

The leadership practices that support and constrain safe driver behaviour

Dr. Sharon Newnam

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AUSTRALIAN ROAD RESEARCH BOARD

Proudly managed by:

Tech Support/Moderator

Neela McCoy

Business Support Officer
Learning and Communications
Australian Road Research Board



P: +61 3 9881 1590

E: training@arrb.com.au

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Proudly managed by:

Moderator

Jerome Carslake

NRSPP Manager

Australian Road Research Board



P: +61 3 9881 1670

E: Jerome.carslake@arrb.com.au

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Housekeeping



Webinar is = 45 mins

Question time = 15 mins



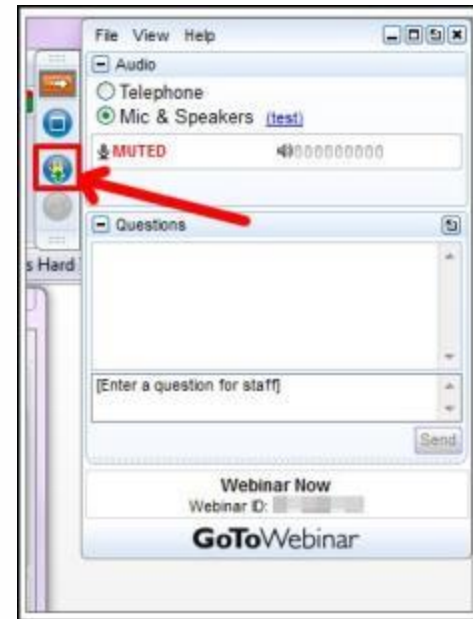
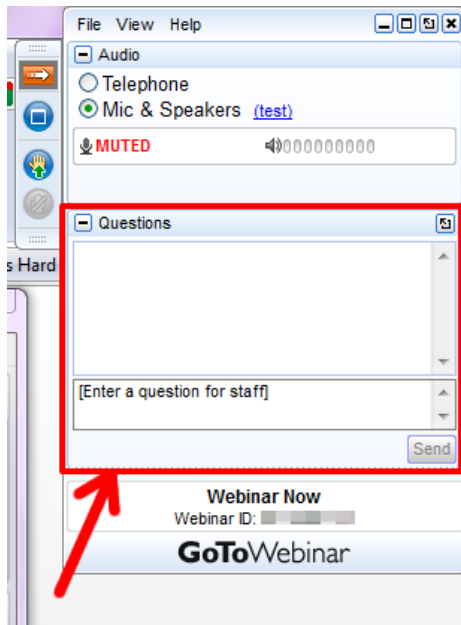
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GoTo Webinar functions



Please type your questions here

Today's presenter

Dr Sharon Newnam

Monash University
Australia

P: +61 3 9905 4370

E: sharon.newnam@monash.edu



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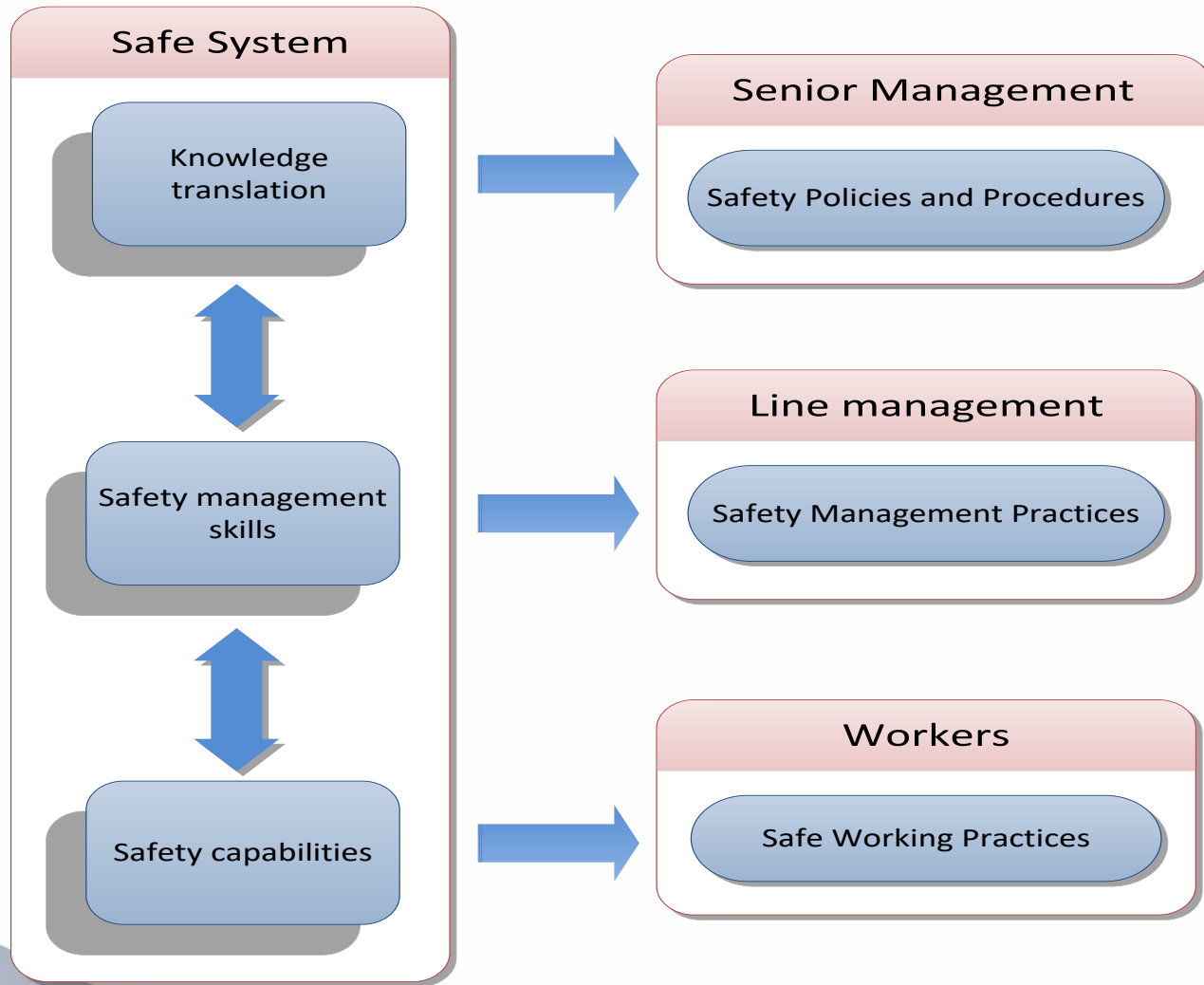
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A system approach to workplace road safety



Research to date

- Light vehicle fleets (< 4.5 tonnes)
- Systems and practices that support and constrain safety
 - Anecdotal support for risk management practices
 - No research on the role of operational systems
- 2013 National Health and Medical Research Council (NHMRC) Project Grant

Methods

—
 $N = 83$
Senior Managers

—
 $N = 161$
Supervisors

—
 $N = 911$
Drivers

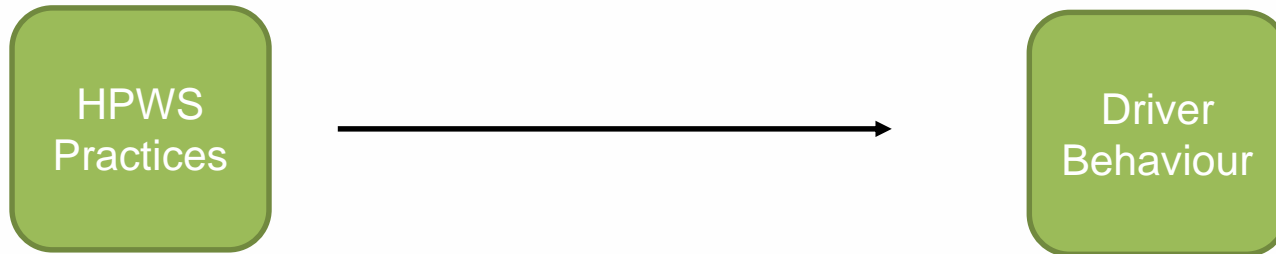
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Cross-sectional
survey data

—
Multi-level modelling
using Mplus

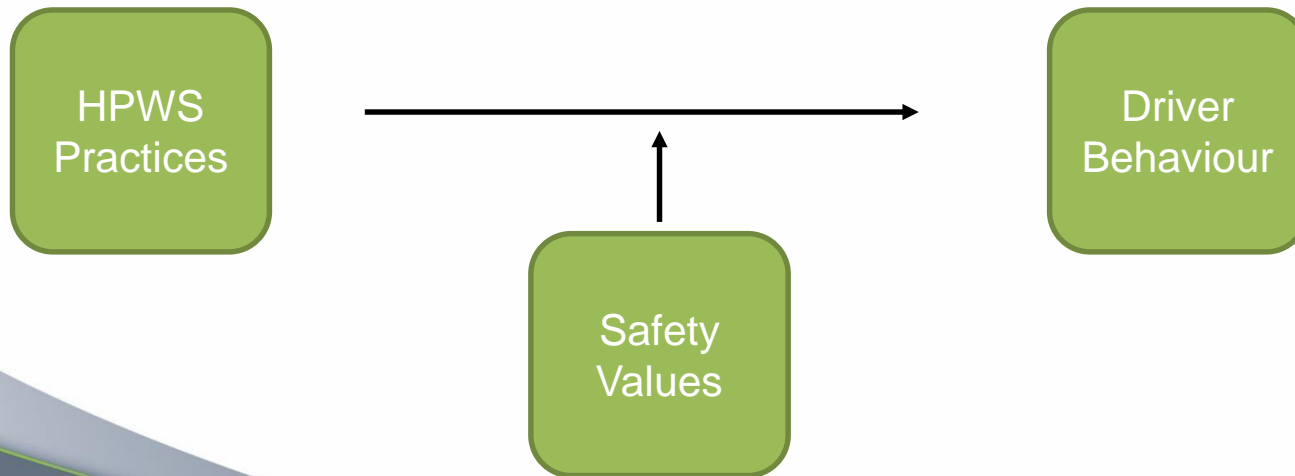
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Nine models testing
nine HPWS practices

Study 3: Aims

Aim 1: Relationship between HPWS and behaviour



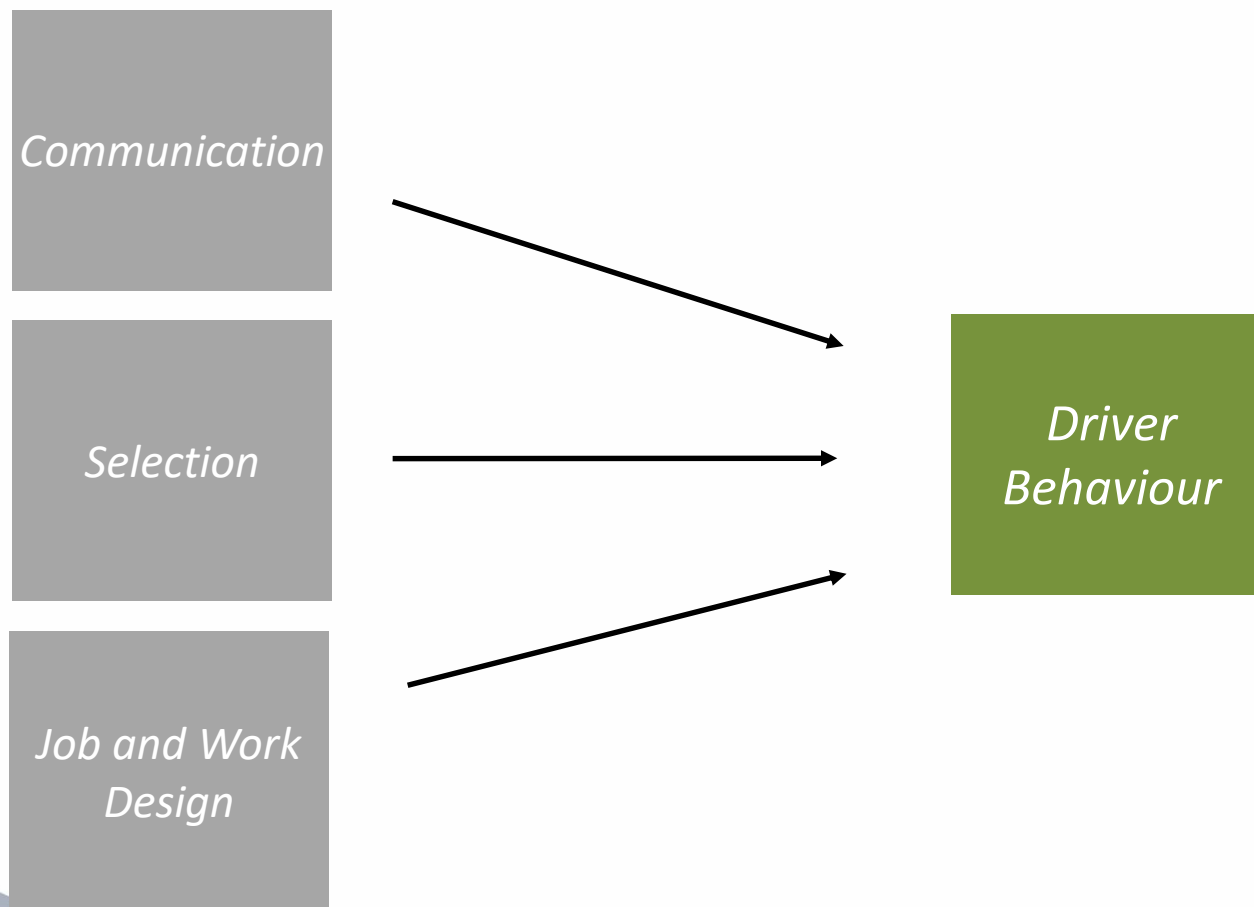
Aim 2: Safety values as moderator of relationship



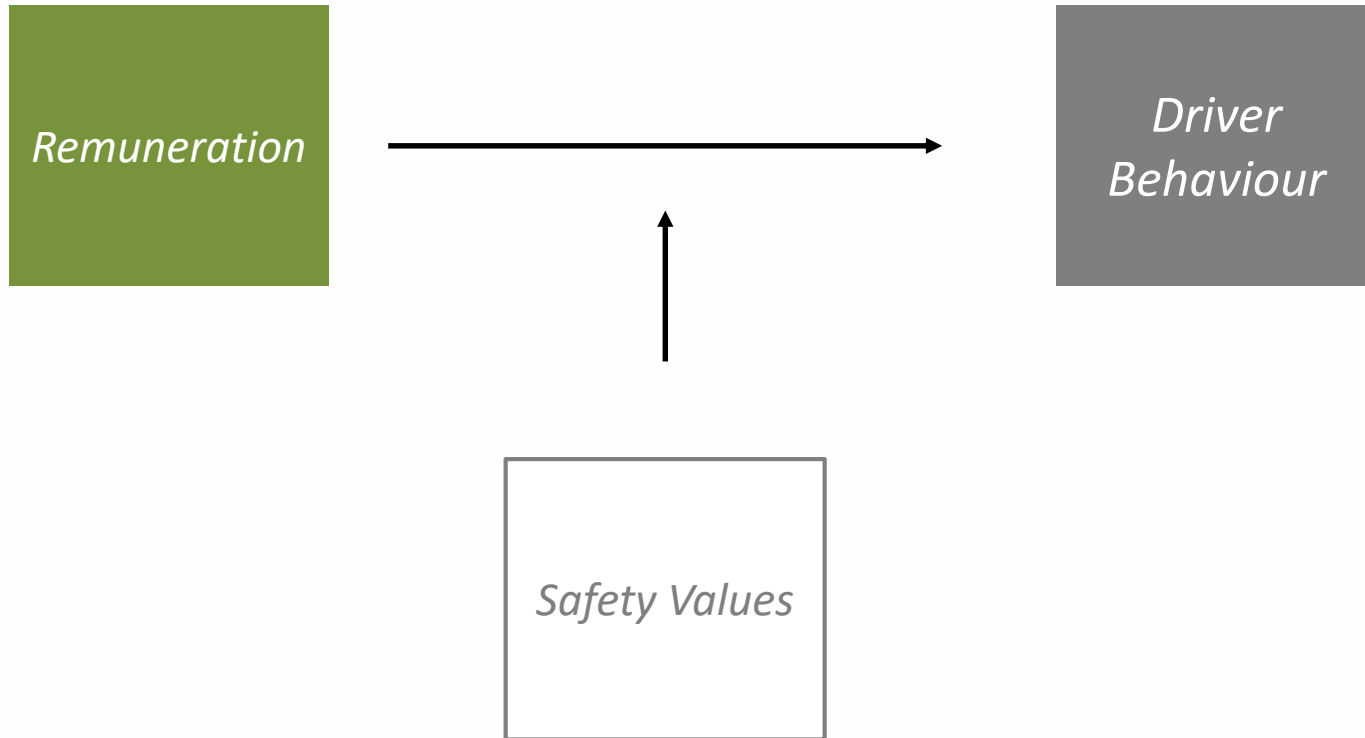
High Performance Workplace System Practices

Practice	Definition
1 Remuneration	Direct rewards and payments that employees receive.
2 Job and work design	Elements of the work-role task, relationships between tasks, and the organisational structure.
3 Development	Competency training required to complete work-role tasks and future work-role tasks.
4 Selection	Selection of applicants, both from within and external to the organisation.
5 Job Security	Level of confidence in retaining employment.
6 Communication	Formal information sharing programs.
7 Performance Appraisal	Measuring and improving individual performance for all employees across the organisation.
8 Promotion	Opportunities and methods to move up to higher level positions within the organisation.
9 Retention	Identifying and taking steps (ie., modifying traditional workplace practices) to address the reasons for voluntary turnover.

Findings:



Findings:



Practical implications/recommendations

- Workplace road safety needs to be better integrated within OHS AND operational activities
- HPWS practices have not been designed or implemented with consideration of the driving role and safety
 - Bottom-up approach
 - Translation of knowledge into practices
- Remuneration encourages safe driver behaviour, but only under conditions of high commitment to safety
 - Investment by senior management in the health and wellbeing of its employees – beyond mandatory requirements – is fundamental in balancing the extrinsic motivations inherent in remuneration

Take Away Points

- Workplace road safety is incredibly complex!
 - Risk management
 - Operational activities
 - Safety culture
- The design of organisation policy and practice needs to consider the safety of those who drive a vehicle.
- The (re)design of policy and practice should consider the challenges associated with safe driving practice.
 - Drivers (see program)
 - Leadership (see program)

Questions



Thank you for your participation today

For further information, please contact:

Dr Sharon Newnam
Monash University
Australia

P: +61 3 9905 4370
E: sharon.newnam@monash.edu

Jerome Carslake
NRSPP Manager
Australian Road Research Board

P: +61 3 9881 1670
E: Jerome.carslake@arrb.com.au

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What's next?

Chain of responsibility for organisations that contract third-party logistics.

Wednesday 30 August

2:00 PM - 3:00 PM AEST

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