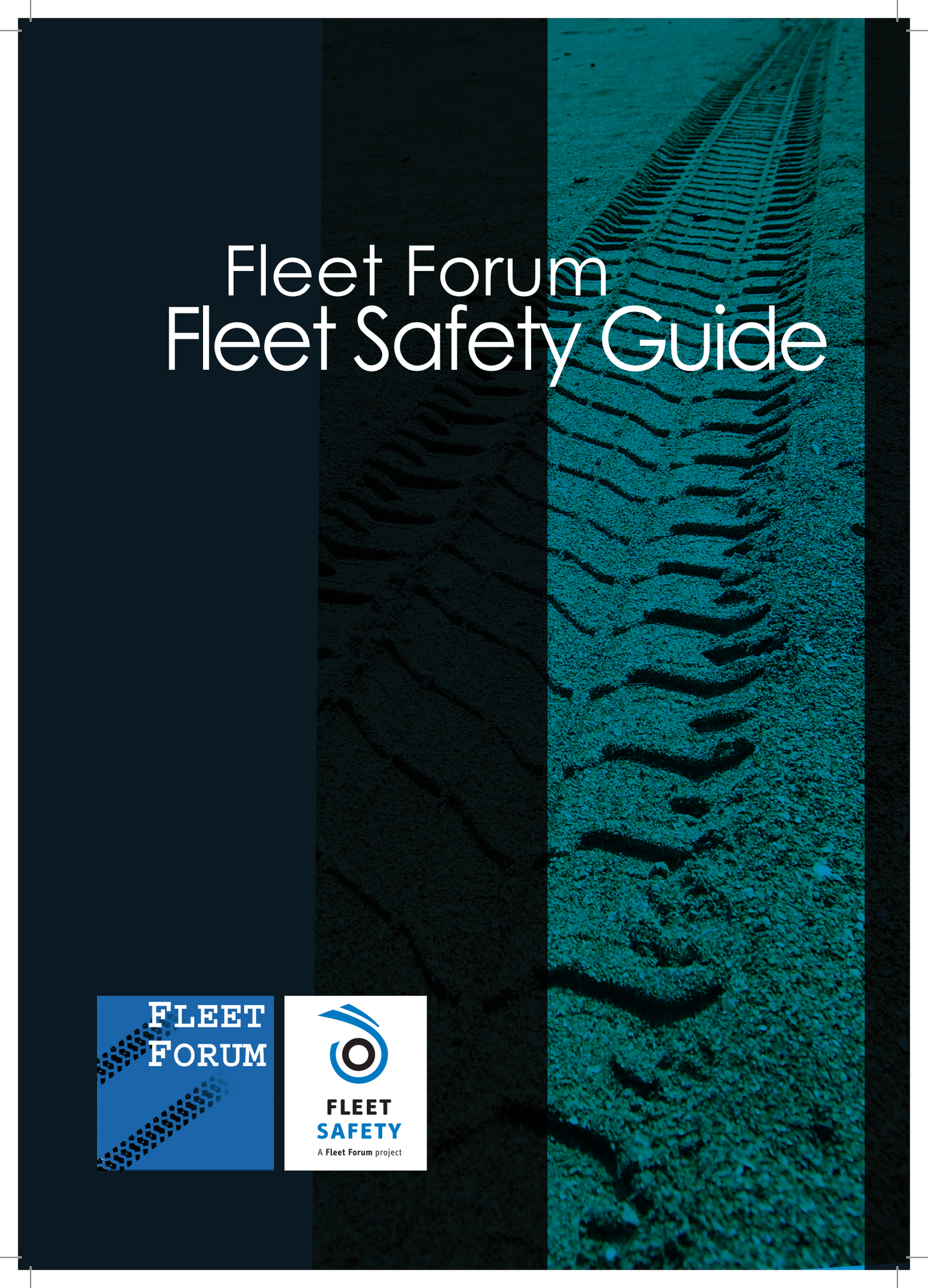
# Fleet Forum
# Fleet Safety Guide



FLEET FORUM

FLEET SAFETY

A **Fleet Forum** project

# CONTRIBUTORS AND ACKNOWLEDGEMENTS

The Fleet forum Fleet Safety Toolkit has been produced with the support and contribution of a large number of organisations, companies and individuals. The Fleet Forum expresses sincere thanks to all of them.

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A **Fleet Forum** project

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This guide has been developed with input from many partners, both from humanitarian organisations as well as commercial entities.



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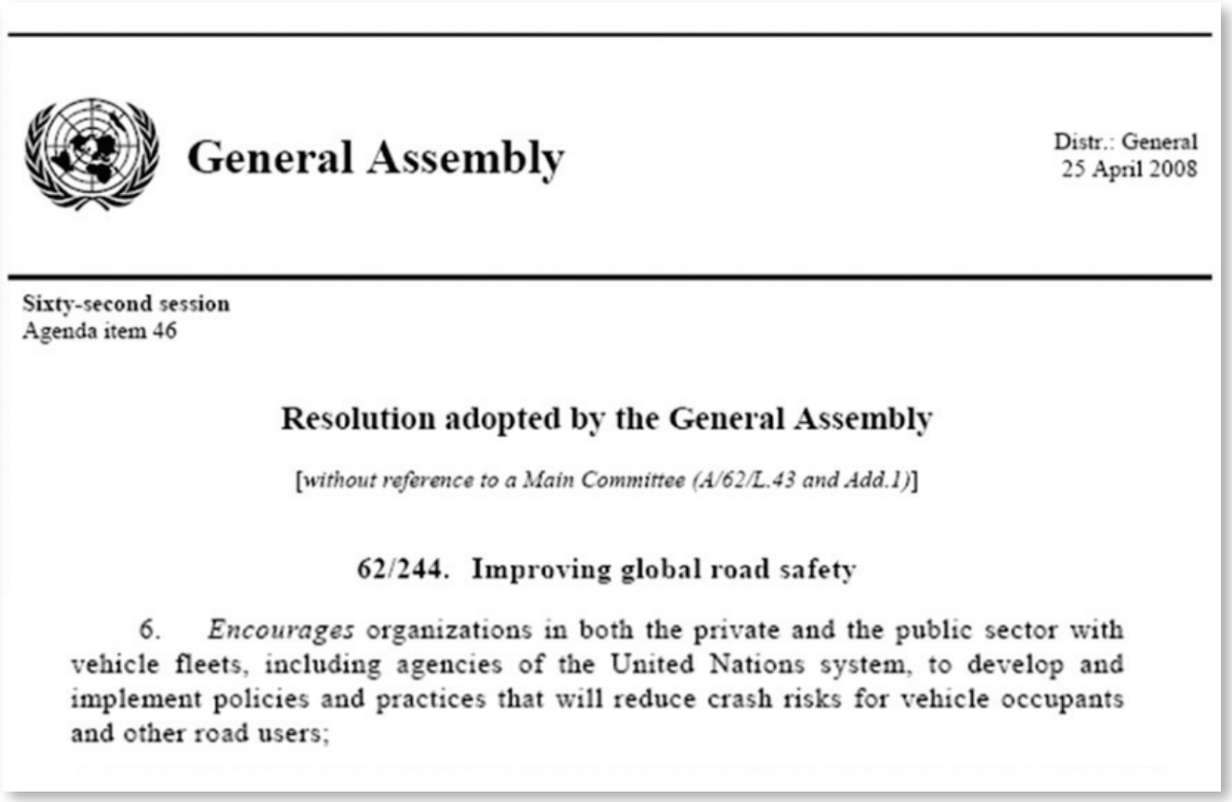
# TABLE OF CONTENTS

# INTRODUCTION

The main purpose of this guide, and associated tools, is to help aid and development organisations reduce, and ultimately eliminate, the number of fatal and serious injury road transport incidents by providing guidance on how to develop and implement a Fleet Safety Management System.



General Assembly

Distr.: General
25 April 2008

Sixty-second session
Agenda item 46

**Resolution adopted by the General Assembly**

[*without reference to a Main Committee (A/62/L.43 and Add.1)*]

**62/244. Improving global road safety**

6. *Encourages* organizations in both the private and the public sector with vehicle fleets, including agencies of the United Nations system, to develop and implement policies and practices that will reduce crash risks for vehicle occupants and other road users;

In introducing the guide it is important to provide context around the global road safety problem, share how this guide will help, how to use it and to highlight the importance of leadership action to address the risk.

## THE GLOBAL ROAD SAFETY PROBLEM

Despite improving road safety in developed countries, it is now widely understood that the world is in the midst of a growing global road safety crisis. The World Health Organisation (WHO) recognises that road traffic injuries are a major public health issue, with over 1.2 million fatalities globally in 2002. In 2004, the United Nations (UN) General Assembly called for urgent action to improve road safety and avoid the huge increases in road traffic fatalities and injuries around the world that will occur, unless effective action is taken.

In 2008, WHO anticipated deaths due to road traffic accidents would increase from the 1.3 million reported in 2004 to 2.4 million in 2030, primarily owing to increased motor vehicle ownership and use associated with economic growth in low- and middle-income countries. Road traffic accidents would then emerge as the fifth leading cause of death in 2030, rising from its position as the ninth leading cause in 2004.

Developing countries where rapid motorisation is expected over the period to 2020 and beyond are therefore very likely to experience increasing road crashes and rising levels of fatalities and injuries. Motorists in such countries will face increasing risks on the roads, unless appropriate action is taken. As well, a sizeable portion of the burden of injury will be borne by vulnerable road users – pedestrians, cyclists and motorcyclists – as levels of motorisation increase. The epicentre of this crisis is in low and middle-income countries - the very environment in which most international aid organisations work.

## IMPACT ON HUMANITARIAN AID ORGANISATIONS

Although little hard data is currently available, numbers do indicate that vehicle-related incidents contribute substantially to the risks faced by aid workers in the field. Ongoing research on the issue suggests that more than 25 percent of all deaths suffered by aid workers are a result of accidental causes, of which the vast majority are vehicle-related.

There are measures, however, which will positively impact accident rates and improve overall humanitarian fleet safety, as demonstrated in the example below, where a number of low cost interventions resulted in a significant increase in fleet safety performance:

**International Federation of Red Cross and Red Crescent Societies**

The IFRC in recent years has introduced a number of measures to reduce the number of vehicle accidents:

| Year | Number of Accidents per Million Kilometres |
|---|---|
| 2006 | 6.94 |
| 2007 | 6.17 |
| 2008 (Jan-Sept) | 5.76 |

**Improved safety performance attributed to:**

- Strict implementation of rules and regulations
- Centralised recording and analysis of all accidents
- Driving safety dissemination through manuals and marking each car with driving safety indicators (max speed, seat belts. etc)
- Regular driver training and driver tests

## LEADERSHIP ACCOUNTABILITY

Accountability for staff safety lies with senior management. A top-level senior manager must take accountability for fleet safety within the organisation. Such accountability will ensure that fleet safety is on the organisation's agenda at the highest level, and provide the appropriate executive line authority for allocation of resources and for the approval of plans to enable the organisation to act.

Senior managers in aid organisations are key players identified in the WHO report as 'employers whose staff and transport services are often major road users.' The impact of any fleet safety intervention undertaken by an organisation is therefore determined by the level of senior management commitment to the issue.


## WHO THIS GUIDE IS INTENDED FOR

This Fleet Safety Guide has been developed to be sufficiently generic to be adaptable to different organisations in the humanitarian community and their respective cultures around the world, and to gain acceptance by their management and staff.

It is strongly recommended that the guidance provided be applied to all fleet and road transport activities in the humanitarian community. While the primary focus of this guide is on light vehicles, the same approach can be applied to motorcycle and truck based or mixed fleet operations. This includes:

- All organisation, contractor and other vehicles and drivers whilst on the organisation's premises ('others' includes – visitors, suppliers, etc.)
- All organisation and contractor vehicles and drivers driving on public roads and in public areas on the organisation's business
- All road transport activities including personnel and freight movement, and operation of mobile plant (e.g. forklift vehicles)

## GETTING STARTED

As a first step, the senior managers of the organisation should identify both their need to manage fleet safety, and what road transport activities the organisation is engaged in. To assist in this process, the following chart lists a series of questions that will help to establish what your organisation needs to manage with regards to its fleets. If you answer 'yes' to any of these questions, your organisation should commit to building an appropriate Fleet Safety Management System.

**Does the senior management of the organisation need to manage fleet safety**

- Do we operate vehicles for work?
- Do our employees drive for work purposes?
- Do our staff drive our vehicles for private purposes?
- Do we provide employees with personal vehicles?
- Do employees or other drive on our premises?
- Do we employ contract transport services?

If the answer is 'yes' to any of the above the senior managers are responsible for ensuring appropriate systems and controls are in place and that they are operating effectively.

## USING THE GUIDE

Having identified and committed to the need to manage fleet safety, Section 1 of the guide provides the business case for managing fleet safety with examples of the benefits to the organisation and to the local societies the organisation serves.

Section 2 of the guide, in an effort to provide practical steps and guidance which are adaptable to the particular needs of any organisation, describes the Fleet Safety Management System and provides the option of two approaches for an organisation to follow:

1. A simple ten-point approach for smaller, less complex organisations.
2. A more detailed systematic approach for larger, more complex organisations.

Whichever option your organisation chooses to adopt, the advice and guidance provided in throughout is equally applicable.

Section 3 sets out the requirements and recommendations for fleet safety management covering all aspects of the driving task – driver safety, vehicle safety and journey management, and includes information about transport contractor management.

Finally, section 4 provides practical guidance for planning and implementation of a Fleet Safety Management System, including information covering programme management and communications.

## SUPPORTING INFORMATION AND RESOURCES

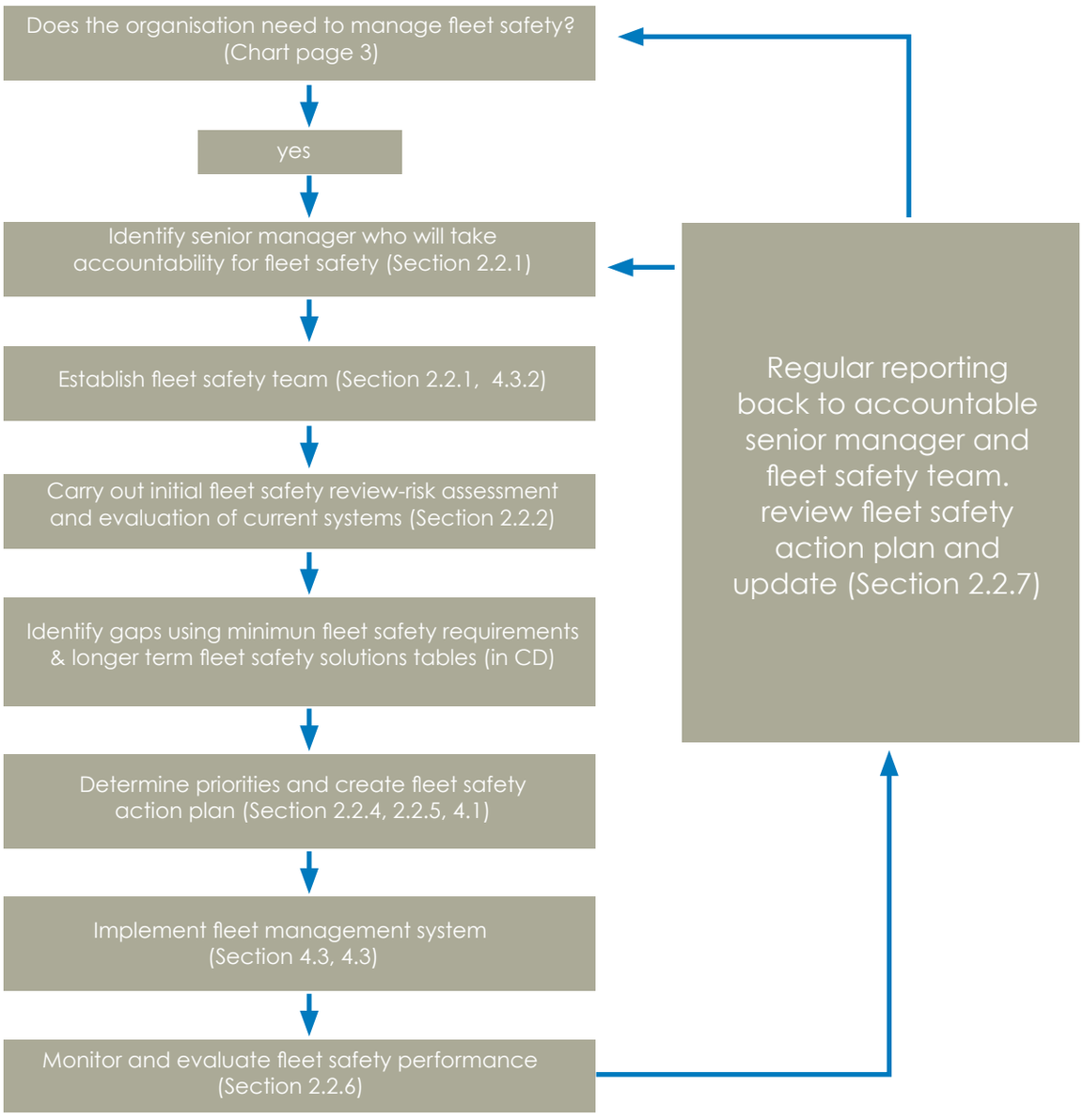
Throughout this guide there are links to take the reader to documents and tools contained in the accompanying CD that provide practical procedures, processes, pro-forma etc. which are freely available for the organisation to adopt and use. There are also links to other expert resources for further information and guidance.

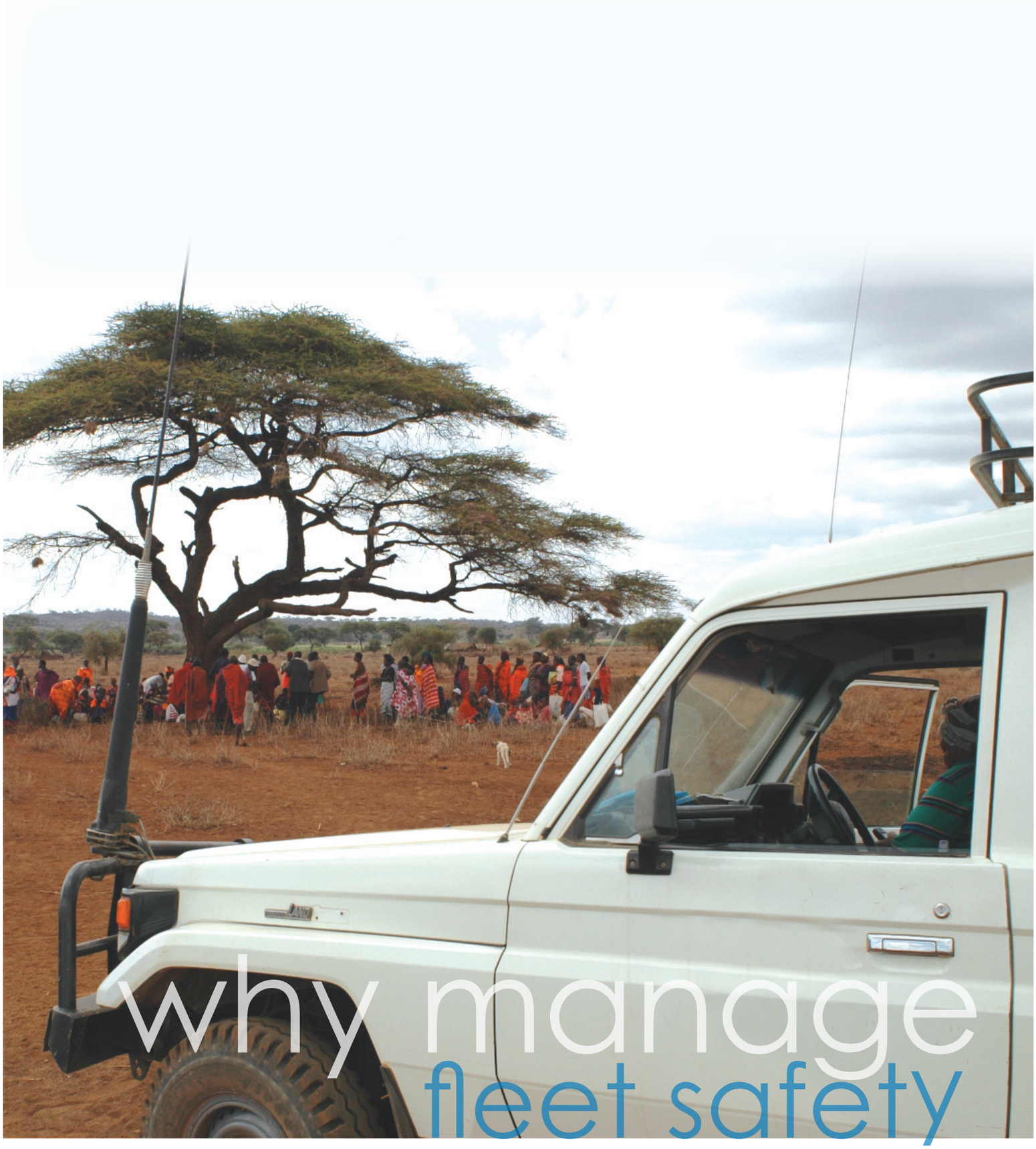
The key to using this guide and managing fleet safety is – it is easy to do providing there is the will to do it. This will only happen with active leadership from the top of the organisation.

Further support is available from the Fleet Forum to help any organisation to manage fleet safety and implement the contents of this guide. Please email us on: info@fleetforum.org

The following flow chart provides an overview of the steps in the process of implementing a Fleet Safety Management System within an organisation:

### FLEET SAFETY IMPLEMENTATION PROCESS FLOW





# why manage fleet safety

# 1. BUSINESS CASE - WHY MANAGE FLEET SAFETY

This section of the Fleet Safety Guide sets out the reasons why fleet safety has to be addressed by senior managers of the aid and development community, and the resulting benefits for both the organisation and the wider community. Throughout, you will find appropriate case studies, which draw on positive lessons from aid and development organisations and from the private sector.

In brief, the reasons for managing fleet safety are:

- For many people, the most dangerous thing they do while at work is drive on public highways.
- Managing a fleet safety policy can save your organisation money.
- Road traffic accidents and the resultant consequences can have a serious impact on programme delivery.
- Managing a fleet safety policy is a legal requirement in a number of jurisdictions around the world, and organisations can be held accountable for any errors committed by its staff.
- The vehicle fleet is probably the most prominent symbol of an organisation, and driver behaviour and vehicle use/misuse will affect how an organisation is perceived and impact programme delivery and staff security.

## 1.1 ORGANISATION'S RESPONSIBILITY

Any organisation involved in the delivery of humanitarian assistance must have a duty of care for the health, safety and well-being of its staff, contractors and the population in the areas in which it operates.

Increasingly, employers are required by legislation to ensure, as far as reasonably feasible, the health and safety of all employees while at work. Organisations also have a responsibility to ensure that others are not put at risk by their work-related activities, including driving. These factors, therefore, point to a need to carry out an assessment of the health and safety risks for employees while they are at work, and to other people who might be affected by their work activities.

*Little is known of the impact of the estimated 100,000 vehicles operated by international aid and development organisations in developing countries have on the current road safety crisis. However, it is difficult to meet an aid worker who has lived in a low and middle-income country for a number of years who does not know someone that has been killed, or injured in a road crash.*

*Road traffic collisions are the number one cause of injuries among humanitarian workers. (Source: WHO Newsletter on Road Safety 2005)*

## 1.2. COST AND BENEFITS

For organisations that may need to be convinced that taking action to prevent work related vehicle accidents is likely to be cost effective, the true costs of road accidents to organisations are nearly always significantly higher than the resulting insurance claims. Unless adequate accident data collection and costing systems are in place, few organisations will know what their road accidents are costing them, and estimates are very likely to be over optimistic. More importantly, accidents impose unquantifiable human costs on their victims, families and friends.

Many of the resources required to put a Fleet Safety Management System in place should already be available to your organisation, enabling you to meet normal safety, security and staff wellbeing obligations. While some additional costs may be incurred, these are likely to be offset by the benefits.

Improving fleet safety management will directly contribute financially and operationally to both your organisation and to the wider population in areas in which you operate to reduce human suffering and hardship.

### 1.2.1. ORGANISATIONAL BENEFITS

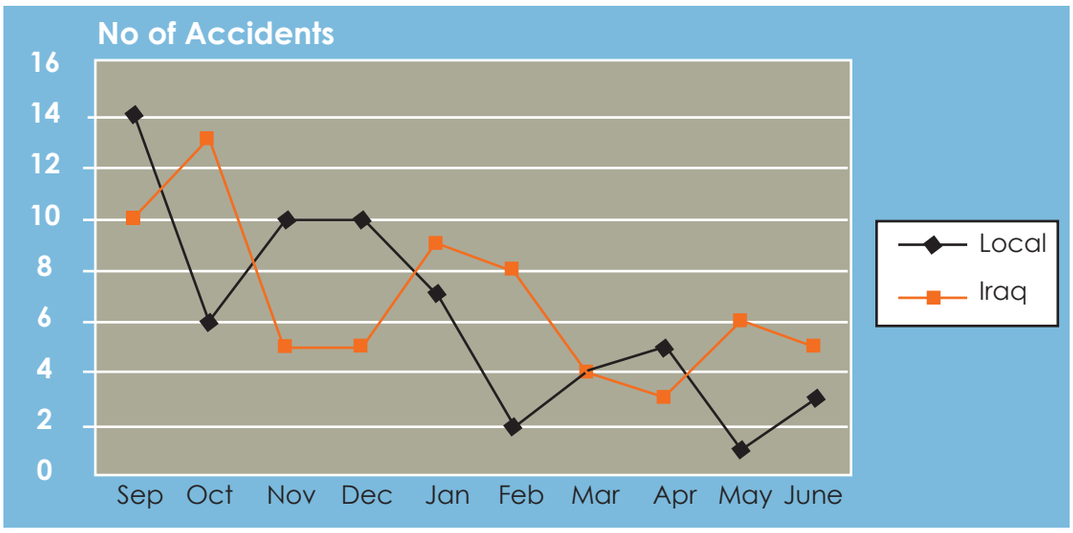
For your organisation, the benefits from implementing an effective Fleet Safety Management include cost savings, improvements in performance and efficiency, improved wellbeing, safety and security of employees, and protect your reputation.

Benefits to an organisation from introducing a Fleet Safety Management System are often immediate and sustainable. These primary benefits include:

- **Lower Fleet Operating Costs -** Resulting in a higher proportion of funds being available for the actual aid being delivered.
- **Reduction in Incident Losses -** With reduction in the loss of life, loss of equipment, injury and damage, an organisation can be more effective in its delivery of humanitarian assistance.
- **Reduction in Staff Time Lost -** Any accident will disrupt vehicle scheduling and reduce the effectiveness of the aid being provided. Any death or serious injury will result in replacement recruitment and training costs.
- **Reduced Insurance Costs -** An organisation's insurance rating and costs will be affected by its incident rate. Reduced premiums will allow funds to be diverted to other outlets.
- **More Effective Vehicle Use -** With fewer incidents, the number of vehicles available will be greater, enabling the organisation to carry out its core activities more effectively.
- **Improved Staff Morale -** The death or injury of a member of staff will cause upset and disruption to the organisation, making it less able to deliver aid programmes.
- **Improved 'Off the Job' Road Safety-**Through building good driving habits within the employee pool, the safety of staff will improve when driving their private vehicles, which will contribute to the overall positive effect on the organisation and country in which it is operating.
- **Improved Safety Culture -** A culture of safety will pervade all activities, and staff will be less likely to be killed or injured.
- **Organisation's Reputation -** Aid and development organisations thrive on their reputation as being caring organisations that seek to save and improve peoples' lives. Killing and injuring other road users undermines this reputation and image.

- **More Likely to be in Compliance with Sector Standards –** With fleet management systems and controls in place the Organisation will reduce the risk of being out of compliance for staff management (inc. drivers): Refer to **People in Aid Code** (Principle 7) and **Sphere Handbook** (Common Standard 8) on CD.

**IMPACT OF INTRODUCTION OF FLEET SAFETY PROGRAMME**




Faced with a high number of accidents the senior management of Agility decided to invest in a fleet safety programme. The success of the fleet safety programme was not only measured in the number of decreased accidents. Agility also recorded decreases in serious and slight injuries, lost man hours, vehicular damage, cargo damage and late delivery penalties. Moreover, the drivers gained a valuable skill set they can take back to their home countries. Before the introduction of the programme there was an average of 20 accidents per month. Within six months after the programme this reduced to six per month.

## 1.2.2. BENEFITS TO LOCAL SOCIETIES

For the populations in which aid and development organisations operate, the benefits of implementing a Fleet Safety Management System include a reduced risk of incidents from organisations' vehicle activities, a reduced risk of injury and death, and elimination of the associated suffering and hardship. There is also an impact with more funds being directly available as aid, and more effective delivery of aid.

The specific impacts include:

- **Reduced Risk of Injury and Death -** Whilst death and suffering are not restricted to middle and low income countries, the effects are more acutely felt in countries where the

state infrastructure is less able to provide post-crash medical support and assist dependants left behind without an income as a result from the death, injury or disability of the family's primary income provider.

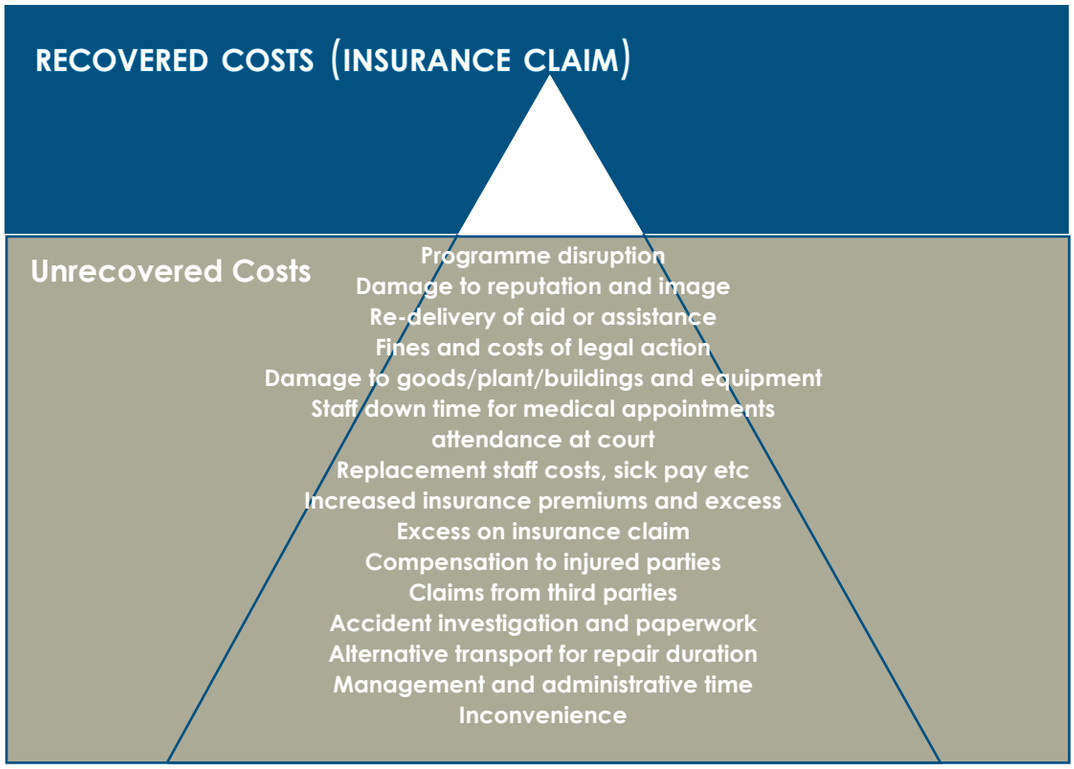
- **More Funds Available as Aid -** Fleet operating costs will reduce andhence more funds will be available for direct aid programmes.

- **Improved Effectiveness -** Availability of vehicles to deliver aid will increase with the reduction in lost time and vehicle downtime.

## 1.2.3. OPERATION COSTS AND BENEFITS

It is worth amplifying the value of an effective Fleet Safety Management System, which can be realised through adopting the systems, controls and procedures that are described in this guide. While resources will be required to improve fleet safety, the benefits are often significant.

Work-related road accidents are much more expensive than many organisations realise. The cost comprises more than the repair bill for the vehicle and often less might be covered by insurance than assumed. It has been estimated that the full cost to the employer might actually be $15 to $75 for every dollar recovered through an insurance claim. In addition, some items cannot be covered by insurance. The following diagram lists some of these items you may find you have to cover yourself:




It's best not to have a crash in the first place - and other organisations have proved that some simple measures anyone can take, like those described in this guide, will make one much less likely.

Insurers know that generally, organisations with effective risk management measures in place have the lowest incident rates. Consequently, if you are able to demonstrate a proactive and effective attitude to risk management you are very much better placed to exercise control over your costs – not only over your insurance costs, but also the hidden costs of road crashes such as having a damaged vehicle off the road, and the cost of hiring a temporary driver.

Despite the strength of evidence in support of the business case for fleet safety risk management, an organisation may still find that short-term operating pressures can cause staff to 'cut corners' on road safety – even though it acknowledges that the results of road accidents could be disastrous for its operations. Hence the need for a Fleet Safety Management System that is understood and complied with by all members of staff involved in driving related activities.

# fleet safety management system

# 2. FLEET SAFETY MANAGEMENT SYSTEM

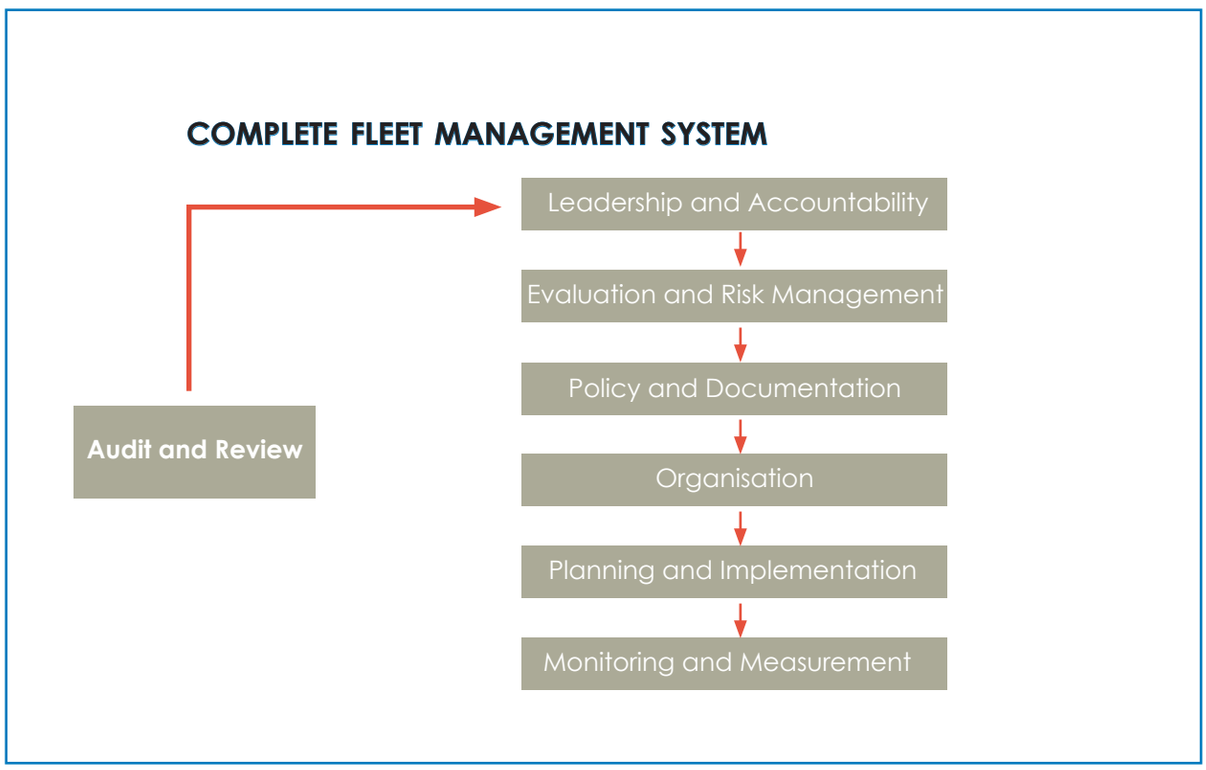
A management system is a proven framework for managing and continually improving an organisation's policies, procedures and processes. A systematic approach will help an organisation to achieve its goals through clear management focus and disciplined management thinking. By using a proven management system, the organisation will be able to continually renew its fleet safety strategy, transport operations, policies and procedures.

Two approaches to the management system are offered in this section:

- **The basic fleet safety management model –** which provides the essential elements required to manage fleet safety at a basic level.
- **The complete Fleet Safety Management System –** which all organisations should aspire to.

Whichever approach an organisation elects to adopt should be based on a full evaluation of the organisation's fleet safety performance, and an assessment of its driving risks.

The recommended Complete Fleet Safety Management System is illustrated in the model below and is explained in detail in section 2.2.




## 2.1 BASIC FLEET SAFETY MANAGEMENT MODEL

A starting point for all organisations, the Basic Fleet Safety Management Model is a simple approach covering the essential elements that need to be in place to manage fleet safety. This model is particularly helpful for smaller organisations. The following ten essential elements will assist an organisation to meet their duty of care for employees who drive as a part of their work.

**Management policy**

1. A senior manager must assume specific responsibility for managing fleet safety and driving at work.

2. A fleet safety and driving for work policy must be incorporated as part of the organisation's approach to staff wellbeing, safety and security.

3. Routinely undertake, record, and act on findings of risk assessments dealing with all aspects of fleet safety including driver safety, vehicle safety and journey management.

4. Ensure that every incident involving any vehicle driven on behalf of the organisation is recorded, and that the data is regularly analysed and actioned to reduce the likelihood of recurrence.

**Driver safety**

5. Provide a driver's handbook that supports the organisation's policies and procedures, includes road safety guidance and sets out individual driver responsibilities (e.g. what to do in the event of an incident).

6. Ensure that all employees driving on behalf of the organisation are initially vetted, inducted and regularly assessed, to establish that they are properly licensed, competent, suitably trained and medically fit to drive.

**Vehicle safety**

7. Ensure that when choosing vehicles to be used on behalf of the organisation that they are suitable for their intended purpose, and are fitted with all appropriate safety and security features.

8. Ensure that all vehicles used on behalf of the organisation are regularly inspected and maintained using the manufacturer's recommended service schedules (and if applicable, in accordance with specific licensing or operational requirements).

**Journey management**

9. Check whether a road journey is really necessary, and encourage the use of alternative modes of communication and transport where this is practical.

10. Ensure that necessary journeys are scheduled to a realistic timetable, are planned to take into account the need for adequate rest periods and use the safest available routes.

## 2.2. THE COMPLETE FLEET SAFETY MANAGEMENT SYSTEM

The Complete Fleet Safety Management System is based on similar principles to safety management systems that are used across many organisations in different industries. The model provides a holistic approach to the management of fleet safety; starting with "leadership and accountability" through to "audit and management review" that aims to achieve a continuous cycle of improvement.

## 2.2.1 LEADERSHIP AND ACCOUNTABILITY

The document 'Framework for Accountability for the United Nations Security Management System' provides clear guidance as how to enable "the effective and efficient conduct of United Nations activities while ensuring the safety, security and well-being of staff as a high priority." It clearly identifies the roles and responsibilities of all actors within the UN system from the Secretary-General down to every level of the organisation.

A top-level senior manager must take accountability for fleet safety. This will ensure that fleet safety is on the organisation's agenda at the highest level, and provides the appropriate executive line authority for allocation of resources and for the approval of plans to enable the organisation to act.

The top-level manager accountable for fleet safety needs to ensure that the subject is included in the organisation's mission statement, and that key performance indicators are in place and included on the agenda at all regular board meetings.

Leadership and accountability must be linked through all levels of management and supervision throughout the organisation to ensure a joined up approach to the management of fleet safety, and consistent messaging up and down the line.

In section 4.3.2 – Engaging with the organisation, the introduction of the Fleet Safety Team provides a very practical network of key internal stakeholders available to support management in their leadership task.

Effective health and safety management depends upon the safety leadership skills of supervisors and managers, as they determine the extent to which safety rules and procedures are adhered to in reality. Supervisors and managers also act as the interface between senior management and the workforce and are therefore the prime medium for communication. There are three core elements to effective safety leadership, namely acting as a role model, motivating staff to behave safely and monitoring performance.

An applied research project for the UK Health and Safety Executive and three offshore oil companies revealed that the key attitudes and behaviours required for effective safety leadership include:

- Valuing subordinates
- Visiting the worksite frequently
- Facilitation of work group participation in decision making
- Effective safety communication

THE KEIL CENTRE
CHARTERED PSYCHOLOGISTS

## 2.2.2. EVALUATION AND RISK MANAGEMENT

A full evaluation of the current status of the organisation's fleet safety system (where one exists) needs to be carried out, as well as a comprehensive investigation to identify hazards and assess risks associated with work-related driving.

***Evaluation of current situation***

An evaluation of the current situation is an essential first step for the organisation to take to better understand its fleet and driving operations. To assist in the process, an **Initial Fleet Safety Review** tool is provided in the CD accompanying this guide.

The organisation should also gather and analyse data to identify fleet safety performance, and incident causes and trends. This will provide useful clues when embarking on the hazard identification and risk management phase of the management system.

***Hazard identification and risk assessment***

A full and comprehensive hazard identification and risk assessment needs to be carried out and should be reviewed at least annually as part of the management review (see section 2.2.7 below). This review and assessment needs to be conducted by suitably experienced and qualified members of staff. The assessment needs to cover all aspects of fleet and driving for work activities and operations, including transport of personnel, material and goods.

An overview of a **Hazard and Risk Assessment Process** is included in the CD.

The hazard and risk assessment information gathered from the review and evaluation needs to be documented within the fleet management system to demonstrate that:

- All known and foreseeable hazards associated with fleet and driving activities have been identified.
- The likelihood and consequences of an incident have been assessed.
- Controls to mitigate significant risks are in place.
- Emergency response measures are in place to mitigate the impact of incidents.

An example of a **Fleet Risk Assessment Process** can be found in the accompanying CD which includes a program to assist in the execution of risk assessments.

***Risk management***

Procedures need to be in place to select, evaluate and implement measures that eliminate or control risks. Measures should include actions that prevent the escalation of any incidents that do occur through an effective emergency response plan.

Managing and controlling risk is a combination of:

- Eliminating or reducing hazards at their source
- Isolating or controlling hazards
- Encouraging safe behaviours
- Applying protective measures to limit the consequences of an incident

The challenge is to adopt the most effective combination of measures (it is rarely appropriate to rely on a single intervention), while utilising scarce resources effectively to achieve the best result. These

results, in turn, will need to be monitored to ensure the expected fleet safety improvements have been achieved.

To assist management in prioritising actions, two guides are provided on the CD. The first document lists a set of **Minimum Fleet Safety Requirements,** while the second **Longer Term Fleet Solutions** which are to be applied in a second phase of implementation.

For each item listed in the two documents there is a simple three criteria indicator of its likely effectiveness, its level of difficulty or ease for implementation, and its cost of implementing.

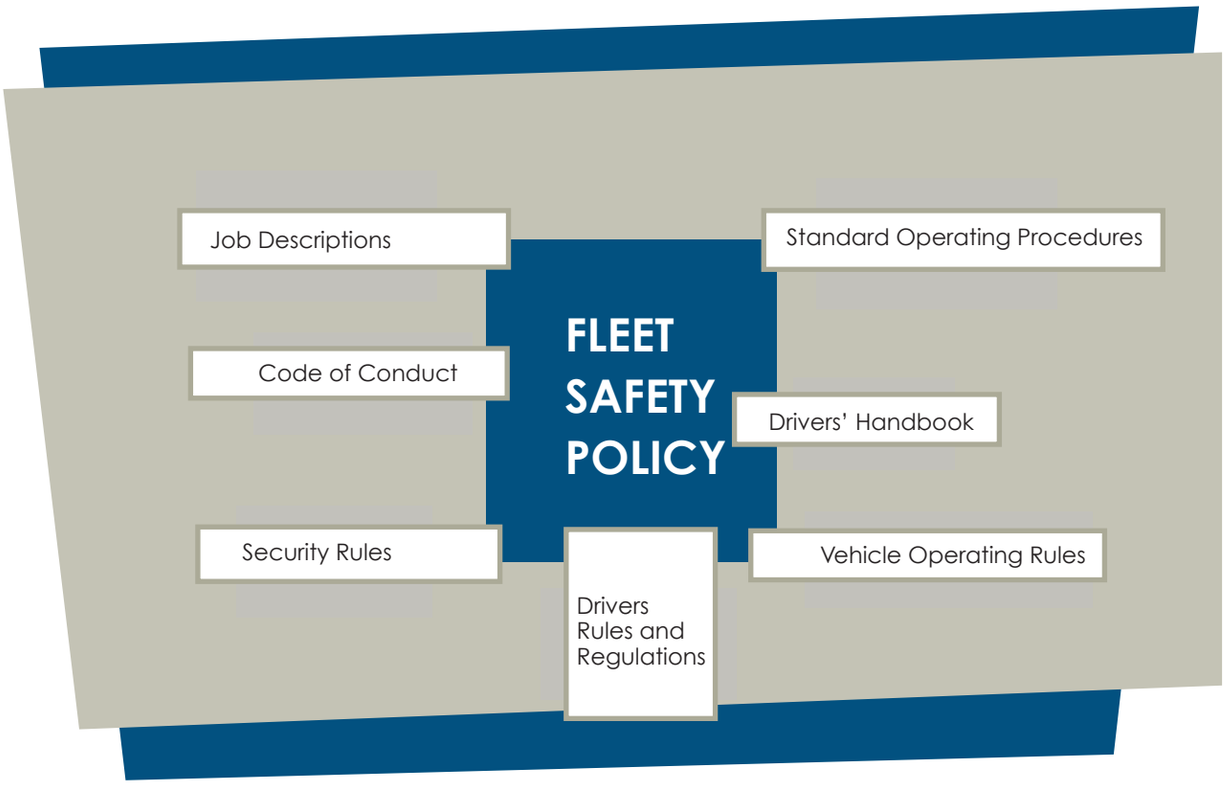
The requirements, solutions and the indicators are for guidance only and can be modified to suit an organisation's own specific needs and experience.

Finally, effective risk reduction measures and follow-up requires visible commitment from leaders, managers and supervisors in the operational line, as well as drivers who understand the measures and are committed to complying with them.

### 2.2.3. POLICY AND DOCUMENTATION

Many organisations may not have a specific fleet safety policy, however, there are usually a number of documents which reference the way in which the organisation requires its staff to use and operate vehicles. A specific fleet safety policy may be distilled from these documents and will be supported by the outcome of the situational evaluation and risk/hazard management review.

The organisation's fleet safety policy needs to be written to influence all of its activities to improve fleet safety, including organisational design, selection of people and drivers, vehicles and equipment, and the way that driving work is carried out and managed to provide continuing high safety performance.



By having a written statement of the organisation's fleet safety policy and clear plans for implementing and monitoring the policy, both staff and contractors are provided with a clear understanding that hazards have been identified and risks assessed, controlled or eliminated.

What follows is a sample Policy Statement for illustrative purposes:

## Example Fleet Safety Policy Statement

*In [Name of Organisation], we are committed to:*

- *Safeguarding people*
- *Protecting our movable and immovable property*
- *Managing fleet safety as any other critical business activity*

*We will strive to achieve this through:*

- *Compliance with the law related to road safety*
- *Continuous improvement in our road Safety performance*
- *A systematic approach to road safety management by establishing minimum standards and processes for –*
  - *Driver Management*
  - *Vehicle Management*
  - *Journey Management*
- *Training, education and motivation of all our employees to follow safe work practices*
- *Conducting planned inspections and audits on a regular basis to identify and eliminate sub-standard working conditions and practices*
- *Reporting and conducting thorough investigations of all road incidents*
- *Reporting and learning from near misses and potential incidents*
- *Communicating this policy to all employees, customers and other relevant stakeholders*

*To be signed and dated by: Executive Director / Secretary General*

A policy statement cannot stand alone, however, and must be supported by appropriate documentation and links to other policies the organisation has that relate to fleet and driving safety. This should include human resources or employment policies such as contracts of employment, codes of conduct, drugs and alcohol policies, and health & safety requirements. All aspects of the fleet management system need to be managed through written documentation which is kept in a unified system or library. This will help to ensure a common approach across the organisation and simplify the process for reviewing and updating policies and procedures.

### 2.2.4 Organisation

A positive fleet safety culture in an organisation is essential for a successful outcome. Underpinning this must be an organisational design including the overall management structure for the implementation of the Fleet Safety Management System, and the structure needed for getting all staff involved and ultimately committed to driving safely.

### 2.2.4.1. Management structure

The management structure should clearly identify what resources need to be in place to manage fleet safety effectively, clearly identify those members of staff with responsibility for fleet management, and should specify what those responsibilities are.

Fleet safety is a line management responsibility. Managers can be supported and guided by fleet safety advisers in the development, implementation, and on-going monitoring and review of the system, but the ultimate responsibility remains with the line manager.

### 2.2.4.2. Staff involvement

To ensure a fleet safety policy is effective requires all members of staff within an organisation are involved and committed. There are four "Cs" of a positive safety culture to consider when building staff involvement and commitment:

**Competence** which focuses on issues of recruitment, training and advisory support including:

- Assessing the skills needed to carry out all fleet transport tasks safely.
- Providing the means to ensure that all staff, including managers, supervisors and temporary staff are adequately instructed and trained.
- Arranging for access to sound advice and help.
- Carrying out restructuring or reorganisation to ensure the competence of those taking on fleet safety responsibilities.

**Control** which addresses the allocation of responsibilities, securing commitment, staff instruction and supervision including:

- Leading by example by demonstrating top leadership commitment, and provide clear direction aimed at raising awareness of the important of health and safety.
- Identifying individuals responsible for particular fleet safety jobs, particularly where special expertise is called for (e.g. doing risk assessments or driving fork-lift trucks).
- Ensuring that managers, supervisors and team leaders understand their responsibilities and have the time and resources to carry them out.
- Setting objectives to ensure everyone knows what they must do and how they will be held accountable.

**Cooperation** between individuals and groups including:

- Identifying senior leaders to Chair a Fleet Safety Team and ensure they consult with staff (see section 4.3.2 for further information on Fleet Safety Teams).
- Involving staff in planning and reviewing performance, writing procedures and solving problems.
- Coordinating and cooperating with transport contractors.

**Communication**, including spoken, written and visual and:

- Providing information about fleet safety hazards, risks and preventive measures to staff and contractors involved in driving activities.

- Discussing fleet safety regularly.
- Being 'visible' on fleet safety issues

## 2.2.5. PLANNING AND IMPLEMENTATION

A planned approach based on the results of the fleet safety evaluation and a risk assessment (see section 2.2.2 above for information on conducting risk assessments) will ensure continuous improvements in the management of fleet safety.

Planning should include:

- Defining and developing of the Fleet Safety Management System
- Implementation tasks and priorities
- Monitoring key performance indicators to quickly identify performance changes within the organisation
- Setting specific implementation targets and milestones

Planning is the key to ensuring that your fleet safety efforts really work. Planning for fleet safety involves setting objectives, identifying hazards, assessing risks, implementing standards of performance and developing a positive culture. The organisation's plans will need to be recorded in writing for future reference.

Your planning will need to include:

- Identifying hazards and assessing risks, and deciding how they can be eliminated or controlled (see section 2.2.2 above)
- Complying with the fleet and road safety rules and regulations that apply to your organisation
- Agreeing fleet safety targets and objectives with managers and supervisors
- A vehicle and equipment procurement policy which takes safety into account
- Design of tasks, processes, equipment and services, and safe systems of work
- Procedures to deal with emergencies
- Cooperation with contractors and others
- Setting standards against which performance can be measured

Standards help to build a positive culture and control risks. They set out what people in the organisation will do to deliver your policy and control risk. They should identify who does what, when and with what result.

Three key points about standards - standards must be; measurable, achievable and realistic. Statements such as 'staff must be trained' are difficult to measure if you don't know exactly what 'trained' means and who is to do the work.

Examples of standards the organisation might consider adopting include:

- Completing risk assessments and implementing the controls required
- Completing driver training requirements
- Ensuring all new vehicles meet safety requirements
- Arranging to consult staff or their representatives at set intervals
- Monitoring performance in particular ways at set times

Fleet and driving standards should include items from the "Requirements and Recommendations" section of the Guide (section 3). What the organisation decides to include will depend on the maturity of the current Fleet Safety Management System and the outcome of the risk assessment. The plan should be prioritised to ensure the highest value is gained and take account of "quick wins" which can be put in place relatively simply and quickly.

Planning is an essential step to ensure the organisation is clear on what is being developed, how it will be implemented and to ensure approval of resources to see it through.

### 2.2.6 MONITORING AND MEASUREMENT

Just like finance or delivery of aid, the organisation needs to monitor and measure fleet safety performance to find out how successful it is.

The organisation needs to know:

- Where they are now
- Where they want to be
- What is the difference - and why

This is where monitoring and reporting comes into play. The fundamental purpose of monitoring is to:

- Monitor performance against targets, and take action to ensure targets are met
- To diagnose problems, identify risks and design effective improvement programmes accordingly
- Monitor organisation and individual compliance with standards and procedures, and take action against noncompliance
- Motivate management and staff to implement and comply with safety targets, standards and procedures

Monitoring the organisation's fleet safety performance and feeding the results back into the management reporting system will help to ensure continuous improvement. This will enable your organisation to review the effectiveness of its policies, controls and procedures and to identify areas for improvement. Publicising and explaining trends to managers and staff will help in developing and implementing fleet safety initiatives that you think will tackle the highlighted trends.

There are two key components of monitoring systems:

- **Active monitoring,** monitoring before things go wrong. It involves regular inspection and checking to ensure that your standards are being implemented and management controls are working. You will answer the question - are you achieving the objectives and standards you set and are they effective?

- **Reactive monitoring,** monitoring after things go wrong. This involves learning from mistakes and incidents, whether they have resulted in injuries and property damage or near misses. In each case, the organisation should identifying why performance was substandard.

The organisation needs to ensure that information from both active and reactive monitoring is used to identify situations that create risks. Once identified, action must be taken to address the risks, with priority given where risks are greatest. Look closely at serious events and those with potential for serious harm to understand the immediate and the underlying causes of the events then investigate and record what happened to find out why. Refer the information to the people with authority to take action, including organisational and policy changes.

A simple **Manual Incident Analysis Form** is provided in the CD which has been adapted from one produced by the Royal Society for the Prevention of Accidents (RoSPA).

The following case study highlights how the information gathered during incident monitoring can be used to influence fleet safety management through the improvement of driver standards and

**Vehicle Incident Monitoring and Improvements, Volvo**

To enable Volvo to continually improve its safety performance the company fully investigates all incidents involving its trucks. The main goals are to establish statistics on the numbers and types of truck incidents understand why these incidents happen and analyse how they occur. The results of such long term incident analysis have shown that:

- 30% of all incidents were caused by road conditions (e.g. pot holes)

- 90% of all incidents were driver related (e.g. fatigue, poor driving behaviour)

- 10% of all incidents were caused by vehicle defects (e.g. tyre deformation, component failure)

In response to these results Volvo has undertaken a range of activities to improve the safety performance if its own truck drivers as well as those drivers from companies using Volvo vehicles.

Note: This chart adds up to more than 100% as some incidents are the result of multiple causes e.g. road conditions and driver behaviour.

procedures. The information contained below is taken from a number of reports and presentations, available on the Internet.

As a part of the monitoring process, an organisation needs to agree a set of indicators appropriate to their working practices, taking into account the organisation's resources and capacity to collect and analyse the required data. The organisation will need to consider the collection, recording and analysis of data from all aspects of the Fleet Safety Management System, including:

- Drivers
- Vehicles
- Journeys
- Incidents
- Audits and compliance reviews

An example of good practice use of **Data Sets** is included in the accompanying CD.

A note on data collection. While vehicle logbooks with manual entry by drivers is the norm in the aid and development sector, the use of in-vehicle telematics (electronic data capture) systems are increasingly being employed in many fleet operations. These systems provide an organisation with up-to-date information on vehicle use including mileage, average speed, peak speed, journey time, driver breaks, etc. Gathering data manually for a vehicle fleet that is geographically distributed and in-use can be challenging, therefore in-vehicle monitoring systems can provide an effective means of collecting accurate data to manage a vehicle fleet.

Once collected, there are a number of ways of analysing data, either through specific fleet management software, which will have standard management reports built in, or through locally developed spreadsheets.

## 2.2.7. AUDIT AND REVIEW

It's important to regularly seek assurance that your organisation's Fleet Safety Management System is working effectively, and that drivers are in compliance. This includes regularly checking that plans are being implemented as agreed, and that performance is on target. This is best achieved through regular audits, compliance checks and management reviews.

**Audit**

It's important to establish and maintain a system of planned and systematic audits of your organisation's Fleet Safety Management System to check your policy, organisation and activities are effective. Audits should be conducted by competent auditors who are independent of the area/function being audited. The audit plan should identify specific areas to be audited, the frequency of those audits and the responsibilities for auditing specific activities/areas. It is also important to have a system to report audit findings and to track the implementation status of audit recommendations. Information should be collected on the efficiency, effectiveness and reliability of the road safety system, and plans should be made to correct any shortcomings.

The audit should ensure that:

- Appropriate Fleet Safety Management Systems are in place
- Risks are being eliminated or controlled
- Control measures are in place and are effective
- Effectiveness and level of compliance are assessed

**Compliance Checks**

Regular checks to test how well fleet safety rules and standards are being implemented and adhered to by staff is valuable in understanding the level of compliance. These checks can also act as a helpful tool to reinforce rules, policies and standards amongst staff.

Compliance checks might include:

- Checking documentation including licences, driver training records, fitness to drive records, driving/working hours.
- Random checks on the road to check compliance with rules such as seatbelt wearing, mobile phone usage, speeding, tailgating, vehicle checks are being carried out etc.

The use of in-vehicle telematics is a particularly efficient means to check driving behaviours and compliance with driving hours rules.

During implementation of the Fleet Safety Management System, it is recommended that compliance checks be carried out at least monthly. This will allow for continually checking that individuals are aware and understand what is required of them, and that they are conforming to the expected norm for the organisation.

**Management Review**

An organisation's executive management team needs to carry out a review of the Fleet Safety Management System on at least an annual basis. This is to ensure its continuing suitability and effectiveness for the on-going management of work related driving and transport fleet activities.

A management review provides the mechanism to complete the cycle necessary to ensure continuous improvement of the organisation's Fleet Safety Management System, and ultimately improved safety performance. The review should:

- Ensure compliance with standards
- Assess suitability and effectiveness of standards
- The adequacy of risk controls
- Update inadequate procedures from new information, including an updated review of hazards and risks

- Monitor achievement of targets and objectives
- Investigate causes of incidents
- Identify possible trends and issues
- Identify improvements required
- Reward improved performance and achievement of significant milestones
- Discuss audit results

# requirements & recommendations

# 3. REQUIREMENTS AND RECOMMENDATIONS

This section of the guide provides your organisation with detailed standards and procedures to manage each aspect of the driving task, and to manage transport contractors. Some of the controls in this section are essential to fleet safety, hence flagged as 'required'. Those flagged as 'recommended' are additional controls the organisation should consider adopting. When considering which controls to adopt it is important that decisions are based on an appropriate risk assessment which is reviewed regularly (at least annually).

This section covers:

- Driver safety
- Vehicles safety
- Journey management
- Contractor management

## 3.1 DRIVER SAFETY

This section focuses on tackling the development and management of safe driving covering all aspects of driver qualifications, fitness to drive, training and development, assessment, reward and recognition, driver rules, as well as driver and passenger security. Safe driving is paramount when attempting to improve fleet safety, as the actions of the individual behind the wheel of a vehicle have a direct influence on the rate and seriousness of incidents.

In our discussions, a **driver** is defined as – any member of staff who drives any vehicle for work purposes (including staff whose primary task is driving, and all other members of staff whilst driving for work purposes). Any **vehicle** includes vehicles owned, leased and rented by the organisation and private vehicles whilst being used for work purposes.

### 3.1.1. DRIVER STANDARDS (REQUIRED)

A range of **Standards (1) (2)** currently in use by aid and development and other relevant organisations have been included in the accompanying CD.

Before you require an employee to drive as part of their job, make sure that they are suited to the driving tasks you want them to complete.

- A driver must be fit to drive.
- Checks of driving entitlement/licences must be carried out regularly (at least annually).
- Fully train your drivers in all relevant aspects of their jobs. Consider refresher training to ensure that drivers will maintain a high level of performance over a prolonged period of time.
- Adequate training must be provided if the driver is required to drive a new or different type of vehicle.
- Supplement your policy document with written instructions, training sessions or group meetings to ensure your drivers are aware of the company policy on driving for work and what is expected from them.

Even during emergency work, where there are time pressures to recruit drivers and become operational quickly, driver assessment procedures need to be planned and implemented whatever the size of the organisation

In any event, the **absolute minimum driver standard** that must be applied by an organisation is the national standard stipulated by law, and often laid down in a Highway Code or government manual. To aid the development and adoption of such a standard, an example has been provided in the CD: **Minimum Driver Standard**. However, many organisations and commercial companies will set a higher standard to ensure that its drivers are amongst the safest available.

## 3.1.2. DRIVERS' HANDBOOK (REQUIRED)

Given the amount of information drivers need to know, and rules, regulations and procedures they will be required to comply with, a drivers' handbook is an essential tool. A handbook will clearly state the driving rules and regulations, and help explain to drivers the importance of driving safely and how to drive safely. Each and every driver should be given a copy, be required to read and learn the information in it, and asked to keep the handbook with them in their vehicle at all times. The drivers' hand book should include information on:

- The risk of death and injury on the road.
- Your fleet safety or driving for work policy.
- The organisation's rules on driving (e.g. a ban on using mobile phones while driving).
- The organisation's rules on associated activities (e.g. how to safely secure heavy luggage in a boot, how to strap down loads on a flat bed trailer and how to check on vehicle safety).
- General advice leaflets on driving safely on topics such as driver tiredness and fatigue.
- Advice on what to do in the event of an incident, and blank accident and incident forms.
- Contact details for the fleet safety manager, and any additional emergency contacts.

It's important to ensure that appropriate language is used that will be understood by all staff, and that drivers are tested on their comprehension of the handbook.




## 3.1.3. DRIVER RECRUITMENT AND SELECTION (REQUIRED)

The development of a driver recruitment and selection procedure is an essential part of ensuring that employees are capable and safe drivers.

If you recruit staff to undertake work which involves driving, you need a clear strategy to integrate necessary safe driving criteria into the overall 'person specification' for the job. The review process should:

- Check the applicant's references are sound.
- Check the applicant's driver's licence is valid.
- Ensure that the applicant holds the appropriate class of licence for the vehicles (plus trailers) you want him to drive.
- Explore the past accident or prosecution history and attitudes towards road safety in the interview.
- Assess driving competence and attitudes at the recruitment stage.
- Carry out an on-road assessment to ensure that the potential employee is competent to carry out the required driving tasks.
- Test the candidate's knowledge of the local rules of the road, or Highway Code where available.
- Check the applicant's fitness to drive, health and eyesight.

It should be noted that in many low and middle income countries, the national driving tests and licence acquisition procedures may not guarantee that the licence holder is suitable and safe to drive for an international organisation. Hence, it's essential that an organisation conducts its own driver assessment programmes.

To carry out these procedures the organisation will need trained and qualified in-house or sub-contracted driving assessors. Examples of a range of in-house knowledge and **Practical Driver Tests** are included in the accompanying CD. It is important to record the results of the recruitment and selection process, and a typical **Driver Recruitment Checklist** has been developed for this Guide, which can be found in the CD.

## 3.1.4. DRIVER FITNESS STANDARD (REQUIRED)

Driving a motor vehicle is a complex task requiring perception, good judgement, responsiveness, and reasonable physical capability. A range of medical conditions, as well as treatments, may therefore impair driving ability. Common examples include blackouts or fainting, sleep disorders, vision problems, diabetes, epilepsy, psychiatric disorders, heart disease, and age-related decline. Just because a driver has a disease or condition that might affect his/her driving, doesn't mean that they will not be able to drive at all. It might just mean that the driver has to see a doctor more often to check that the illness is well managed or it might mean that there are some restrictions placed on their driving.

Regular health checks are a legal requirement in some countries for LGV (Large Goods Vehicles) or PCV (Passenger Carrying Vehicles) drivers, but regardless of legal requirements, organisations need to adopt these as a minimum.

For issues related to eyesight, all staff required to drive for work should have an eyesight test prior to recruitment.

- It is recommended that they take an eyesight test every two years or when they suspect they have a problem (whichever is sooner).
- Eye tests should be carried out by qualified optometrists, and should include a test of the driver's horizontal and vertical range of vision.
- Medical conditions that can affect vision include glaucoma, diabetes, a stroke and heart disease.

It's important to ensure that your drivers are mentally and physically fit to drive using a process of self-declaration. Drivers must be advised that they must notify management if they have disabilities or conditions that could prevent them from driving safely. A minimum 'fitness to drive' standard must be set, and procedures should be in place to ensure that these are met.

**Minimum Standards for Fitness to Drive** can be drawn up using the guide to driver medical standards and fitness to drive, available in the accompanying CD.

## 3.1.5. DRIVER TRAINING AND DEVELOPMENT (REQUIRED)

It is important that drivers are competent to carry out their tasks and duties. This will require a period of initial induction training coupled with on-going training and development throughout their time with the organisation.

To be effective, training must be supported by the other facets of the Fleet Safety Management System. This includes:

- Management and motivation of drivers through supervisory example,coaching and leadership.
- Appropriate organisation and allocation of driving work.
- The provision of suitable vehicles and equipment that are safe and reliable. Competent drivers cannot drive safely in, for example, a poorly maintained vehicle.

### 3.1.5.1. Initial training and induction

Driving related staff training should be carried out as a regular part of the induction process. This should include a classroom training session on the contents of the driver handbook, and a familiarisation session with the drivers' future vehicles, covering vehicle controls, safety features and vehicle handling.

It is recommended that all drivers are also provided with a series of initial trainings to cover core aspects of the driving tasks and risks. This should include (but is not limited to):

- Defensive driving skills
- Tiredness and fatigue management
- Self-awareness training
- First aid training
- HIV/AIDS awareness

Initial training should ideally be completed at the earliest opportunity, but must be completed by no more than six months after commencing driving duties. Drivers should also be fully briefed on the organisation's security procedures (e.g. avoidance of car-jacking, taking passengers and security updates)

Before operating any vehicle, it is essential that the driver has had appropriate vehicle familiarisation training, and a driver must not be authorised to operate any vehicle they have not received training on.

### 3.1.5.2. Ongoing training

The provision of driver training should be guided by the results of individual driver monitoring and assessments (see section 3.1.1.4 below for more details), analysis of incident and accident trends, and by taking into account the risks associated with the organisation's driving tasks.

In addition to the initial training (see section 3.1.5.1 above) further training should be provided to develop and enhance drivers' skills and behaviours. It is also recommended that refresher training be carried out at set periods. For instance:

- Advanced training:
    - Anti-skid and anti-rollover training
    - Economic driving
- Refresher training, on at least a three yearly basis:
    - Defensive driving skills
    - Tiredness and fatigue management

Drivers will also need to be provided with on-going vehicle familiarisation training for any new vehicles they may be required to drive, and for any new equipment they may be required to operate as part of the driving task, for instance in-vehicle telematics.

If unsatisfactory driving skills and behaviours do not improve through training and coaching, drivers should be taken off driving duties.

Additionally, it is important to ensure the quality of the training provider and content of the training meets the needs and expectations of the organisation. To do this an organisation should:

- Use a training provider accredited by a recognised body.
- Have input into the content of the training so that it meets your needs.
- Provide the trainer with any relevant information about drivers prior to training.
- Regularly check the standard of training, and review and update course content.

**Riders for Health – the importance of road safety**

The terrible state of the majority of roads in rural Africa and the distances between rural communities makes delivering health care incredibly difficult. The solution is to give health workers access to reliable transport, and to make sure that the health workers that are mobilised are trained how to ride or drive their vehicles safely.

In 2002, Riders for Health established the International Academy for Vehicle Management (IAVM) in Harare, Zimbabwe. Riders' staff at the IAVM train health workers from the ministry of health as well as field staff from the many other non-governmental organisations (NGOs) operating in Zimbabwe. To help ensure that the methods and standards are consistent throughout all of our programmes, staff from the IAVM also travel to the Gambia, Lesotho and Kenya to help train technicians and trainers in Riders for Health's programmes there.

Training people how to use the vehicles that are given to them sounds like common sense, yet time-and-again organisations distribute motorcycles and even large 4x4 vehicles to people with no training in how to ride or drive them. And a health worker with a broken leg cannot deliver health care, no matter how committed they are. In Zimbabwe the team at the IAVM are providing the means for organisations to make sure all their workers are fully trained in safe riding – so that they are never off the road because of an accident or break down.

### 3.1.5.3. Driver development

Staff members who drive organisation vehicles as their primary task should have graduated career steps that lead to the title of Professional Driver. These drivers are expected to have a higher level of technical knowledge than staff members that drive for work purposes. However, all staff that drive organisation vehicles must meet the driving standards of the organisation.

While driver training focuses on the individual training needs of each driver, driver development is a process by which all drivers' improvement in competencies, behaviours and techniques is recognised by the organisation. Such a system could be in the format of a graduated progression from bronze to silver to gold standard driver. The progression from one level to another can be awarded on the basis of, for example, an incident free record, and attending and passing training courses.

Once a driver has reached the gold standard, they may act as mentors to other drivers. In some aid and development organisations those drivers that achieve a gold standard are also given additional responsibilities, for example. fuel management, maintenance, data collecting, etc.

The following case study provides an indication of how a driver development programme could be run. The information contained is taken from the proceedings of the 'Solving the Skills Shortage' conference organised by the Freight Transport Association in October 2003. Although not involving a humanitarian organisation, the detail contained below highlights the range of activities and benefits that can be achieved through implementing a driver development programme.

**TDG plc: Five Star Driver Development Programme**

TDG believes that a multi-skilled workforce will encourage team building and enable smoother management of change. As a part of this philosophy, skills gaps for drivers were identified and used to set clear objectives for a development programme. These objectives include: accident reduction; reduction of prohibitions and prosecutions; fuel efficiency improvement and reduced vehicle wear and tear.

The driver development programme at TDG is delivered through a team of dedicated operational instructors, with a mixture of in-cab and classroom training. TDG has dedicated training vehicles with training apparatus, together with comprehensive instructor documentation and supplementary material.

The 5 Star development programme has resulted in a 33 per cent reduction of own fault vehicle accident costs in the last three years. TDG currently averages 6.9 accidents per million miles driven – believed to be well below the industry average, and has benefited from reduced insurance administration costs, lower insurance premiums and improved fuel efficiency.

## 3.1.6. DRUGS AND ALCOHOL

All organisations need to have a clear policy to avoid driver impairment due to substances taken for recreational, therapeutic or medical reasons. In particular, alcohol and drug impairment has a significant impact on driving and fleet safety; it is reported as one of the top three contributory factors in vehicle crashes in most countries.

Alcohol and drug impairment reduces the ability to recognise hazards; slows reaction time, impairs judgement, and may cause a driver to take greater risks. This combination of factors can be lethal, as a driver will often only spot a hazard at the last moment (if at all) and may not have sufficient time to avoid a collision. As a consequence, the result of an incident involving alcohol or drugs is likely to be more serious.

A Drugs and Alcohol Policy needs to take account of the organisation's Code of Conduct and include the following topics:

- Being alcohol and drug free at work
- Use of prescription and over-the-counter medications that may affect driving
- Reporting of others who use drugs or alcohol whilst working

The organisation will need to ensure that all employees are aware of the policy and its consequences. This may include:

- Educating employees about the dangers of drink and drugs in the drivers' handbook.
- Explaining in employment contracts that it is a disciplinary offence to be over the legal alcohol limit or to be impaired through drug use while at work.
- Explain to drivers the amount of time it takes alcohol to leave the blood stream as well as the dangers of driving the morning after.
- Advising employees who drive to notify their immediate line manager if they are taking any prescribed drugs or over-the-counter medicines that affect driving, for example by causing drowsiness.

To combat driver impairment due to substances, some companies are now screening employees prior to their being employed, and testing drivers randomly throughout their employment or after a crash.

## 3.1.7. SPEED

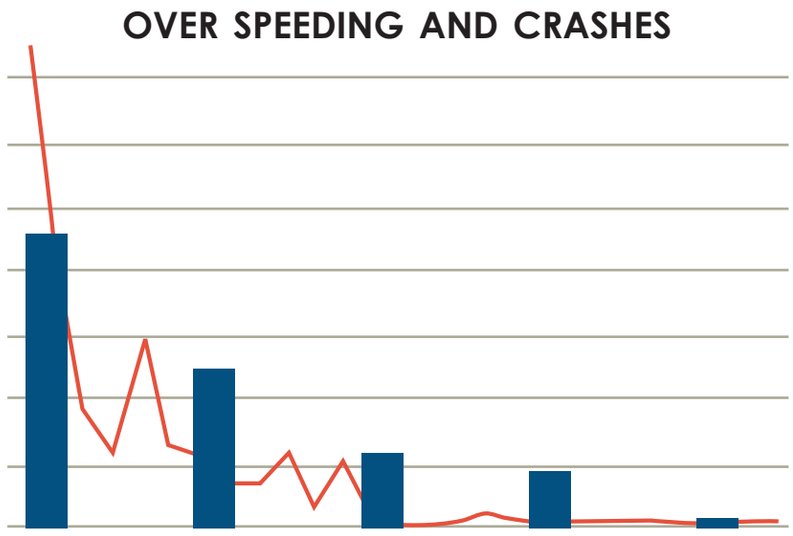
Excessive speed is the single biggest cause of deaths on roads. Drivers who speed crash more often than those who do not. It is important, therefore, to include a statement about speed in the fleet/driving safety policy.

This includes:

- Ensuring that schedules and journey plans can be achieved without speeding.
- Require drivers to stop somewhere safe and phone ahead rather than speed to meet an appointment time.
- Educate employees about the dangers of speed and make them aware that your organisation does not tolerate speeding.
- Ensure they know:
    - The organisation's policy is to always comply with speed limits.
    - The risks of driving too fast on different types of roads including in urban areas and on rural roads.
    - The affect of weather on vehicle behaviour (e.g. stopping distance in wet weather).
- The importance of keeping a safe distance from other vehicles.

Excessive speed is the single biggest cause of deaths on roads. Drivers who speed crash more often and have higher vehicle running costs than those who do not. It is important, therefore, to include a statement about speed in the fleet/driving safety policy. It is also important that the fleet cost management system is able to identify high running costs, as these can point to speeding, and action can be taken before it results in a vehicle crash.

In Pakistan, BP fitted on-board vehicle data recorders to track the incidence of over-speeding in its fleet. The action resulted in a reduction in speeding with a direct relation to a reduction in crashes as illustrated:




## 3.1.8. DRIVER DISTRACTION

Distraction is a significant cause of road incidents and crashes. It is reported that 83% of drivers think about something other than their driving when behind the wheel (such as home life or work). Research also suggests that 45% of drivers have lost concentration while performing tasks such as adjusting the radio, heating or satellite navigation system; and 20% admit being so distracted by in-car gadgets that they have veered out of their lane.

Distraction that affects driving might result from:

- Mobile phone use
- HF and VHF radio equipment
- In-vehicle technology
- Reading maps/directions whilst driving
- Eating and drinking whilst driving
- Chatting with passengers
- Other drivers and road rage
- Thoughts of work or personal life

It is important, therefore, to raise driver awareness of these issues and what is expected and required of them whilst driving. This can be included in the Driver Handbook and also in regular driver briefings and communications.

## 3.1.9 MOBILE COMMUNICATIONS

Mobile phones and other two-way communication devices and driving don't mix.

Mobile phones and two-way radios have many benefits. They provide security and can be a great help in an emergency. But tests have shown a driver cannot help being distracted by a phone call or text message. If you are distracted, you will not register hazards or react quickly. In addition, a conversation on a hands-free device is no less distracting than using a hand-held one.

The best advice is to switch off before you drive off, unless security rules require otherwise.

A mobile communications standard within the organisation should include the following:

- Never use a mobile phone or other two-way communications device when operating a vehicle.
- Recommend the use of voicemail, a message service or call diversion to pick up messages later.
- Only use a mobile phone or other two-way communications device after having stopped in a safe place.
- Never take calls even on a hands-free phone while driving. They can be just as distracting.

It is recommended that in the event of a vehicle crash that the driver's mobile phone records and radio logs be checked. Employees must be made aware of this intention and it should be included in the organisation's Code of Conduct and or Contract of Employment.

In situations where security regulations require regular radio checks during a journey it is recommended that either a passenger in the vehicle conduct the radio exchange or the driver pulls off the road and stops the vehicle.

## 3.1.10. DRIVER TIREDNESS AND FATIGUE (REQUIRED)

Driver tiredness and fatigue is a major killer. Drivers who become drowsy or fall asleep at the wheel contribute to thousands of crashes each year.

Fatigue, or driver tiredness, reduces an individual's ability to recognise hazards; slows their reaction times and impairs their judgement. This combination of factors can be lethal, as a driver will only spot a hazard at the last minute (if at all) and may not have time to brake before the collision. Therefore, the results of any incident involving driver fatigue are likely to be more serious.

In developing a Driver Tiredness and Fatigue Standard the following needs to be considered:

- The organisation of tasks and shifts for driving work – drivers working at night or long shifts are at greater risk of falling asleep while driving.
- A night driving policy (if permitted under local regulations) - the most likely times to fall asleep are midnight to 6am and 2pm to 4pm.
- Working and driving hours:

- Ensure sufficient time is available for a driver to sleep for at least eight hours in every 24 hours.
- Set working and driving hour limits for staff required to drive for work, to include at least a 24 hour rest break after every six working days.
- Rest breaks - drivers' to take a 15 minute break every 2 hours.

- The requirement to plan journeys and schedules to ensure sufficient time is available to minimise the risk of driver tiredness and fatigue.

In addition the organisation needs to implement a programme to raise drivers' and managers' awareness of Driver Tiredness and Fatigue. The following are items to be included in such a programme:

- The causes and consequences of Driver Tiredness
- Quality of sleep
- Sleep related medical conditions
- Use of alcohol and drugs, including prescription or over-the-counter medications
- Strategies to manage driver tiredness; including their right or duty to stop driving if they are tired
- Emergency measures (e.g. power naps and use of caffeine)
- The organisation's policies and procedures for managing driver tiredness

**Case study –**

As well as helping large NGOs, Riders for Health also works with smaller community based organisations. One of these smaller groups queried why their field staff were still having accidents even after being trained by Riders. Analysing the issues with Riders' team at the IAVM, the organisation revealed that health workers regularly began work before 8am, riding 100km on dirt roads to a village, before making the return journey in the evening.

After completing this demanding schedule four days every week it was clear that fatigue and pressure of work for the health workers was the cause of these accidents – not a lack of ability to ride. Managing the workload of vehicle users is as vital for an organisation as training its staff how to ride or drive when reducing the chances of accidents and injury.

An example of a **Driver Tiredness and Fatigue Awareness Programme** is included in the accompanying CD

## 3.1.11. FIRST AID TRAINING (RECOMMENDED)

Although the main aim of fleet safety is to reduce the potential of an incident occurring, providing training in first aid can be invaluable in the improvement of fleet safety, as a driver will be more able to reduce the seriousness of any injuries caused by an incident.

It is recommended that a local Red Cross or Red Crescent representative carry out first aid training. In addition, there are a range of leaflets and manuals available to organisations which can help them improve the **First Aid Awareness** of staff members.

Additionally, ensure that each vehicle used for work-purposes is equipped with a first aid box. At the same time, supply a stock list for the first aid box and put a system in place to ensure that the contents of the first aid box match the stock list.

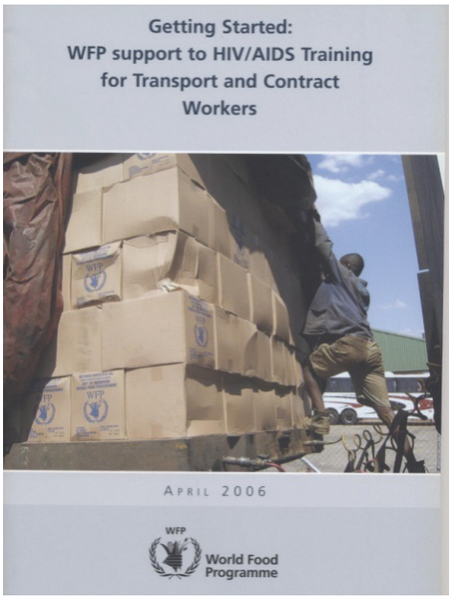
A **Recommended Vehicle First Aid Kit Contents List** is included in the CD.

## 3.1.12. HIV/AIDS AWARENESS TRAINING (RECOMMENDED)

Research has shown that main transport routes are the places where HIV/AIDS easily spreads through sexual contact. Those individuals who travel, especially drivers, are at higher risk, therefore, it is worthwhile highlighting the issues to drivers, and providing them with appropriate advice and guidance.

Further details on HIV/AIDS awareness raising and training can be found in the World Food Programme training manual **'WFP support to HIV/AIDS Training for Transport and Contract Workers'** which is included in the supporting CD.

In addition this publication, along with additional materials, can be freely downloaded at the following website: http://www.ilo.org/public/english/protection/trav/aids/publ/index.htm




## 3.1.13 DRIVER REWARD AND RECOGNITION (RECOMMENDED)

An appropriate driver reward scheme should be developed to motivate drivers to the desired level of safe driving performance and to recognise significant achievements.

Care needs to be taken, however, to ensure that pay and reward systems do not lead to inappropriate behaviours, rule breaking, or under-reporting of incidents or crashes. For example, a payment system based on the number or journeys, loads or kilometres driven might lead to drivers working excessive hours and risk them driving tired. Or a system where drivers are recognised and/or rewarded for incident-free driving could result in under-reporting of incidents or accidents. Only introduce such a scheme if you can be assured that all accidents are reported.

As an alternative, present an award to drivers who achieve the highest standards in their annual driver assessment, or consider rewarding employees coming up with ideas about how to improve the company safety procedures or how to make work-related driving safer.

Conversely, drivers who are identified as breaking driver rules and regulations should face a clearly defined disciplinary process.

## 3.1.14. DRIVER PERFORMANCE APPRAISAL AND REVIEW (REQUIRED)

Driver appraisals should be carried out at regular intervals, at least annually, and are an essential tool in the management of both drivers and fleet safety.. The appraisal process should identify a

driver's training needs, and also enable the organisation to gain an appreciation of how well a driver is performing and meeting the requirements of their employment, including:

- Compliance with policies, procedures and standards
- Accident record
- Any health issues
- Eyesight has not deteriorated

It is important to continually monitor a driver's general health to ensure that they continue to be sufficiently healthy and able to undertake their duties. The collected data can also help an organisation identify any deterioration in health and allow the organisation to help the driver where appropriate, for example recommending the purchase of spectacles.

## 3.1.15. DRIVER AND PASSENGER SECURITY (REQUIRED)

Driver and passenger security includes the safety and security of the vehicle, its load, the driver and passengers. The issue of fleet security should be taken seriously to reduce the potential of security incidents occurring.

Some areas that should be covered in a fleet security standard and procedure are detailed below.

Safe stopping principles, including:

- Parking off road wherever possible
- Using a secure guarded site wherever possible
- Reversing into the parking space when parking
- Keeping vehicle windows closed
- Locking vehicle doors
- Removing keys from the vehicle

Keeping safe whilst in the vehicle, including:

- Locking doors and closing windows whenever appropriate
- Keeping valuables out of sight
- Not stopping unless there is a genuine emergency
- When stopping, position the vehicle ready for an urgent departure if necessary

Other issues that should be covered in relation to driver security include:

- Ensuring drivers always carry their ID and Driver's Licence
- Avoiding night driving
- Not opening doors or windows to strangers

- Watching out for suspicious people by their vehicle when they return
- Not stopping to eat or rest on deserted roads
- Locking the vehicle at fuel stations
- Not getting out of vehicles to clear road obstructions
- Ensuring drivers carry their mobile phone
- Ambush and kidnap procedures
- Mines

There are a number of leaflets available to organisations, which can help them improve the personal security of staff members.

**Case study example from Save the Children US**

The organisation CEO travelled to the Country Office to visit programs and support staff. When he arrived at the airport he was met by the Country Office driver. The CEO sat in the rear seat and waited for the driver to depart. After several minutes the vehicle still had not moved. The CEO wondered aloud whether the driver was waiting for another passenger. The driver responded, "Oh no sir, but I cannot move the vehicle until you have fastened your seat belt." This the CEO did and the vehicle proceeded. When the CEO returned to the headquarters he sent a memo to the Country Director commending the driver and reinforcing the need for discipline from the top of the organisation to the bottom. (NOTE: it is not uncommon for a driver to feel intimidated in the presence of senior staff and therefore feel reluctant to remind them to fasten the seatbelt. In this case it was not until the CEO inquired that the driver felt he had 'permission' to respond.)

## 3.2 VEHICLES

This section focuses on addressing issues of vehicle management which are paramount to fleet safety, by ensuring that the correct vehicle is selected for each task, that the vehicle is utilised properly, and correctly maintained. At the same time, adopting appropriate vehicle safety measures will also result in improved vehicle availability and cost effective transport activities. It's important to note, that these measures for ensuring vehicle safety are equally applicable to owned and leased vehicles.

Key aspects to be addressed under the heading of vehicle management include:

- Vehicle selection and specification
- Additional safety equipment
- Vehicle maintenance
- Vehicle checks
- Vehicle defects
- Use of privately owned vehicles

## 3.2.1. VEHICLE SELECTION AND SPECIFICATION (REQUIRED)

Selecting the right vehicle for each task will ensure that the task is carried out effectively with minimal risk to the driver, occupants, load and other road users.

Before an organisation purchases or leases a new vehicle it is important to review all vehicle related risk assessments. This will help to better understand the types of vehicles that are required for the operation, and will inform the final decision making process.

It's important to specify and then select vehicles that are suitable and safe for employees and the type of trips they are expected to undertake, and consider body style, ergonomics, equipment and visibility to ensure the selected vehicle is fit for its purpose. Given the countries and regions in which the organisation might be operating in, it will be necessary to also consider the terrain the vehicle will be used on, and local security conditions in relation to the United Nations Minimum Operational Security Standards (UN MOSS) or other organisation specific standards or requirements. Do also ensure that the vehicle and associated equipment comply with legal requirements.

In the selection of cars it's a good idea to consider the star rating that the vehicle achieved in the European New Car Assessment Programme (EuroNCAP) crash tests. Although the Euro NCAP rating may not cover all aspects of safety relevant to aid and development operations, it does provide organisations with an easy way of rating the safety of different vehicles.

Regardless of vehicle selected, the following minimum secondary safety features should be installed and securely fixed in your vehicles:

- Seat belts for all vehicle occupants
- Head rests
- Air bags (at least for the driver)
- Anti-lock brakes

Any vehicle with a non-segregated storage area should also be equipped with a cargo net, or equivalent, to separate the storage area from the passenger area.

To aid the decision making process in relation to vehicle safety features, a list of the most appropriate safety features adapted from the 1997 **"Safety Features of Light Vehicle and Mini Buses"** guide produced by Shell is included in the CD.

It is recommended that the organisation also considers the provision of additional safety equipment which can help a driver to better manage and deal with any hazards or emergencies. These include:

- Vehicle spare parts (e.g. bulbs, fuses, fan-belts, etc.)
- Spare wheel and tyre
- Tool kit
- Wheel changing kit
- Warning triangles
- Reflective jackets
- Torches
- First Aid kit
- Fire extinguisher

When operating in remote areas or difficult terrain it may be appropriate to include a winch or other suitable tools that can be used to assist in the recovery of a vehicle. If a vehicle is fitted with a winch, it is highly recommended that the driver is fully trained in safe winch operation.

## 3.2.2. VEHICLE MAINTENANCE (REQUIRED)

Whether a vehicle is owned or leased by the organisation, it is their responsibility to ensure that vehicles are in a roadworthy condition. As well as reducing the risks of being a danger on the road and a vehicle breakdown, a well maintained vehicle will operate more efficiently and economically, for instance returning a better fuel economy.

The organisation will require a planned approach to vehicle maintenance, including daily and weekly driver checks, as well as planned maintenance programmes with clear standards and minimum periods between services.

A sample **Vehicle Maintenance and Condition Report** is provided in the CD.

### 3.2.2.1. Servicing:

To comply with a vehicle's warranty it is important to follow the manufacturer's servicing schedule and conditions. Generally, servicing is undertaken at a set period of time or set mileage intervals, and is carried out by qualified technicians experienced in the vehicles being serviced. The need for servicing may be more frequent in different regions and for harsher environmental conditions.

An organisation needs to ensure its vehicles are being serviced on time. If they are being serviced early, it can be unnecessarily costly, while if they are being serviced late there is a risk of breakdowns and failures, and an associated risk to fleet safety as well as to the manufacturer's warranty.

### 3.2.2.2. Maintenance (required)

Maintenance work should be regularly assessed to ensure it is of high standard. Ensure quality replacement parts are used on your vehicles, particularly for safety-critical elements such as brakes or tyres.

Monitor the durability of parts and any vehicle defects that occur, so that you can identify problems and trends in order to upgrade your vehicle choice, component choice or maintenance regime accordingly.

Where servicing and maintenance is carried out 'in-house' it is essential to reference the vehicle manufacture's handbook.

### 3.2.2.3. Driver Managed Vehicle Repairs (recommended)

In a breakdown situation, it is often the case that the driver is best placed to make emergency repairs to the vehicle to enable them to continue their journey. If an organisation decides that this is appropriate, the following issues need to be considered:

- What repairs can drivers undertake?
- What additional training is required?
- What spare parts should be carried in the vehicle?
- What additional tools should be carried in the vehicle?
- What manuals should be carried in the vehicle?

Alternatively, drivers must be provided with details of what actions to take in the event of a breakdown.

### 3.2.3. VEHICLE CHECKS (REQUIRED)

Vehicles need to be routinely checked and inspected. A system must be in place setting out what checks and inspections need to be carried out, with what frequency and by whom. This will include:

- **Pre-trip check –** Carried out by the designated driver of the vehicle prior to each trip, or daily should the trip be more than 24 hours duration. This is to ensure the vehicle is in a safe and roadworthy condition before commencing the journey.
- **Inter-trip check –** Carried out by the designated driver after a schedule rest period. This is to ensure that the vehicle is still roadworthy for the remainder of the journey.
- **Post-trip check –** Carried out by the designated driver at the end of the trip, or daily should the trip be more than 24 hours duration. This is the opportunity to check for any faults that may have arisen during the journey, and to log any defects to be fixed by the maintenance team.

On completion of a check, the driver will be required to correct any minor issues (e.g. topping up fluid levels) as well as completing a vehicle checklist and reporting any faults. Safety-critical defects, for example brake failure, must be reported, while the vehicle must be taken out of use immediately and not driven until faults are rectified.

To aid this process, a sample **Vehicle Checklist and Fault Recording Form** has been produced specifically for this Guide and is included in the CD. This form takes into account the range of forms available, and offers a standardised checking and fault recording process.

It is recommended that the fleet management or vehicle maintenance team inspect each vehicle on a routine basis (ideally weekly). This ensures that anything that may have been missed during checks carried out by drivers is identified.

### 3.2.4. VEHICLE DEFECTS (REQUIRED)

It is important that vehicle defects are reported and that a defective vehicle is taken out of service and not driven until all defects are rectified. To facilitate this:

- Mechanics and drivers must be required to report vehicle defects.
- A vehicle 'lock-out, tag-out' system must be implemented for all defective vehicles to help ensure people are able to identify a vehicle as "out of service".

### 3.2.5. PRIVATELY OWNED VEHICLES (REQUIRED)

Organisations have the same duty of care to staff driving their own vehicles for business purposes as they do for staff driving vehicles owned, leased or rented by the organisation. Privately owned vehicles must not be used for work purposes unless they are fit for the purpose, insured for business use, comply with local regulatory requirements, have a servicing record, and are roadworthy.

It's important to communicate the requirements for privately owned vehicles to staff and ensure they understand their responsibilities to ensure their vehicles are legal, safe and well-maintained. These communications should include:

- Providing staff with check lists to conduct weekly checks of their vehicle, including tyre pressure, fluids, wipers, brakes, lights and indicators.
- Advising drivers to conduct pre-drive checks of tyres, fluids, wipers, lights and brakes.

- Issuing of vehicle log books to record all work related journeys.

- Requiring staff involved in a work-related crash, including damage-only ones, report this to their line/transport managers even if the vehicle is privately owned.

## 3.3. JOURNEYS

The risk of a road crash or security incident is higher the longer drivers and vehicles travel on the road, especially in hazardous or more dangerous environments. Therefore, reducing this exposure is an important aspect in improving fleet safety performance. An organisation needs to review its overall logistics strategy and considers whether changes in transport mode, or vehicle type, or the supply and delivery systems can reduce exposure to risk without impacting upon its overall performance.

At the same time, it is important that the organisation develop policies to manage specific journey related risks such as night time driving, use of higher-risk routes and areas, weather conditions, etc, and put in place procedures to control these. It is also important that the journeys are planned to ensure safe working hours are maintained and that drivers are rested to avoid tiredness and fatigue.

Finally, it is recommended that the organisation implement a Vehicle and Journey Authority procedure to control the use of transport assets. This will help ensure the allocation of appropriate vehicles for each task, and that drivers are approved and qualified for the type of vehicle they are using.

A range of **Journey Management Tools and Forms** are contained in the accompanying CD. Using these materials in combination with the information provided in this section which focuses on detailing the primary elements of risk based journey scheduling and route planning will enable organisations to implement effective journey management systems.

### 3.3.1. JOURNEY SCHEDULING (REQUIRED)

Journey scheduling needs to be based on the risks highlighted by an organisation's most recent fleet safety risk assessment, and take into account the organisation's standards and procedures. Both journey scheduling and route planning need to take account of factors such as:

- Field trips should be planned to realistic and achievable schedules with consideration given to driver rest periods, adherence to speed limits and the organisation's specific security regulations.

- Avoiding times of day that lead to unacceptable risk, both driving or security. For example, night time driving should be reduced or prohibited if possible and ideally driving should be avoided in the high risk hours when a driver is most likely to fall asleep (early morning, between midnight and 6am and early afternoon between 2pm and 4 pm).

- Allowing for drivers to meet the driving hour limits and rest periods set down in the organisation'sstandards.

- Making allowances for conditions that could affect vehicle speed (e.g. adverse weather, poor road conditions, unsuitable terrain, road works, etc).

- Schedules should allow time for unexpected delays and move away from strict time routing.

- Monitor and plan for annual leave to reduce driver shortages.

Many organisations will already have good estimates of safe journey speeds for various conditions and routes. However, they should be cautious when scheduling new journeys and routes, and should modify these according to continual feedback received from drivers.

Where situations dictate, it is advisable to work with local agencies to influence them to improve the safety of the road network or, when the organisation's security team require, obtaining the services of appropriate police or security service escort.

Finally, it is essential that managers and passengers DO NOT at any time pressurise or authorise drivers to break organisation's rules and procedures, or take unacceptable risks.

### 3.3.2. THE JOURNEY SCHEDULE (RECOMMENDED)

Completing a journey schedule will help ensure that journeys are properly authorised, that transport assets are being used effectively and that in the event of an incident or delay that an appropriate response can be put into effect.

A completed journey schedule is, in essence, a list of the tasks to be carried out with details of the driver, passengers, the vehicle and load. It should always be accompanied by a copy of the route plan, along with the anticipated journey length and timings.

To aid this process a **Journey Schedule Form** has been produced specifically for this Guide and is included on the CD. This form is adapted from one used by Petroleum Development Oman, and is intended to standardise the process.

### 3.3.3. ROUTE PLANNING (REQUIRED)

All journeys should include a route plan. For regular routes a route plan needs to be prepared and maintained by the transport manager's office. A good route plan will identify hazards along a route and provide guidance for negotiating each hazard identified. They will also include information about safe stopping/rest areas, and details of emergency service support along the route, including emergency contact numbers (e.g. police, medical, the organisation's own contacts etc.).

To assist in route planning, the organisation needs to first identify preferred routes to be used, and alternates in the event of an emergency. It is equally as important to also identify those routes not to be used, or areas to be avoided.

To be effective it is essential to brief drivers before each journey and to provide them with a copy of the appropriate route plan. A briefing is important for all drivers, whether new to the route or not, so that any changes or new hazards are recognised before they commence their journey.

It is particularly important that route planning is carried out in higher-risk countries and areas.

To aid this process a **Route Plan Form** has been included in the CD. This form takes into account the range of route plans available and is intended to standardise the process.

### 3.3.4. MANAGEMENT OF DRIVING ON THE ORGANISATION'S PREMISES (RECOMMENDED)

In situations where others bring vehicles onto the organisation's premises, controls need to be put in place to manage site driving routes. There should also be the provision of clearly signed parking areas away from main routes and dangerous areas, an enforcement of speed limits, and regulations requiring visiting drivers to report to the site office.

Make it clear to everyone entering your premises, that driving in the workplace calls for the same or a higher standard of care as on public roads.

## 3.4. CONTRACTORS (RECOMMENDED)

Your organisation might well employ contractors to provide transport services, and where this is the case, it is important that the organisation carefully consider what it requires of its contractors and how it will engage with them. In many operations the use of contractors to transport people and supplies is a significant fleet safety risk to the organisation. This needs to be considered in risk assessments and appropriate actions and controls put in place to manage the risks.

It is recommended that an organisation require that transport contractors adopt a Fleet Safety Management System at least equal to the organisation's own. Where the contractor is willing, they may adopt your organisation's Fleet Safety Management System. This needs to be formally agreed and documented in the contractor agreement.

Further guidance on **Contractor Management (1) (2)** is provided in the accompanying CD.


# planning implementation & communication

# 4. PLANNING, IMPLEMENTATION AND COMMUNICATION

Implementation of a Fleet Safety Management System will require careful planning and programme management to ensure success. Whether the organisation only needs to enhance an existing management system or it is developing a completely new management system, planning and programme management is necessary.

In addition to guidance on planning and implementation, this section includes information on communication and engagement with everyone in the organisation, which is vital to successful implementation.

In developing its plans and programme, the organisation needs to decide if the Fleet Safety Management System is to be a global standard for the whole organisation, or whether it is delegating this to each of its entities (countries) to determine for themselves. A strong recommendation is to adopt a global standard implemented by each entity and tailored to local conditions where appropriate. A global approach is more efficient as it avoids duplication, builds on the experience and knowledge of the wider organisation and lessons can be more easily shared. Consistency in systems will also lead to a common language for fleet safety, and where people move between entities (countries) they will avoid having to learn new rules or adopt different procedures.

## 4.1 PLANNING

A planned approach based on the results of conducting a risk assessment and situational evaluation (see section 2.2.2 for details) needs to be adopted, to ensure continuous improvement in the management of fleet safety.

Planning should include:

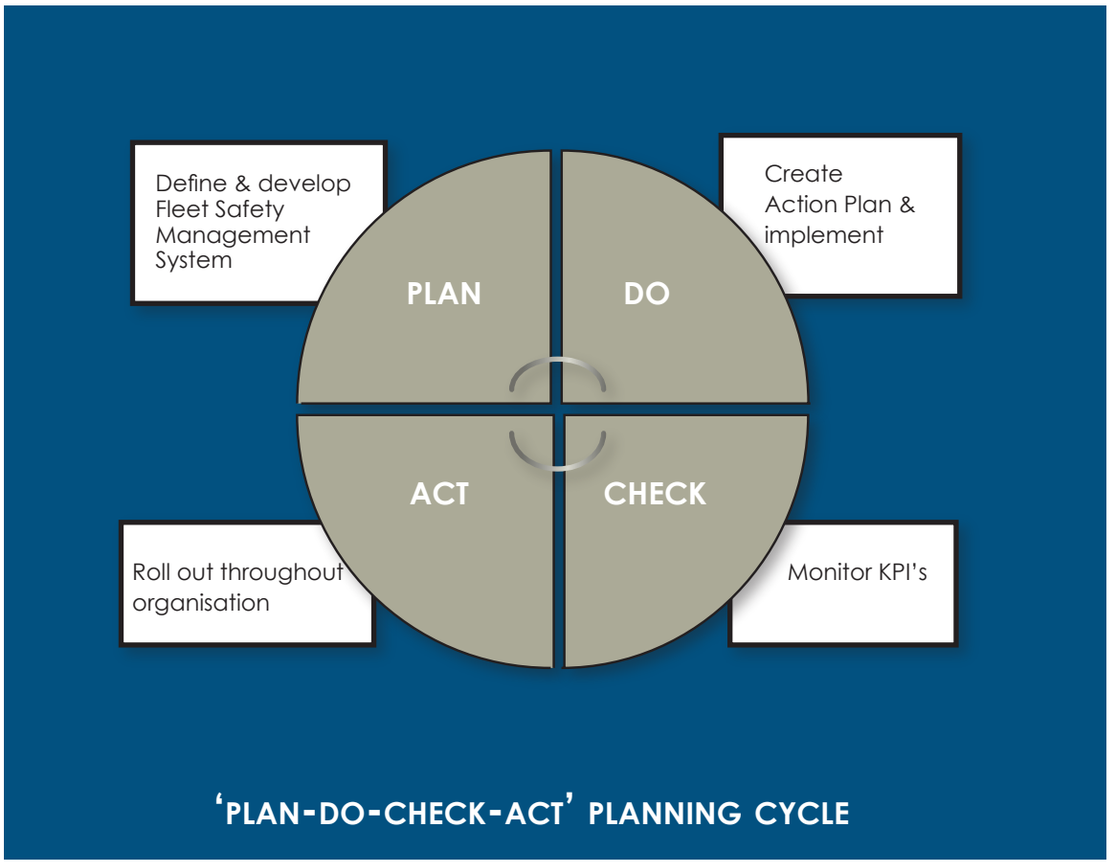
- Defining and developing the Fleet Safety Management System
- Creating a prioritised action plan that sets specific implementation targets and milestones
- Establishing key performance indicators (KPI's) to quickly monitor performance changes within the organisation
- Acting to implement tasks and priorities to maximise the benefits achieved

The plan should include items from 'Section 3 - Requirements and Recommendations' of this Guide. What the organisation decides to include will depend on the maturity of the current Fleet Safety Management System and the outcome of the risk assessment. The action plan should be prioritised to ensure the highest value is gained and take account of 'quick wins' which can be put in place relatively simply and quickly.

Planning is an essential step to ensure the organisation is clear on what is being developed, how it will be implemented and to ensure approval of resources to see it through.

A sample **Fleet Safety Action Plan** is included in the CD.

The planning process is encapsulated in the planning cycle diagrammed below.




## 4.2 IMPLEMENTATION

Implementation, particularly of a new management system, needs to be considered in the same way as managing any other programme or strategic change. In many ways it is likely to be more challenging as it will involve behavioural change. It will, therefore, require good programme management and leadership, along with specific organisational capabilities, to make it happen and to deliver benefits to the organisation.

### 4.2.1 LEADERSHIP AND OWNERSHIP

Implementation requires strong leadership, and an understanding and ownership of the strategy throughout all levels of the organisation. Leaders need to coordinate and prioritise activities, communicate the strategy throughout the organisation in a compelling, well-thought-out and logical way, and motivate and galvanise staff.

In turn, staff need to fully understand the vision and strategic components of the plan, how it affects them and what skills and expertise are needed to get it implemented. Without understanding and buy-in from across the organisation, the benefits of the change will never be fully achieved, since success is dependent on the goodwill, motivation, effort and enthusiasm of the very individuals who do not fully understand it, yet.

It's important to note that simply asking staff to adopt a 'cookbook' approach to implementation is insufficient to ensure success. However, communicating the whole picture provides staff with a framework for understanding and decision-making.

### 4.2.2 CAPABILITIES REQUIRED FOR IMPLEMENTATION

Implementation should be founded on an understanding of the existing capabilities within the organisation and the required capabilities to execute the strategy. Successful execution will depend on closing the gap between these as necessary.

An organisation needs to focus from the outset on internal resources and capabilities. Staff in turn identified and tasked with delivery need to be appropriately qualified, motivated, performance managed and have sufficient time available for the task. Since it is unlikely there will be staff with sufficient free time on their hands, activities and responsibilities may need to be changed, which may involve dropping some projects to free up time and resources

A useful first step might be to create a network of experts from within the organisation with the appropriate skills, knowledge, experience and credibility to lead and support the development of the Fleet Safety Management System and its implementation. This is discussed further in section '4.3.2 - Engaging with the Organisation'.

Finally, remember, having an 80% strategy that is implementable is superior to a 100% solution that is not.

### 4.2.3 PROGRAMME MANAGEMENT

A programme management office (PMO) to support the fleet safety team (FST) and the organisation is recommended for the implementation of a new Fleet Safety Management System. The FST may provide the PMO function where the organisation is willing to provide members with the time and resources to undertake the role.

The role needs to include:

- The establishment of the FST or PMO as the 'Go-To' team that acts with authority, not like a bureaucracy, and is capable of supporting all parts of the organisation.
- Strong leadership support for the FST or PMO to help enforce and embed processes, standards and procedures that are agreed by the organisation.
- A centrally located, easily accessible source of information, toolkits and processes etc. that support all elements of the Fleet Safety Management System implementation.

The FST or PMO must be outcome focused, and manage and report information in line with the project outcomes (e.g. impacts on milestones, and costs and benefits). This must be managed to an appropriate level of detail as too much detail puts undue burden on the organisation.

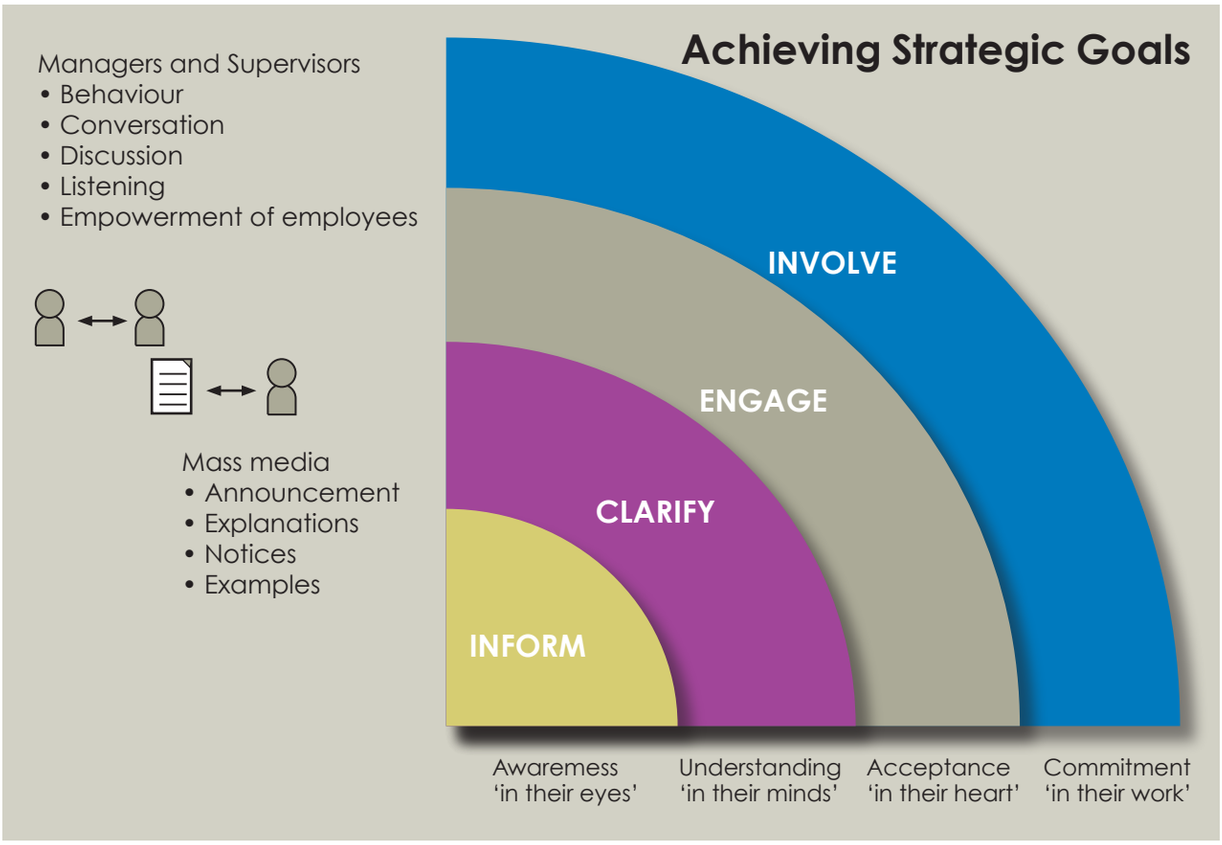
## 4.3 COMMUNICATIONS AND ENGAGEMENT

Finally, for the Fleet Safety Management System to be effective the organisation will need to engage with all members of staff to get their 'buy-in' and commitment to the programme, and the changes that might be necessary. If the organisation employs contractors, it is also important to engage with them to share in what the organisation is doing and what is expected of contract service providers. Engagement comes from consistent internal communications, and the creation of multi-departmental operational teams which are ultimately responsible for the organisation's Fleet Safety Management System.

### 4.3.1 INTERNAL COMMUNICATION AND ENGAGEMENT

To encourage engagement in the Fleet Safety Management System, the organisation should start by preparing a communications plan, which needs to:

- Create **awareness** of the Fleet Safety Management System
- Help everyone **understand** what is required of them
- Build **acceptance**
- Gain **commitment**




To really achieve acceptance and commitment managers and supervisors must be personally and deeply involved in the process. It will take time and effort to do, however, this is essential to realise the benefits and long term sustainability of a strong fleet safety culture and performance in the organisation.

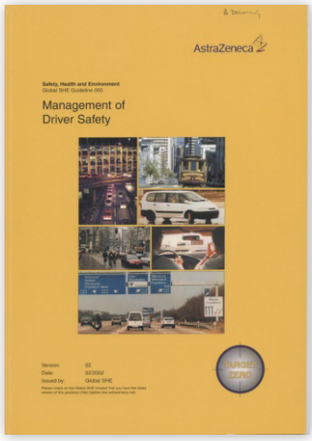
Communication needs to be a continuous process to constantly keep staff appraised of progress with the programme and to constantly remind staff of the importance of fleet safety and their personal driving standards and behaviours.

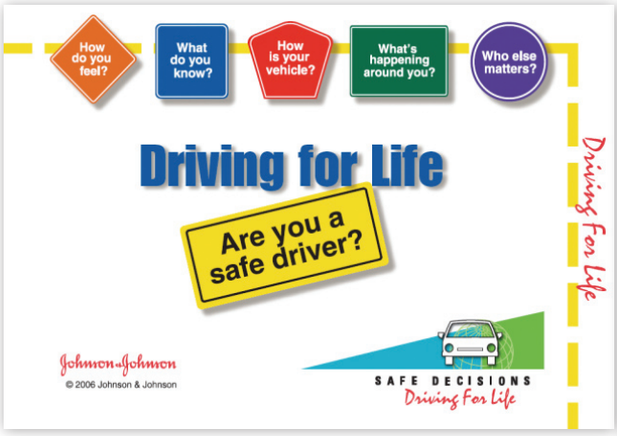
There are many ways of engaging and communicating with staff using both direct and indirect channels of communication. Some examples are provided below:

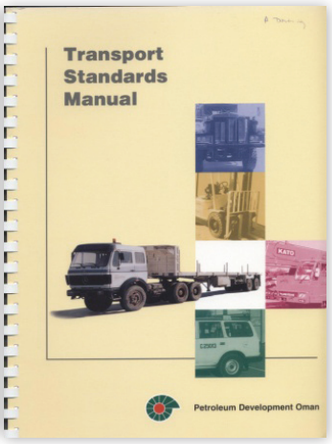
- Direct communications:
  - Workshops for managers and implementation teams
  - Staff briefing sessions
  - Driver training
  - Staff induction courses

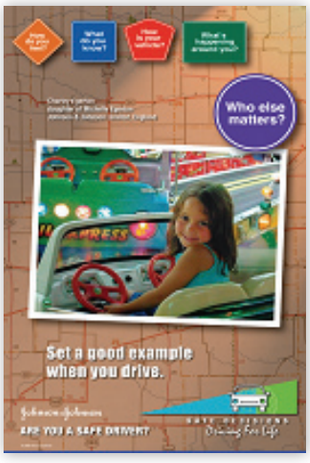
- Indirect communication:
  - Placing fleet safety information in other documents or media:
    - Safety manuals
    - Driver handbooks
    - Driver passports
    - Organisational newsletters
  - Placing fleet safety awareness information on:
    - Notice boards
    - Posters
    - Websites
    - Emails

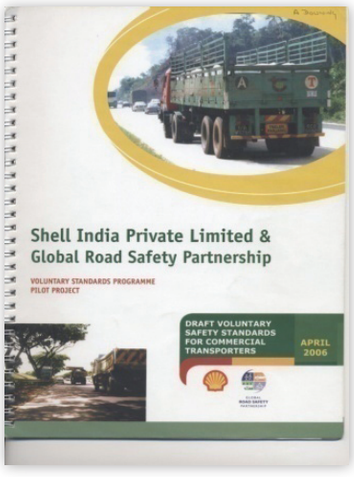
There are a wide range of communication materials that can be utilised by organisations, and a small sample of tools used by other organisations is provided below.




### 4.3.2 OPERATIONAL ENGAGEMENT WITHIN THE ORGANISATION

At the operating level, a useful starting point is to establish a fleet safety team (FST) from among multi-departmental key stakeholder groups in the organisation. This team will provide the energy, expertise and organisational connections to assist in the development of a fleet safety strategy and associated systems, controls and procedures. The team will ultimately help to ensure the effective implementation and operation of the Fleet Safety Management System.

The FST will also help facilitate communication across all groups in the organisation at all levels from drivers to supervisors to managers and through the top-level executive body. This will help ensure awareness and understanding of roles and responsibilities, as well as providing a conduit for sharing of information up and down the management chain.

The FST are best placed to identify what the organisation needs to work on, and provide the appropriate expertise from within the organisation to develop the strategy and action plan to deliver the desired outcome.

Their responsibilities will include:

- Carrying out the fleet safety risk assessment
- Reviewing existing fleet management systems and controls
- Analysis of fleet safety performance
- Identification of best practices from within the organisation and externally
- Making proposals and recommendations for improvement
- Developing the strategy to implement the approved Fleet Safety Management System
- Providing tools to support the organisation
- Acting as a resource to assist with implementation
- Reviewing and monitoring progress
- Supporting ongoing communication and engagement activities

Finally, this systems based approach provides a framework for achieving and improving standards within fleet safety management. However, as this is ultimately about people changing behaviour and adopting the procedures and following the rules, it will require the organisation to create the environment in which everyone commits to fleet safety. Such a culture is characterised by a shared view within all departments and by all staff within an organisation of the seriousness of the fleet safety problem to be addressed and the effectiveness of the systems and measures necessary to tackle it.