

# Stimulating Traffic Safety of (lorry-) vans by enhancing the companies' Safety Culture

*Dolf van der Beek, Annick Starren (TNO),  
Ruud van Weerd, Aart Steenbergen (EVO)*

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Sponsored by the Dutch Ministry of Transport

F.A. van der Beek, consultant/ researcher health and safety

# Structure of presentation

- Introduction
- Objectives/ research questions
- Methods
- Results
- Conclusions
- Recommendations

# Introduction: the need for driving (lorry-) vans safely

- Characteristics of lorry van traffic;
- Public perception of the lorry vans in traffic.



# Lorry vans: examples of safety critical behaviour

What are we talking about?:

- Separation between driver and cargo space
- Lashing of cargo
- Speeding
- Alcohol/drugs use
- Sleepiness

Resulting in:

- Parking damage
- Incidents and accident



# Not a good example



# Objectives

## Main Question (MQ):

- How can companies using vans be stimulated to invest in road safety (knowing 80% of companies is not interested in traffic safety at all)?

## Subquestions (SQ):

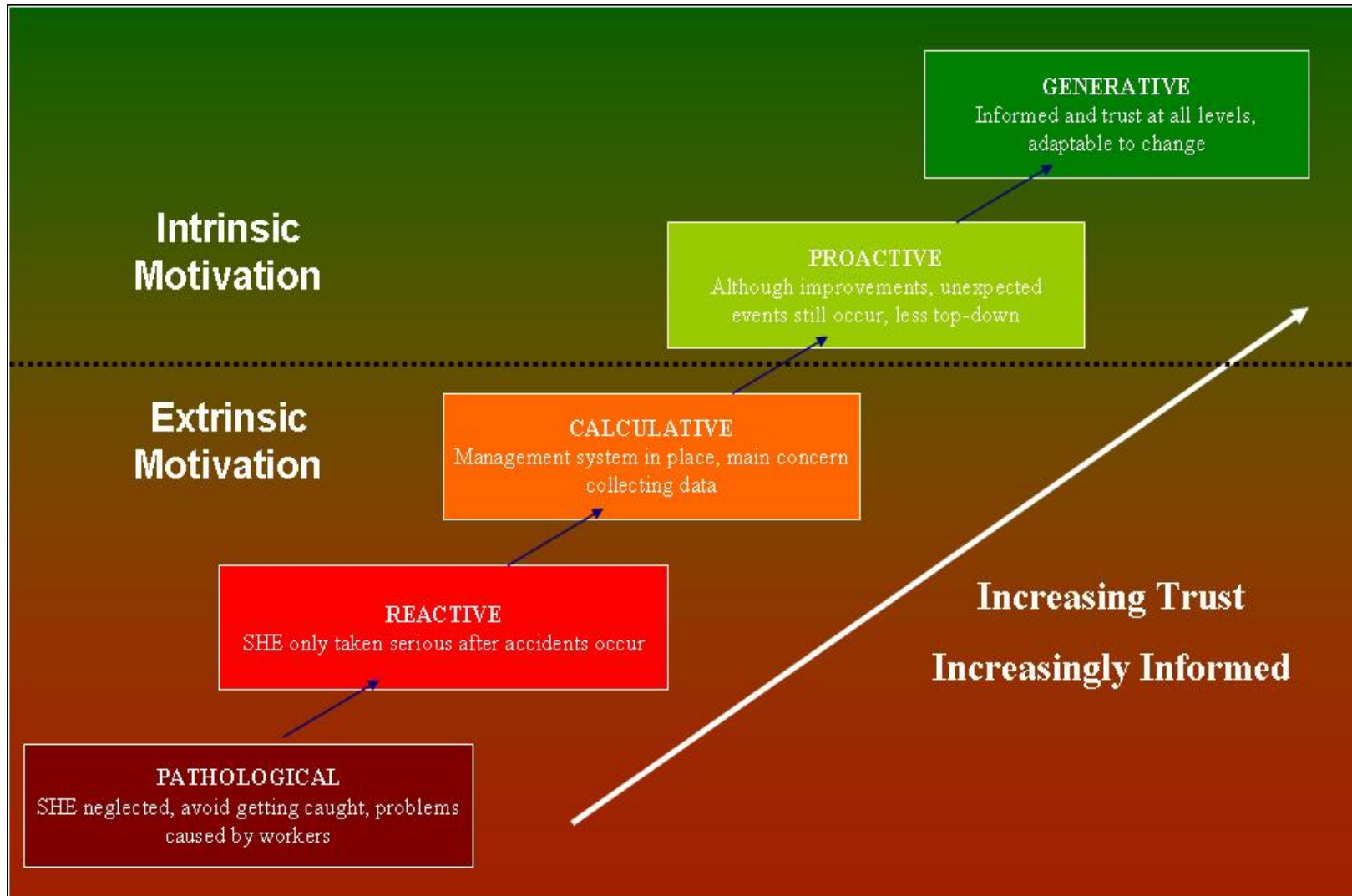
- What can the company/organisation do?
- What can the government do?

# Methods

Qualitative research (understanding mechanisms):

- 10 company visits
  - protocol for safety culture diagnose
  - protocol for identifying connections for traffic safety measures in the primary process (lasting effect)
- Participative expert workshop
  - associations
  - experts
  - insurance companies
  - companies
  - policymakers

# Protocol: Safety Culture Scan (Energy Institute)

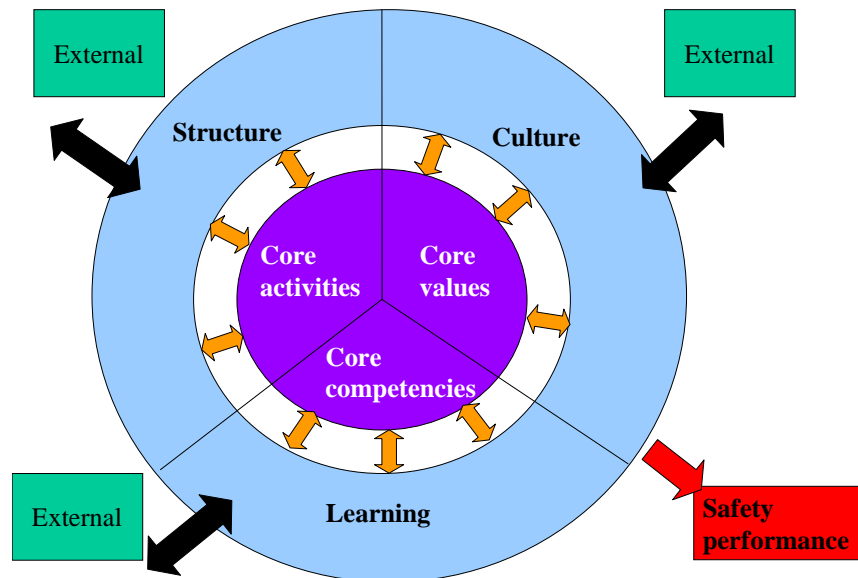




# Protocol: veiligheid@corebusiness scan

The Model Safety@corebusiness©:

consists of *structural, cultural, learning* and external factors that are potential links between safety and the corebusiness process. *(more effective, more efficient, more acceptance)*



# Examples: links between safety and corebusiness

- **Structure**
  - HR- policies
  - Professional leadership
  - Management systems (ISO 9001, OHSAS 18000)
- **Culture**
  - Management commitment
  - Informal practices
  - Trade-off production/ safety
  - Status safety advisor
- **Learning**
  - Open communication
  - Monitoring trends/ data
  - Evaluations
- **External**
  - Stakeholder management: (local) government, clients
  - Societal dynamics

# Results: safety culture diagnosis

- 5 proactive companies
- 3 calculative companies
- 2 reactive companies
  
- No pathological companies



# General results

- Primairly technically oriented companies, no courier companies
- Driving task within companies that use lorry vans mainly supportive to companies core business.
- No systematic link is made between work safety and road safety
- Road safety measures are limited to technical improvements
- Some illustrative quotes:
  - “yes, we drive fast, but we are very experienced...”
  - “professional driving is also safe driving”
  - “I know the safety rules, isn’t that enough?”

# What can companies do?

## Internal opportunities for measures (SQ2):

- Incorporate road safety in Quality, Safety and Environment policy;
- Incorporate road safety in the personnel policy;
- Give road safety a permanent agenda point in management meetings;
- Management gives attention to their example role and image with respect to (transportation) safety;
- Road safety and traffic accidents have to be incorporated in the existing company recordings and analysis systems; and
- Learning from accidents has to be a fixed component of process improvement.

# What can governments do?

## External opportunities for measures (SQ2):

- Incorporating information in the field of road safety and damage recordings in the communication with external parties by using the Safety Scan (government, provinces, municipalities, insurers, customers);
- (Obligated) implementation of a boardcomputer/blackbox (for registration, analyses and feedback);
- Incorporate road safety of lorry vans more explicitly as an aspect of enforcement and inspection.

## Policy framework: different safety measures per safety culture phase.

	Company measures	Government measures
REACTIVE	A: not willing (pathological)	A: here only enforcement will work
	B: potentially willing	B: Here awareness and stimulation initiatives work
CALCULATIVE		Here tools for monitoring and improvement work.
PROACTIVE		Here no stimulation is necessary. However, monitoring is desirable.

# Conclusions

- Companies give attention to road safety however it stays on the level of technical measures and not on the level of culture and behavior (as an opportunity to improve road safety performance).
- Companies with a different phase of safety culture also differ in their general business structures, cultural values and learning processes.
- Therefore different safety measures are suggested per safety culture phase.



# Reactive companies as a challenge

Registration and analysis of driving behavior:

- Insight in damages and unsafe driving behavior are basic elements for stimulating a safety culture;
- Possibility to give *feedback* on this information which improves a learning culture
- **Beneficial effects on the company's corebusiness** due to:
  - enhanced efficiency (less incidents and related recovery time/smooth process)
  - development of employees competencies



# Thank you for listening!

Interested and do you want more information?

F.A. (Dolf) van der Beek Msc.

[dolf.vanderbeek@tno.nl](mailto:dolf.vanderbeek@tno.nl)

+31 23 55 49 475

# Questions

1. On what aspects do the companies who have a proactive safety culture differ from the companies with a reactive safety culture?
2. What does this say about potential measures, and what makes the measures last?



# Results: differences in companies

**SQ1) Companies with a proactive safety culture distinguish themselves because they:**

- have **customers** that make demands with regard to the safety level;
- have another **nature** of the work;
- are attached to certain **values** in the company as a component of the company culture;
- feel less threatened by **competition** in the market;
- are attached to their **image** on the market;
- have an active relation with their **insurer**;
- have a **management** that has an committed attitude;
- have a overall **proactive** management and disposition;
- spend time on monitoring, registering and giving feedback as a result of which **learning**; from incidents and accidents becomes possible.