Deep Dive

Best Practices In Global Safety Management

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Presentation Partners

Global SafeDrive Alliance™
CEI
CEPA
NEC
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TELEMATICS
Best Practices In Global Safety Management

• **Introduction to Safety Deep Dive Track**
  - Ed Pierce – CEI, 1:00 pm – 1:15 pm

• **Objectives**
  o Explore the latest trends in fleet safety management around the world.
  o Analyze safety best practices for multinational fleets that have operations in Latin America, Europe, Australasia, and North America
  o Address common concerns -- harmonizing fleet policies by regions, identifying at-risk drivers, improving safety cultures, and analyzing safety policies

https://meet.ps/globalsafetydeepdive2019
Best Practices In Global Safety Management

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https://meet.ps/globalsafetydeepdive2019
Welcome

• How to Develop a Global Approach to Fleet Safety
  - Andy Price, Fleet Safety Management – 1:15 pm – 1:45 pm

• Understanding the Diverse Requirements to Manage a Fleet Safety Program in EMEA
  - Patrick Hekkert - CEPA, 1:45 pm – 2:15 pm

• Examining the Embryonic Fleet Safety Market in Asia Pacific & China
  - Cliff Chang, Intent Safety, 2:15 pm – 2:45 pm

• Q&A, 2:45 pm – 3:00 pm

• BREAK, 3:00 pm – 3:30 pm

  Reconvene at 4:00 pm

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- How can we gain consensus on global fleet program goals and metrics?

- If your company has operations in Europe, how are you addressing the GDPR data privacy law in order to manage driver risk?
Welcome

• Fleet Safety Trends in North America
  - Ken Latzko - CEI, 3:30 pm – 4:00 pm

• The Challenges of Managing a Fleet Safety Program in Latin America & Mexico,
  - Duncan Espiga – CEPA, 4:00 pm – 4:30 pm

• Identifying the Latest Technology Trends in Fleet Safety Management
  - Adam Brutell – MiX Telematics, 4:30 pm – 5:00 pm

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How to Develop a Global Approach to Fleet Safety

Andy Price
Managing Director, Fleet Safety Management

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The scale of the problem

What makes an effective policy?

Global policies

Continuous improvement

Regional or country ambassadors

Key success factors

Key Performance Indicators

Budgets

Discussion

Summary

https://meet.ps/globalsafetydeepdive2019
The scale of the problem
11.2
By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

3.6
By 2020, halve the number of global deaths and injuries from road traffic crashes
Based on the WHO Global Status Report on Road Safety 2018

Fatalities per 100,000 people

- 0 - 5
- 5 - 10
- 10 - 15
- 15 - 20
- 20 - 25
- >25
- No data / Not Applicable

https://extranet.who.int/roadsafety/death-on-the-roads/
What makes an effective policy?
Applicable  Achievable  Agreed  Audited
Global policies
What should be included?
Minimum standards
Golden Rules

- Always comply with local traffic laws.
- The maximum length of your working day, including driving time is 12h. On long journeys a break from driving of at least 15 minutes should be taken every 2h, or sooner if you start to feel tired.
- Ensure that your vehicle is always legal and safe to drive. Carry out the recommended routine vehicle checks at least weekly and before long journeys.
- Always wear your seatbelt and ensure that all passengers in your vehicle do the same.
- Always drive within the posted speed limit. Remember that this is a limit not a target – in many circumstances a safe speed will be slower than the posted limit, for example on congested roads, in bad weather and near schools.

- Never drive under the influence of alcohol or drugs. Make sure that any medication you are taking does not affect your ability to drive safely.
- You should never use your hand-held mobile telephone for calling, texting, social media or any other use.
- If you feel unfit to drive, then they must not do so and contact your Line Manager.
Other things to include in your policies...
Authorisation to drive

Fitness to drive
- Fatigue & stress / Medication / Eyesight / Fitness & hydration

Safe driving
- Following distances / Safe parking

Safe journeys

Safe vehicles
- Vehicle selection / Routine maintenance / Tyre management / Ancillary safety equipment

Personal security

Collision & breakdown management

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Challenges...
Continuous improvement
• Minimum Standards / Golden Rules

• Moving Beyond Compliance

• Moving Towards Best Practice

• Current Best Practice
Regional or country ambassadors
Key success factors
Management
On-road safety culture
Safety culture is a combination of the attitudes, values and perceptions that influence how something is actually done in the workplace, rather than how it should be done.

The core values, beliefs and behaviours resulting from a collective commitment by leaders and individuals throughout an organisation that appropriately prioritise safety against other organisational goals to allow business objectives to be undertaken without undue risk.

Culture provides the context within which employees judge the appropriateness of their behaviour. If you can establish and nurture a positive culture across your business, people will work safely because they want to, and they will go beyond simply complying.
<table>
<thead>
<tr>
<th>Pathological</th>
<th>Reactive</th>
<th>Compliant</th>
<th>Proactive</th>
<th>Continuous Improvement</th>
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<td>“Who cares as long as we don’t get caught.”</td>
<td>“We take action every time we have a serious crash.”</td>
<td>“We have policies &amp; procedures to manage the safety of our vehicles.”</td>
<td>“The safety of our employees whilst driving is one of our top priorities.”</td>
<td>“Safe driving is ‘business as usual’ and all our operating practices are aligned to allow employees to drive safely.”</td>
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Adapted from Professor Patrick Hudson
Key Performance Indicators
Budgets
Discussion
Summary
Understanding the Diverse Requirements to Manage a Fleet Safety Program in EMEA

My Journey - Lessons Learned in 27 Years

Patrick Hekkert
Managing Director, EMEA

Presentation Partner

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Start in 1992 with Skid Training

- Training on track
  - Germany, France, Swiss, Austria
- Young drivers 4-5 x higher risk

- Advanced (European study)
  - Focus on skills – counter productive
  - Creating awareness and self-assessment

- Research
Hear - See - Feel

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TRILOGY
CAUSE determinant

- HUMAN FACTOR 78%
- MACHINE 0.5%
- ENVIRONMENT 0.7%

- HUMAN FACTOR + MACHINE 3.8%
- MACHINE + ENVIRONMENT 0.2%
- HUMAN FACTOR + ENVIRONMENT 15.4%
- HUMAN FACTOR + MACHINE + ENVIRONMENT 1.4%

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CURRENT GLOBAL SCENARIO

1.3 million deaths per year

20 to 50 million injured persons per year

1st cause of death between 15 and 29 years old

4% Cyclists
22% Pedestrians
23% Motorcyclist
51% Drivers of light and heavy vehicles

www.who.int/violence_injury_prevention/road_safety_status/2015/es
www.who.int/features/factfiles/roadsafety/es
# GDE Matrix (Goals for Driver Education)

<table>
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<tr>
<th>The GDE Matrix</th>
<th>Knowledge and skills to master</th>
<th>Awareness of risk increasing factors</th>
<th>Self-evaluation</th>
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<tr>
<td><strong>Level 4:</strong> Goals for life and skills for living</td>
<td>Control over how life goals and personal tendencies affect driving behaviour; lifestyle; peer-group norms; motives; self-control; personal values.</td>
<td>Self-enhancement through driving; high level of sensation-seeking; compliance with social pressure; use of alcohol and drugs; values, attitudes towards society.</td>
<td>Awareness of personal skills for impulse control; risky tendencies; safety-negative motives; personal risky habits.</td>
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<td><strong>Level 3:</strong> Goals and context of driving</td>
<td>Effects of journey goals on driving; planning and choosing routes; effects of social pressure inside the car; evaluation of necessity of the journey.</td>
<td>Driver’s condition (health, mood, intoxicants); purpose of driving; driving environment; social context and company; additional motives (competitive etc).</td>
<td>Awareness of personal planning skills; typical driving goals; typical risky driving motives.</td>
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<td><strong>Level 2:</strong> Mastery of traffic situations</td>
<td>Traffic regulations; anticipation of the development of situations; speed adjustment; communication.</td>
<td>Wrong expectations; risk-increasing driving style; unsuitable speed adjustment; information overload.</td>
<td>Awareness of strong and weak points of basic skills; personal driving style; hazard situations; personal safety margins.</td>
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<td><strong>Level 1:</strong> Vehicle manoeuvring and control</td>
<td>Control of direction and position; tyre grip and traction; vehicle performance and dynamics; physical phenomena.</td>
<td>Insufficient automatism of skills; unsuitable speed adjustment; difficult conditions.</td>
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GDE Matrix (Goals for Driver Education)

GDE-Matrix as support

- New knowledge
- Self-reflection

- „Hard“ knowledge
  GDE 1 and 2

- „Soft“ knowledge
  GDE 3 and 4

- Introspection
- Self control

5th Level:
Cultural influences; work-related influences

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ECOWILL Project

15 project partners

AT  Austrian Energy Agency
UK  Energy Saving Trust
FI  Motiva Oy
NL  VVCR Europe
EL  CRES
PL  KAPE
CZ  SEVEEn
HU  Geonardo Ltd.
LT  COWI Lietuva
HR  EIHP
IT  Consorzio TRAIN
ES  RACC Foundation
DE  DVR

Advisory Board
Ford of Europe
ACEA (European Car manufacturers association)
Quality Alliance Ecodriving
Swedish Driving School Association

European Driving Schools Association  EFA
Federation Internationale de l'Automobile  FIA
International Commission for Driver Testing  CIECA
Start European Network

• Establishment of minimum standards for contents
• Establishment of ecodriving training courses and train-the-trainer seminars
• Implement and roll-out of ecodriving for licensed drivers
• Qualification and certification of trainers
• Establishment of an ecodriving infrastructure which will keep the approach alive after the end of the project.

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Set up Pan European Risk Management Program

• Request from Marsh (Insurance broker from New York)
• European coverage with training and consultancy services
• With local providers and local language
• Start 6 main European countries
• Roll out over Europe
Challenges (Behind-The-Wheel on road)

- Network with local trainers throughout Europe
- Consistent approach throughout Europe
- Behavioral based driver training
- Coaching methods
- Use of Scientific Assessment Tools
- Safety and Eco-focused
- Personal Development Plan based on driver profiles
- Local language and culture
- Local regulations and legislation
- Train-the-trainer programs
- During the crisis, cost saving more important than safety
- Fleet managers are not so interested in safety
Scientific Assessment tools

Profile for Patrick Hekkert

DriverMetrics® Profile  Oct 2018
Fleet Driver Risk Index v7
Behavioural.
Robust Safety Management System

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Management & Safety Culture

https://meet.ps/globalsafetydeepdive2019
Golden Rules

STAY LEGAL
Always comply with local traffic laws.

STAY SOBER
Never drive under the influence of alcohol or drugs. Make sure that any medication you are taking does not affect your ability to drive safely.

STAY FOCUSED
You should never use your hand-held mobile telephone or device for calling, texting, social media or any other use.

STAY ALERT
On long journeys a break from driving of at least 15 minutes should be taken every 2h, or sooner if you start to feel tired.

STAY FIT
If you feel unfit to drive, then they must not do so and contact your Line Manager.

SAFE VEHICLE
Ensure that your vehicle is always legal and safe to drive. Carry out the recommended routine vehicle checks at least weekly and before long journeys.

SAFE OCCUPANTS
Always wear your seatbelt and ensure that all passengers in your vehicle do the same.

SAFE SPEED (or STAY SLOW)
Always drive within the posted speed limit. Remember that this is a limit not a target—in many circumstances a safe speed will be slower than the posted limit, for example on congested roads, in bad weather and near schools.

SAFE DISTANCE
Maintain a safe distance to the vehicle in front.

Cloetta Safe Driving Policy

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Safe Driving Ambassadors

Line Manager Training

Launch to Drivers Safety talks and interventions

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DATA Management

- Global view of the Program aggregating data from all locations
- Company cars, Grey Fleet, Family
- Main KPIs, Lincense validation, Trends and Goals
- Leading & Lagging indicators
- Drill down of information to Country / BU level
- Reports by User/Hierarchy
Global Dashboard

World CPMM Evolution YTD

This line graph shows a rolling 12 month look at CPMM. The solid line in the middle shows the goal for the metric allowing for an easy look as to where each month landed in regards to the goal.

CPMM By Region

Interactive map allows the user to hover and quickly see where each region compares to the rest. Lighter color areas are the better performers.

CIPMM By Region
Input data

- Update vehicle and driver license.
- Report incident or crash.
- Receive system wide notifications.
- Monthly fuel consumption, type of fuel and odometer.
- Date and odometer for last vehicle maintenance.

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Workflow and Integrations

Program Management

• Example of automated program management. An algorithm considering fines, crashes, incidents, license validation, training and other interventions determines

• The risk level of every fleet driver on a monthly basis. Based on the risk level the system will automatically assign actions and communicate them via email; if the actions are not completed, the risk level will increase by the next month.

License Points

• Example of workflow. In a country that not uses a point-based driver license system we create one, when the points of a driver reach a certain threshold – typically after fines are assigned to the driver on the platform - an email is sent to the driver’s manager and an intervention is assigned to the driver. Different point thresholds will trigger different interventions for the driver.

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Analysis & Action Plans

Interventions

• Before every training activity the most frequent types of collisions for the company are identified on the platform and informed to the instructors. This is made in order to adapt the course and emphasize specific exercises to help prevent those collisions.

• From the database we identify the kind of vehicles that compose the fleet, in order to make sure that the exercises are conducted on similar vehicles.

• The instructor has a reference of the historical activity of every driver (Risk profile, previous trainings, number and type of events, age, admission date, etc.) provided by the system before every intervention, to provide tailor made sessions to each particular driver focusing on his profile and improvement areas.

• After every training session the results and the personal development plan are entered into the platform, recording the exact same information assessed during the course for every participant.

• Observations are also added if needed, and the course is immediately available on the system – both in the courses listings and in the historical record - as an activity for every driver.

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Case study - Number of Incidents

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Case study - Total Costs

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Case study - Speeding Incidents

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Total Behavioral Management

Global Fleet Conference, Miami 2019

Clifford Chang
Asia Pacific
Intact Traffic & Transport Safety Consultancy

www.Intactsafety.com
携手挽救生命
• Asia Pacific - Very Very Simple Introduction
• Successful Case Sharing..
  • Total Behavioral Approach
  • Coaching Defensive Driving Training
• Drivers Family Day
General Information – Asia Pacific

- 40+ Countries
- 4.5 /7.7 Billions People
- The second high risk area (Rate of road traffic death)
- Fast Growing Economic Activities(Infrastructure/Vehicles)

www.Intactsafety.com
Asia Fleet Operating Characteristics

- Developing Area
- Government Influence
- Best Practice From Global Company
- Lack of Professional Recognition
- High Standard Deviation but World Class exist.

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Clifford Chang From Hong Kong

- 25+ Years senior regional role on Fleet Management.
- 1 – 5 Years = Strategies + Procedures... (What)
- 6 – 10 Years = Strategies/Procedures + Trainings(How)
- 11 – 25 Years = Strategies/Procedures + Trainings + Behavior Management( Obedience)
Case Sharing... North Asia

- China, Hong Kong, Taiwan & Korea

- 20 sites+/

www.Intactsafety.com
<table>
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<th>Safety Strategy</th>
<th>Achieve world class standard by applying effective safety management (Driver Behavior Management, OBC, Disciplinary &amp; Reward system and Audit, etc.)</th>
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<td>Optimise Logistics</td>
<td>Improve scheduling by implementing distributions tools to optimize delivery and minimize costs (EMERALD, GOLD)</td>
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<tr>
<td>Use Technology</td>
<td>Users of innovative technology to provide solutions (Telemetry, OBC, Anti-Rollover....)</td>
</tr>
<tr>
<td>Continuously Improve</td>
<td>Maintain existing assets and improve reporting and monitoring processes to ensure we have continuous improvement (KPI, WISDOM, MAXIMO)</td>
</tr>
<tr>
<td>Change Customer Behavior</td>
<td>Alter customer behavior towards the profitability of the overall business (Customer Change Management: CCM)</td>
</tr>
<tr>
<td>Develop People</td>
<td>A high performance, flexible organization with a winning culture that recognizes, rewards and develops its employees (IMSS, Driver Training)</td>
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Safety Operating Model

Best Practice Safety Transport Operations

1. Use of technology to monitor compliance and reduce risk

Advanced driver Training

Auditing

Driving risk Profiling

Lessons from Incidents

Behavioural safety for drivers and transport managers

5. Coaching DDT

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WHO Behavioural System

Incidents

Systems & Standards

Behavior

Foundation

Standard

Advanced

World class

• Management system meets regulatory requirements only

• Managers behavior is dependent on their senior managers and SHEQ managers

• Employee behavior is dependent on their managers
  • Independent behavior exhibited by managers and some employees

• Management system and standards meets the minimum requirements

• All elements of the integrated management system and standards are at best practice

• Independent behavior exhibited by all employees

• Interdependent behavior exhibited by all employees

• All elements of the integrated management system and standards are at best practice

• Interdependent behavior exhibited by all employees

• All elements of the integrated management system and standards are at best practice
Dependent

• Dependent behavior is described as

  • “I hope I don’t get hurt”
  • “I need to be told what to do”

• At this level people depend on their managers for day-to-day safety
  • Managers are committed to safety and value people
  • Safety is imposed through the application of rules and discipline
  • Supervisory control of safety in place
  • People understand they are responsible for their safety but don’t always practice this
Independent

- **Independent** behavior is described as
  - “I don’t want to get hurt”
  - “I know what to do”

- At this level people take an active, independent responsibility for their day-to-day safety.
  - People have a personal commitment to safety
  - People take responsibility for their own safety as they value their own well-being
  - People are self-managing and exhibit self discipline
  - People set personal targets for safety
Interdependent

- **Interdependent behavior** is described as
  - “I don’t want to get hurt”
  - “I don’t want others to get hurt”
  - “I know what to do and I watch out for others”

- At this level, people work together as a team to ensure their behaviors are 100% safety focused
  - The environment is supportive to the team developing its performance
  - People value each other’s well-being and help others conform to safe behaviors
  - The team set targets for safety performance
  - The team ensures that all staff, contractors, suppliers, visitors and customers are involved in the safety effort
Behavioral Management

Dependent

Independent

Interdependent
Dependent - I know you’re watching!!!
Independent - I know it makes sense...
Interdependent - This is tricky so I’ll help him out
How Can Achieve Desirable Behavior?
Coaching DDT - Objectives

- I Know “It Makes Sense”
- Advance DDT vs. Normal DDT
- Assist Drivers Recognize / Review Own Driving Behavior Honestly.
- Encourage Driving Habit Change – Dependent & Interdependent
- Applying DDT Upgrade Driving Techniques.
- Establish Safety Systematic & Management Ability.
- Long Term Mechanism.

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Causes Of Accidents

- Vehicle Break Down 4%
- Road 1%
- Human Mistakes 95%
- Management?

Behavior

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Coaching DDT – Coaching Section

- Coaching - Recognize /Review Individual Driving Situation
- Understand Causes Of Accident
- Strong & Weakness on Driving
- Favorable & Unfavorable Factors
  - Working/ Family
- Skill Set
- Open

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The Hazard Pyramid Concept

Believe Statistics Analysis?
Position?
Next 5/20 Years?
No one Can Escape?

Hazard Pyramid:
- **Hazard Levels**:
  - **Unsafe Acts**
  - **Unsafe Conditions created by employees, contractors or customers**
- **Inputs (control)**
- **Outputs (No Control)**
  - **Near-Misses or First Aid**
  - **Recordable Injuries (MTCs)**
  - **Major (LWCs)**
  - **Fatal**

Statistics and Position:
- **Statistics**
  - **Believe Statistics Analysis?**
  - **Position?**
  - **Next 5/20 Years?**
  - **No one Can Escape?**
Personal Improvement Commitment

- Private Tool
- Continuous Improvement
On Road Practical Training
Sustainability - Coffee Meditation

Take Five - Spend 5 Minutes To Review Driving Situation Everyday....3 months

2019/6/17
1000+ Drivers Attend the Training 2014-2019

No Reported Accident

Client Orders Continuously

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Drivers Family Day

- Promoting Interdependent Behavior
- United As A Family
- Create Powerful Third Party Monitoring Resources
  
  - Who will care our drivers?
  
  - Who will knows their private life?
  
  - Who can instruct our drivers?
Drivers Family Day

Let Family Member Understand their Parent’s Job Duty.

Let Family Member Know What/How the company care our Staff.
Drivers Family Day

Event Dressing

Games
Drivers Family Day

Company Leaders Involved!
Are You Ready?

Apply DDT

Yea! I'm Ready!
Are You Ready?

Pre Trip Inspection!

Yea! I’m Ready!
Commitment – Himself, Family, Society

We Committed to be a Professional Driver.
Take Responsibility for the company, family, road user and myself.
Gained Respect from the company, Industry and Society.

www.Intactsafety.com
If you don’t sleep now, I will call your boss.
The company Invited By China Government to help on Transport safety management.

Retired Drivers get new job within few days
Thank You!

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