

Aim: Identification during the recruitment process of those individuals possessing safe driving records and an awareness of safety issues, or those requiring training to improve their knowledge and/or skills.

Jobs that require significant driving should include safe driving in the job description or selection criteria. Awareness by recruits that crash records and driving infringements will be monitored may also achieve a higher level of safety.

The recruitment process for employees with any driving duties should include verification of a current driving licence and identify an applicant’s training needs or limitations.

STEP 3. INDUCTION PROGRAMS

Aim: Induct all new recruits and supervisors using an official program containing workplace road safety and safe driving components.

An official driving induction program should include the following:

- company road safety policies and procedures
- supervisor’s responsibilities
- driving skills evaluation
- penalties and incentives
- driver responsibilities for vehicle maintenance
- formalised program for vehicle familiarisation prior to driving

STEP 4. FLEET SELECTION AND MAINTENANCE

Aim: Adhere to best practice in fleet selection and fleet maintenance.

Selection of appropriate vehicles and accessories for a company fleet should pay regard to:

- available safety features (such as ABS brakes, SRS airbags, ESC, seatbelt reminder systems)
- tasks required of vehicle and circumstances in which it will be used (e.g. four-wheel drive or night-driving)
- Australasian New Car Assessment Program (ANCAP) vehicle safety reports (recommend 4 star or higher)
- likely training needs of drivers

A program of manufacturer’s maintenance schedules and daily/weekly/monthly driver checks needs to be instituted for each vehicle.

Adhering to best practice in fleet selection and maintenance will contribute to:

- a lower incidence of breakdowns and reduction in costs
- a reduction in crashes caused by vehicle defects
- increased safety through the acquisition of appropriate vehicles and accessories
STEP 5. VEHICLE CRASH INVOLVEMENT
Aim: Maintain an efficient system of recording and monitoring overall fleet, individual driver and individual vehicle crash involvement.
Maintaining an efficient system of recording and monitoring overall fleet, individual driver and individual vehicle crash and near miss involvement allows organisations to establish a database of information. This can be used to learn from past incidents to determine patterns that can be investigated and improved. Key actions include:
• developing incident reporting instructions; crash report forms and glove box first aid kits
• investigating incidents and incorporating changes to systems and policies where required
• recording and analysing relevant data at regular intervals and intervening where required
• benchmarking relevant data such as average accident cost and number of claims.

STEP 6. INCENTIVES AND DISINCENTIVES
Aim: Recognise good/bad driving performance through an official scheme of appropriate incentives and disincentives.
This is a program of recognition of driving performance through an official scheme of appropriate incentives and disincentives. Drivers’ performances are monitored in the areas of:
• incident and crash records
• driving infringements
• maintenance of log books
• vehicle condition.
Individual responsibility for the care of the vehicle as being essential to the safety of the driver, with mechanisms built in to policies to allow employee feedback.
A system of incentives will promote safe driving practices, reinforced by penalties or disincentives for non-adherence to policies.

STEP 7. TRAINING AND EDUCATION
Aim: Use training, education and development programs to promote a culture of safe driving.
Incorporating fleet driver training programs as part of your ‘safe system’ approach can be highly effective in reducing the number and severity of incidents.
To ensure effective training and education, organisations should:
• conduct a training needs analysis and develop a training plan based on accident and near miss data. Ensure suitable training facilities and resources are available.
• conduct formal evaluation of training programs
• provide employees with up-to-date road safety information, the current status of the program
• encourage employees to examine gaps in their own skills and knowledge and to seek suitable training to address those deficiencies.
How organisations in WA immersed road safety into business processes and created a culture of safer driving

The following case studies illustrate how a number of businesses in WA have implemented the Seven Elements of Workplace Road Safety, adapting them to their own specific circumstances. In doing so, each organisation has achieved significant improvements in their driving safety records, with a substantial reduction in the numbers of crashes and the associated human and financial costs.

They are examples of what can be achieved when policies are given commitment and resources, are appropriately planned for the organisation’s particular needs and are integrated across everyday work practices.

WATER CORPORATION

The Water Corporation has led the way and purchased vehicles with the Australasian New Car Assessment Program (ANCAP) minimum of four-star safety rating (where available) and developed workplace road safety policies and practices.

SCHLUMBERGER

Schlumberger’s corporate commitment to driving safety extends out to the oil and gas industry. A significant portion of the International Association of Oil and Gas Producers’ Land Transport Safety Recommended Practice, Report No 365 is based on existing Schlumberger policy, practices and procedures.

INDUSTRY ROAD SAFETY ALLIANCE

The alliance is a partnership between industry, government and communities in the South West and Peel regions of Western Australia aimed at targeting the increasingly busy industrial and resource centres of Collie and Boddington. The alliance has been instrumental in implementing road upgrades, heavy haulage curfews, speed restrictions and driver education campaigns.
The Water Corporation is the principal supplier of water, wastewater and drainage services in Western Australia to hundreds of thousands of homes, businesses and farms, as well as providing bulk water to farms for irrigation.

The Water Corporation has more than 800 vehicles travelling some 23 million kilometres a year with a vehicle safety incident about every 87,000 km.

In 2001, (due to an unacceptable number of vehicle incidents) the Water Corporation undertook a review of its Occupational Safety and Health risks, identifying vehicle use as its third highest OSH risk.

Further analysis of incident data indicated the wide range of vehicles in use (sedans, 4WDs, utility, light commercial, trucks and quad-bikes) as a factor complicating the scheduling of driver training and education requirements.

As an initial step aimed at addressing the above issues - the Corporation developed its Workplace Road Safety Policy which is based on the Office of Road Safety’s ‘Seven Elements of Workplace Road Safety’.

The Water Corporation requires that the corporate driving policy complies with its Occupational Safety and Health and Environmental policies, and that:

- driver training provided meets the competency needs of drivers and the Corporation;
- fleet vehicles meet the highest possible ANCAP and crash worthiness ratings;
- fleet vehicles are supplied with optimal safety accessories. This includes ESC, EBD, ABS and curtain air bags as well as cruise control;
- fleet vehicle operation and management is documented in order to achieve optimal efficiency;
- fleet vehicles are operated safely in-line with WA road rules; and
- fleet vehicles are equipped to meet the needs of the business and operational safety of the end user.

The Corporation analyses all vehicle incidents and adjusts safety policies accordingly. For example, incidents involving collisions with kangaroos led to the adding of electronic kangaroo avoidance devices in particular areas. Similarly, high numbers of crashes involving reversing have been addressed by fitting reversing sensors and cameras to all vehicles.

RECRUITMENT AND SELECTION

The recruitment and selection process considers applicants’ driving history, including any driver training previously undertaken.

Staff whose duties will include driving on Water Corporation business must hold a valid licence for the type(s) of vehicle they will be using and be able to demonstrate a good driving record acceptable to the Corporation. New recruits are required to present a current licence when issued with a Water Corporation ID. Applicants who possess an overseas driver’s licence are advised of the 3 month limited validity of their overseas licence and directed to apply for a WA driving licence in order to continue to drive within WA.

INDUCTION PROGRAMS

New recruits are required to undergo driver assessment by the training provider where driver competency is assessed by either pass or fail.

Dependant on the volume of driving tasks, staff are required to undertake a driver training course as part of their induction and such courses taken shall include:

- Awareness (metro)
- 2 WD and/or 4 WD (metro)
- Awareness (Regional)
- 2 WD and/or 4 WD (regional)
- 4WD recovery
- Light and heavy commercial vehicle
- ATV/Quad-bike competency assessment
- Gravel Road familiarisation (metro)
- Gravel Road familiarisation (regional)

Course assessment includes both classroom theory and a hands-on driving component.

New staff whose duties will involve considerable time behind the wheel are paired up initially with an experienced staff member in a form of “buddy” system.
Their training is extended to be specific to job demands and location. For example, it may involve driving a 4WD vehicle in desert country and crossing water, or handling a four-wheeled motorbike in the Darling Ranges.

**FLEET SELECTION AND MAINTENANCE**

Optimal vehicle selection and scheduled maintenance are major features of the Water Corporation’s approach to improving safety.

The Corporation standardised the motor vehicle fleet, including fit-out and some accessories to meet minimum vehicle safety guidelines (eg ABS brakes and a driver’s airbag). Vehicles selected are to meet four star ANCAP rating - where acceptable vehicles with such rating are available.

Our external Fleet Manager ensures that vehicles are serviced and maintained on a frequency basis producing monthly reports which are sent to relevant Line Managers and Fleet Management Branch.

When selecting replacement vehicles, drivers can choose from a range of vehicles and fit-outs. As an example of the approach, seating has been improved to minimise vibration and can be customised to suit the person who will be driving the vehicle.

*New staff whose duties will involve considerable time behind the wheel are paired up initially with an experienced staff member in a form of “buddy” system.*

**VEHICLE CRASH INVOLVEMENT**

The Corporation carries out investigation and analysis of vehicle incidents, recording and reporting its findings via its SiteSafe incident reporting process. Responsible persons are notified of corrective actions assigned to them / required to be completed before the incident investigation can be formally closed-out.

Incident analysis includes the types of incidents (eg reversing, hitting a stationary or moving object, rear end collisions, incorrect loading or load restraint practices), driver at fault determination and any other factors of relevance.

Recommendations emanating from previous incident investigations have resulted in the fitting of Shu-roo’s (high frequency safety zone device), day-time lighting and reverse sensors to Corporation vehicles.

**INCENTIVES AND DISINCENTIVES**

The use of vehicles is recorded at all times by a log book system and it is mandatory for drivers to complete their log book for every journey. Some drivers have sole responsibility for a particular vehicle.

As well as annual driver licence checks, every incident and infringement is recorded by Fleet Management. Drivers incurring unacceptable penalties are referred to the relevant manager for consideration of removal of driving privileges.

**TRAINING AND EDUCATION**

In addition to the driving component of the induction program, the Corporation makes available ‘refresher’ driver training (practical, theoretical and driver education) for those employees who are identified as requiring further driver training and/or whose duties involve substantial driving time and/or those who are identified as having a key role in the vehicle incident investigation process.

For example, a Motor Vehicle Accident Investigation Workshop was conducted and attended by 20 staff. They were provided with the latest crash incident data in detail, including:

- the costs per incident;
- major causes of crashes;
- details of serious incidents (eg head-on collision; roll-over);
- time taken to submit claims to the insurer;
- the time of day of crash incidents;
- incidents month-by-month;
- age of drivers; and
- number and type of infringements.

The Corporation’s 5 to Stay Alive program focuses on different themes based on data collected from safety incidents, such as improved storage in vehicles and night driving.

**RESULTS**

In 2008-09, there were 219 incidents involving vehicles, at a total cost of $516,502.23 ($2,358 per incident).

In 2009-10, the number of incidents rose to 343 at a total cost $1,217,068.31 ($3,548 per incident). This increase is due to the hail storm which damaged many vehicles.

In 2010-11 the number dropped to 174 at a total cost of $550,286.83 ($3163 per incident).

During 2011-12 there was a significantly decrease to 112 at a total cost of $480,027.42 ($4286 per incident).
THE CHALLENGE

Schlumberger is a major oilfield services company, operating in over 100 countries with some 73,000 employees. The company’s Australasia’s operations are headquartered in Perth, with offices in many other metropolitan and regional centres throughout Australia. Driving is the activity that presents the greatest potential risk for accidents for Schlumberger.

In our 24-hour, seven day a week operation, we have over 17,000 vehicles that are driven over 800 million kilometres each year. They cross mountains, desert, mud, snow and ice on narrow, rugged well site roads; as well as using highways and negotiating heavily congested urban traffic.

They include trucks, pick-ups, sport-utility vehicles, snow machines, off-road buggies, sand and tundra units, arctic caravans and vehicles requiring special handling skills.

Among the challenges is ensuring that all our drivers have the necessary driving skills and experience to address the many different road conditions they might encounter.

THE SOLUTIONS

Schlumberger has developed a Crash-Free Driving program that addresses the concept of ‘journey management’, starting with the question, “Is this trip necessary?” Journey management is about getting from A to B and back with least exposure to risk, in a timely and cost-effective manner, and arriving in a condition to deliver quality service or to have quality time off.

DRIVING POLICY

Schlumberger’s corporate driving policy is supported by a Journey Management and Driving Standard which provides details on the implementation of the Driving Policy and includes:

- **Driver Training and Qualification**
  Only approved personnel and contractors are allowed to drive vehicles on behalf of Schlumberger.

- **Seat Belts**
  As a condition of employment, all employees and contractors must wear seat belts at all times when driving a vehicle, and they must ensure that all other vehicle occupants are also wearing seat belts.

- **Journey Management**
  All locations shall have in place an active journey management program that complies with company policy and requirements.

- **Substance Abuse**
  Driving a vehicle while under the influence of alcohol, drugs or narcotics is strictly prohibited and subject to disciplinary action including termination.

- **Driver Improvement Monitors**
  An approved driver improvement monitor shall be installed in all vehicles designed for road use.

- **Cellular Phone**
  Drivers should neither initiate nor answer a cellular phone call or message whilst driving a vehicle, regardless of whether a hands free device is available or not.

- **Disciplinary Action**
  Any violations of company policy will subject the employee to disciplinary action.

SCHLUMBERGER’S COMMITMENT

JOURNEY MANAGEMENT & DRIVING - STATEMENT

Driving is the activity that exposes our employees to the greatest risk of a catastrophic event. To control this risk, this standard shall be implemented, as a minimum, at ALL Schlumberger locations.

Objectives to this Standard

To ultimately eliminate driving related crashes that cause fatalities and injuries to employees, families, contractors and third parties and minimize damage to equipment through careful management of all phases of the transportation process by:

1. Identifying and managing hazards and unnecessary exposure through active journey management;

2. Preventing and mitigating the residual risk through the proper selection and preparation of people, vehicles, equipment and routes.
RECRUITMENT AND SELECTION

Where driving is an element of job duties, Schlumberger’s policy is to employ only those who have a previous safe driving record, can demonstrate basic competence in safe vehicle handling and hold a valid driver’s licence for the vehicle type and appropriate country/state requirements.

INDUCTION

All employees (including contractors) must attend New Employee Safety Training, which addresses exposures common to all employees; is matched to regional needs and assigned duties; and includes vehicle-related training.

A minimum training module for all employees is ‘Vehicle Passenger’ training that alerts even those who do not drive, to the hazards of driving and the expectations of the Schlumberger Driving Policy.

FLEET SELECTION AND MAINTENANCE

Vehicle selection is based on crashworthiness; safety features and equipment; and the availability of parts and maintenance facilities. Schlumberger maintains a list of minimum safety features and equipment required for each vehicle type. This includes, but is not limited to, requirement for airbags, anti-lock brakes, head restraints, three-point seat belts, rollover minimisation device, etc.

Comprehensive programs for vehicle maintenance are in place and assessed on a regular basis.

VEHICLE CRASH INVESTIGATION

All incidents involving a vehicle crash are investigated to establish the causes and identify any failure in the Schlumberger QHSE Management System.

Vehicle crashes are investigated using a root cause analysis process to identify the underlying causes. When required, Schlumberger has access to third party driving specialists to assist with driving related incident investigations.

Each vehicle has an accident investigation kit to record data related to any incident. A global safety database, called QUEST, records and tracks investigations and reviews of all safety incidents including driving. “Near Miss” incidents are also recorded. The database includes a remedial work plan section that tracks the actions needed to prevent incidents from occurring again.

IN VEHICLE MONITORS

All Schlumberger vehicles are fitted with driver improvement monitors which are used to monitor driver performance, specifically identifying events such as harsh braking, harsh acceleration, over-speeding, etc. The data from the driver improvement monitors is ‘Real Time’ which means this information can be acted on immediately.

All driver improvement monitors include a GPS system which allows vehicles to be tracked and can also be used to locate vehicles in the event of an emergency situation. This activity is now monitored by a Regional Journey Management Centre specifically designed to ensure the safe departure and arrival of all vehicles activities in a given location.

This Regional Centre has been designed as such so that it no longer has to be location specific. The Australian Regional Centre is based in Kuala Lumpur, Malaysia and all driving activities is monitored from there.

TRAINING AND EDUCATION

Any employee who may drive on company time or in company vehicles must successfully complete the Schlumberger DriveSMART course, which matches training requirements to assigned duties.

The specialised competency-based training may include modules for driving heavy vehicles, buses, snow and ice vehicles and four-wheel drives; with a hands-on session and practical assessment in the vehicle type to be used and the environment (eg the desert) in which the operator will be driving.

Specific components of this training are also required for those who do not drive on company time or in company vehicles (i.e. commuting drivers, spouses and other family members are also encouraged to attend training).

Schlumberger has both in-house trainers and employs the services of third party specialist companies to deliver driver training to and assess the competencies of our drivers.

THE RESULTS

The Journey Management and Driving Standard and policy implementation, combined with management system audits and assessments, has achieved a continuing decrease in crash frequency despite dramatic increases in exposure miles.
INDUSTRY ROAD SAFETY ALLIANCE

The innovative Industry Road Safety Alliance (IRSA) comprises major road users and road authorities within the Collie and Boddington areas of Western Australia.

The Alliance was formed in December 2008 to drive a coordinated and proactive approach to road safety that would identify and address road safety hazards, encourage participation in road safety improvements, and educate workforces and local communities.

Evidence available to date indicates that the Alliance is making a significant difference through a reduction in death and serious injury, a decrease in speeds and an increase in road safety awareness.

CHALLENGES

With major construction projects in the region projected in 2008 to add more than 4,500 vehicle movements a day to the already busy local road network in the next few years, the Alliance industry partners recognised that safety did not start or finish at the gate of a workplace.

Each day, their employees were travelling long distances on an increasingly busy and ageing road network. The partners realised they could not deal with this hazard in isolation and had no authority over the road network.

They also recognised that no single stakeholder has ownership of road safety, and that different players had different needs and priorities.

The Alliance partners accepted that road infrastructure upgrades are costly and the approval processes are varied and time consuming.

Finally, they accepted that positively influencing driver behaviour among their employees, contractors and other road users on a public road network is a challenging and never-ending task.

QUOTE: “Many Newmont Boddington Gold employees travel on local roads every day. We’re committed to our employees arriving at work safely – and returning to their families the same way.

“As a company, we actively participate in the Alliance to further road safety initiatives and help alter the behaviour of both our workforce and the wider community.

"Individual entities can certainly make positive changes, but it's only by working together that we can make real progress towards safer roads, safer behaviours, and a safer environment for all road users.”
Lynda Harmer
Social Responsibility Officer, Newmont Boddington Gold

SOLUTION

To deal effectively with these considerable challenges, the Alliance unite the Shires of Boddington, Collie and Harvey, WA Local Government Association (RoadWise), Western Australia Police, Main Roads WA, BHP Billiton Worsley Alumina, Newmont Boddington Gold, The Griffin Group, Wesfarmers Premier Coal and Verve Energy with the Office of Road Safety.

Key objectives of the Industry Road Safety Alliance are:

• To drive a coordinated and proactive approach to road safety.
• To identify and address road safety hazards.
• To drive participation in road safety improvements.
• To promote education of workforces and communities.

This key group of local decision-makers and stakeholders meet monthly and work cooperatively to address all aspects of road safety in their region in light of the Towards Zero cornerstones of:

Safe Road Use – Safe Speeds – Safe Vehicles – Safe Roads and Roadsides

SAFE ROAD USE

The Alliance aims to educate its personnel and the wider travelling public about what they can do to be safer on our roads. Strategies to date include:

• The adoption of key road safety messages in alliance member’s workplaces – reinforced at tool box and safety meetings.
• The development of a calendar of road safety topics and supporting resources available for roll out to workforces and the general public.
• Road safety billboards on key routes.
• Reducing vehicle traffic by encouraging bussing and car pooling.
• Introducing off-site car parks.
• Promoting heavy haulage curfews and defined routes.
• Developing an ‘At-risk Driving’ reporting system.
• Promoting driver revivers.
• Developing major education and awareness campaigns at peak travel times.

The purpose of the campaigns is to raise awareness within the community and reinforce the consequences to people’s lives if they make the wrong decision when choosing to drive. Wrong decisions such as driving while impaired by drugs or alcohol – driving when fatigued – exceeding the speed limit – or choosing not to wear the proper restraints.

Alliance campaigns are also linked to South West Police District campaigns which focus enforcement in the core areas of speed, fatigue, alcohol and restraints.

SAFE SPEEDS
Reviewing speed limits and ensuring speed limits are adhered to. Initiatives include:
• Speed limits on routes reviewed and reduced as appropriate.
• Introducing heavy haulage speed limits.
• Strategically aligned road policing and enforcement.

SAFE VEHICLES
The Alliance aims to follow Western Australia’s Road Safety Fleet Safety Guidelines and implement the ANCAP safety rating in the procurement process. Strategies include:
• Establishing fleet safety procedures.
• Introducing state-of-the art vehicle designs.
• Installing global positioning systems (GPS).
• Reducing instances of fatigued driving by providing Opti-alert glasses.

SAFE ROADS AND ROADSIDES
The Alliance aims to identify and address hazards by going beyond Australian standards and recognizing, and acting on, regional road safety black spots and hazards before or as they arise. Alliance initiatives to date include:
• Road upgrades.
• Intersection upgrades.
• Street lighting improvements.
• Improved signage.
• Improved line marking.
• Improved sight lines.
• The provision of additional truck bays.

WORKPLACE ROAD SAFETY
There is increasing pressure being placed on companies to ensure that workplace safety is adequately addressed and managed.

Boards and management are required to implement an appropriate system for risk identification and reduction, and to encourage a culture of safety consciousness.

It is no longer sufficient to rely on a simple process or procedure and assume that the risk has been addressed.

Therefore, Alliance industry partners are also working towards implementation of the Towards Zero “7 Steps to Improve Workplace Road Safety” program within their organisations.

The seven elements of the program are the important business processes that help participants increase road safety awareness:

1. Workplace Road Safety Policy
2. Recruitment and Selection
3. Induction Programs
4. Fleet Selection and Maintenance
5. Vehicle Crash Involvement
6. Incentives and Disincentives
7. Training and Education

OUTCOMES
The Industry Alliance was the first time a joint private-government road safety approach of this size and scope has been undertaken – and has attracted widespread interest as a road safety model around Australia and across the world.

The National Transport Commission, the Organisation for Economic Development and Cooperation, and the World Bank have expressed interested in replicating the Alliance model.

Anecdotal and statistical evidence indicates that the Alliance is making a significant difference through a reduction in death and serious injury, a decrease in speeds and an increase in road safety awareness.

Awards:

• 2010 Insurance Commission of Western Australia Road Safety Awards
  ◦ Most Innovative Road Safety Project
  ◦ Insurance Commission of WA’s Managing Directors Award

• Chamber of Minerals and Energy
  ◦ People Category Award

• 2009 Local Government Road Safety Awards
  ◦ Safe Roads and Roadsides
  ◦ Safe Road User Behaviour
DEFINITIONS

ROAD TRANSPORT

VEHICLE ACCIDENT
Includes any accident or incident on a private road, farm, mine site or footpath involving a vehicle where the most serious injury is sustained as a result. Examples are trains, cars, trucks, boats, aircraft, bikes, forklifts, tractors, cranes, etc. (Source: Canberra. Type of Occurrence Classification System. July 1999. 2nd edition. National Occupational Health and Safety Commission, Agency of Injury/Disease. Canberra.)

LIGHT FLEET VEHICLES
Light fleet vehicles are motor cars (vehicles other than motorcycles) that have a gross vehicle mass of not more than 4.5 tonnes, are built or fitted to carry no more than 12 adults and are used or supplied by organisations primarily for business.

References

VFACTS National Report, Federal Chamber of Automotive Industries New Vehicle Sales, December 2005

Workplace Road Safety Western Australia Websites
www.ors.wa.gov.au
www.safetyline.wa.au
FURTHER INFORMATION

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