

# AIGA 2008 MEETING

## Product Vehicle Safety & Accident Prevention



Asia Industrial  
Gases Association



FMM MIGMA

Co-organiser:

FMM Malaysian Industrial Gases Manufacturers Group

# Driver Behavioural Safety

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## Challenges of applying traditional Behavioural Safety Processes to Transport Operations

Tony Williams  
The Linde Group

# Imperative to change

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Transportation is the highest risk activity we carry out in our day to day operations

These risks fall into two main categories:

- ✓ On the road, driving
- ✓ At the customer delivery point

Those at risk are the same individuals that spend the majority of their working day unsupervised

Some examples ...

## Single vehicle roll-over in Malaysia

### No injuries



## Single vehicle roll-over in Philippines

### No injuries





**Single vehicle roll-over in China**  
**Two employee drivers and three third parties**  
**sustained broken bones**

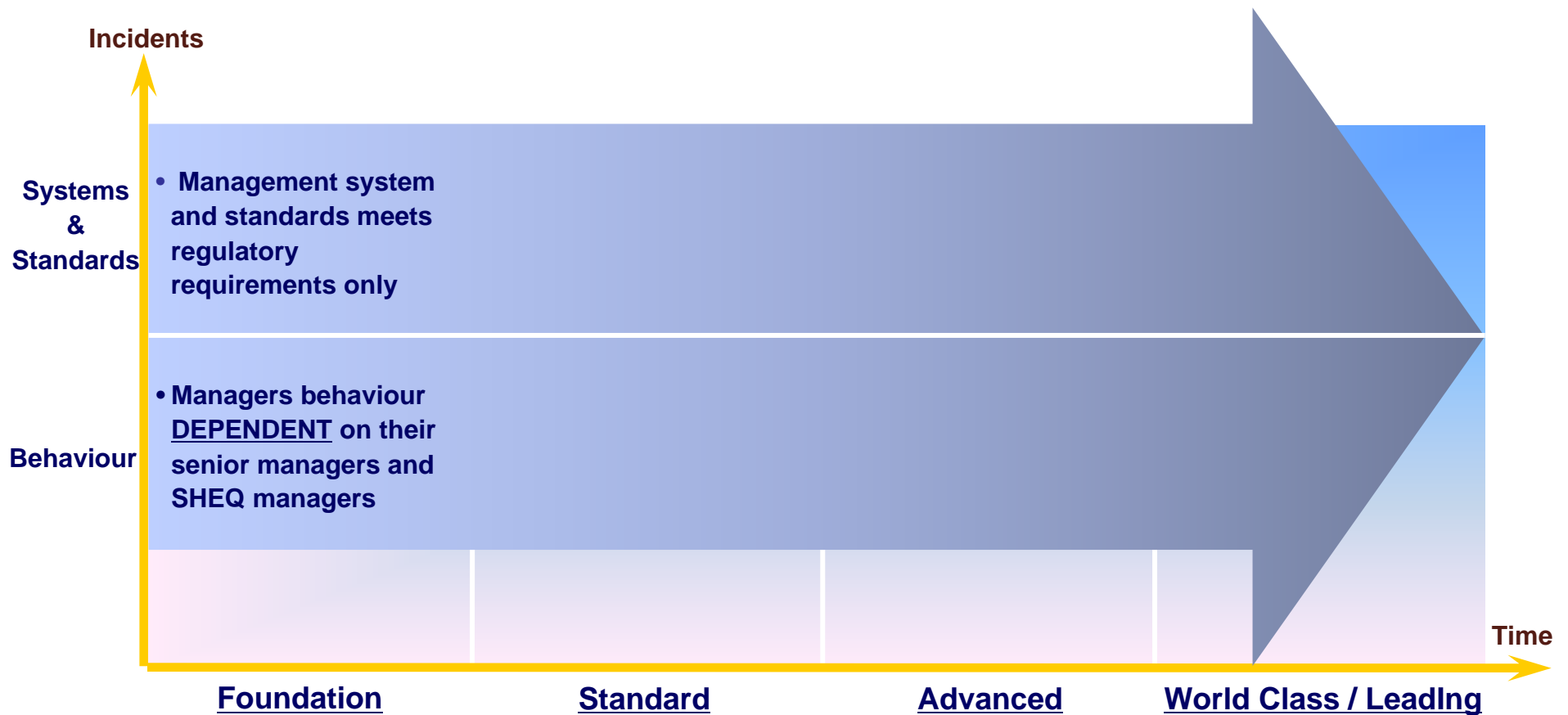


## Single vehicle roll-over in Pakistan

### Minor injuries to the driver

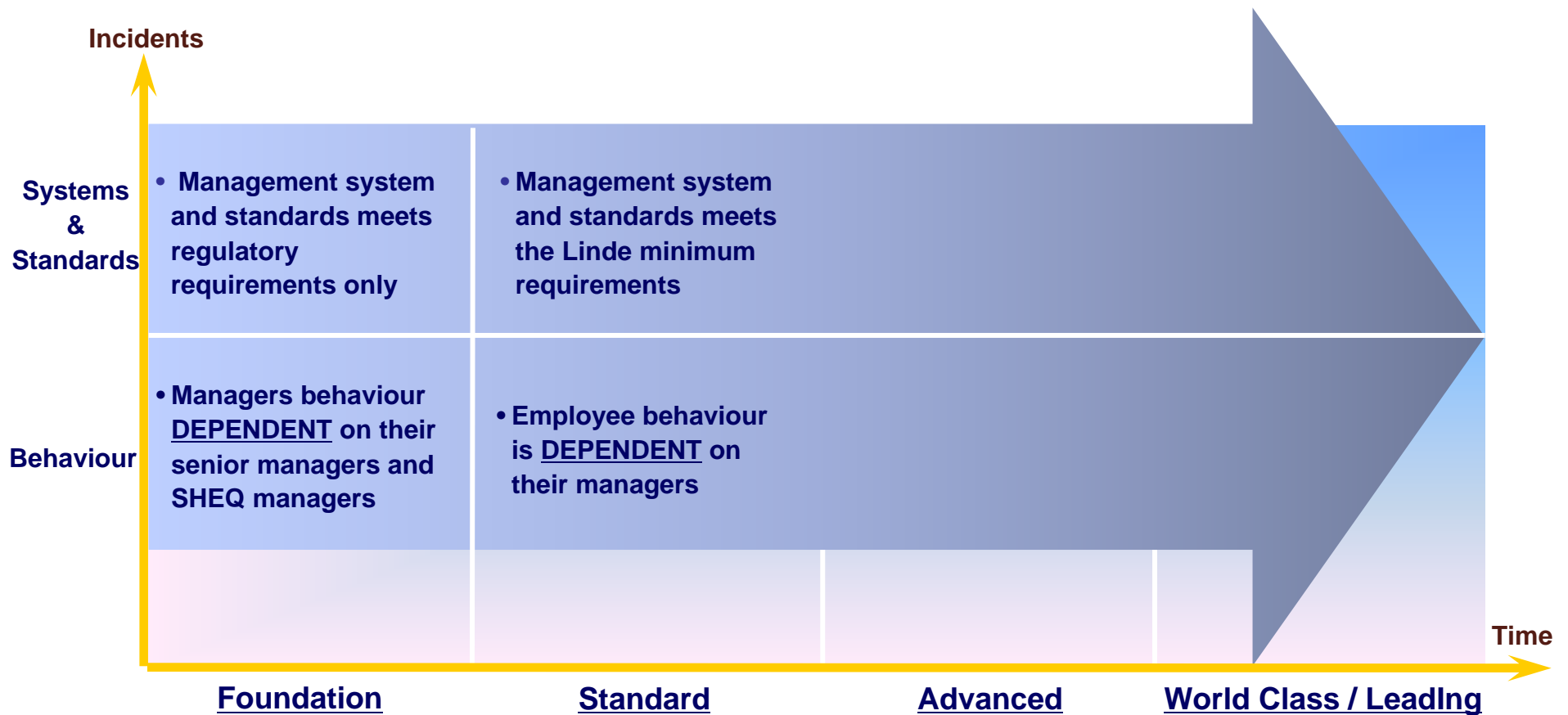


# The Journey to become Leading in SHEQ

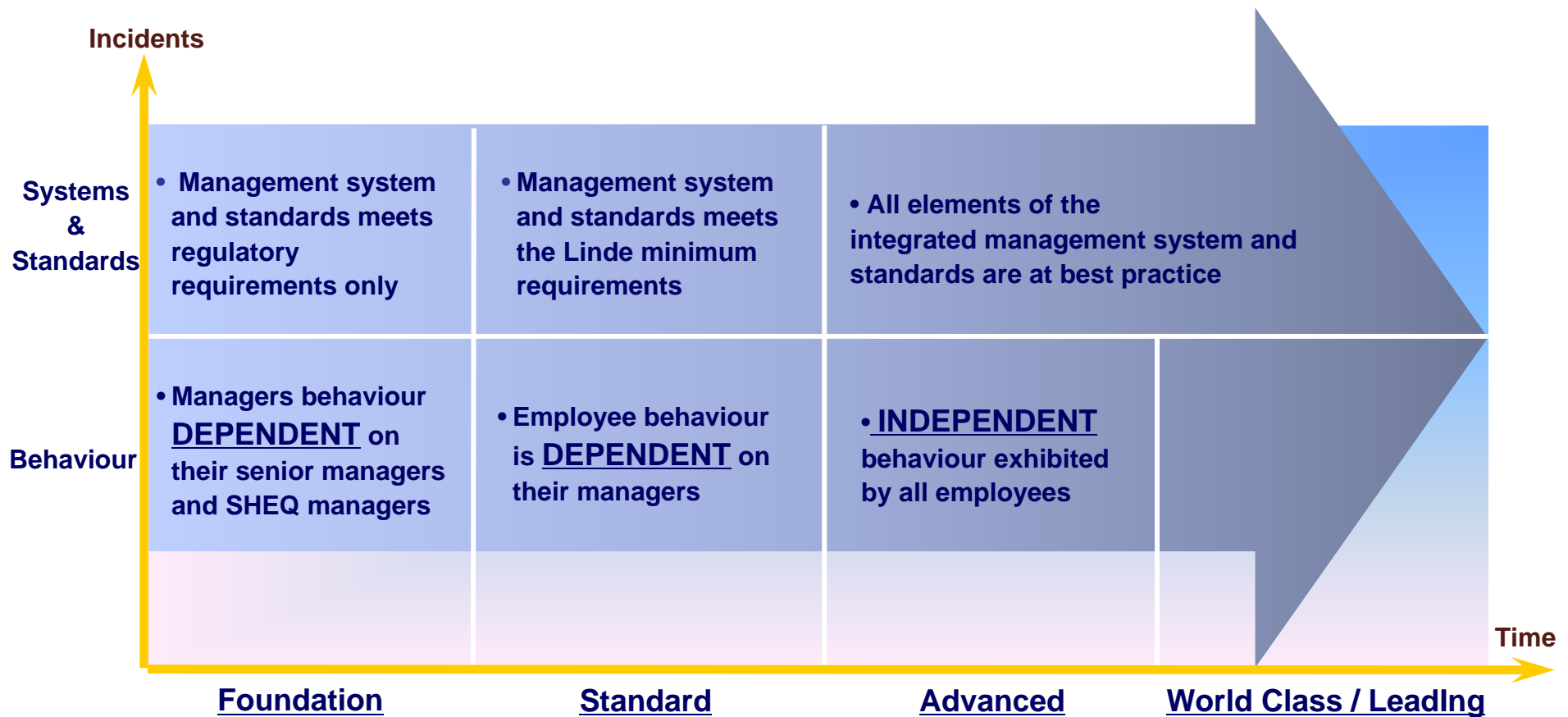




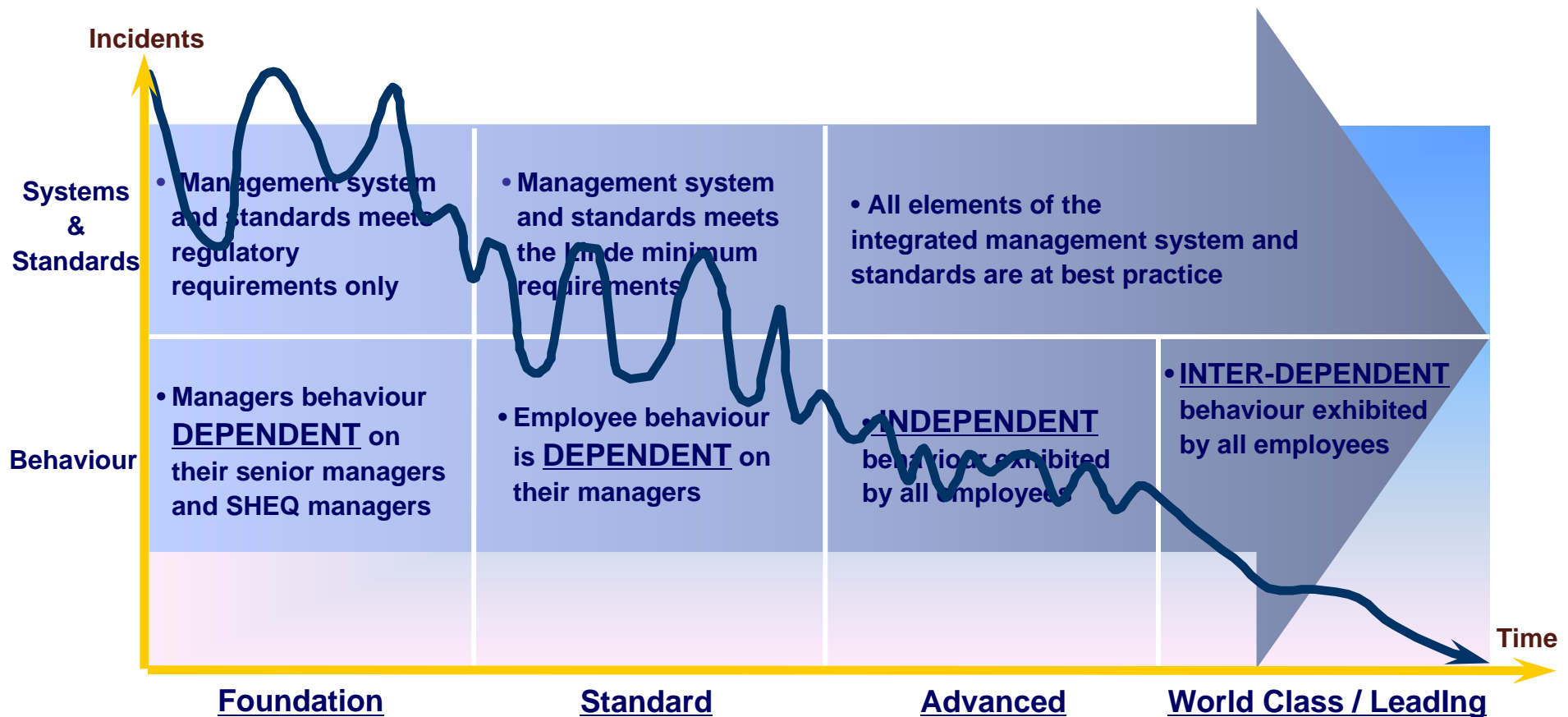
# The Journey to become Leading in SHEQ



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# The Journey to become Leading in SHEQ



# Why traditional Behavioural Safety Programmes do not meet the needs of drivers

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**Issue exists with other lone workers i.e. technicians, plant operators, and sales teams**

**Requires visible leadership**

- ✓ continual reinforcement
- ✓ regular communication
- ✓ encouragement

# Linde Group SHEQ Strategy

## Visible Leadership



# **Why traditional Behavioural Safety Programmes do not meet the needs of drivers**

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**Issue exists with other lone workers i.e. technicians, plant operators, and sales teams**

**Requires visible leadership**

- ✓ continual reinforcement
- ✓ regular communication
- ✓ encouragement

**The challenge of leadership and cultural change**

**Individual cultural change requires front-line involvement, peer to peer engagements, education on new techniques**

**It is clear the driver group requires a different approach**



# Experiences and lessons learnt to date within the Linde Group

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**Driver BS Programme developed by Global  
Distribution and SHEQ Team**

## **Pilots:**

✓ USA	12 sites
✓ UK	6 sites
✓ Asia	4 sites
✓ South Pacific	1 site

**What did we learn: fragmented approach,  
mixed messages, and sustainability not  
built in**

# What are we trying to achieve?

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A step change in transport related safety performance

- ✓ Reducing the number of vehicle and driver related incidents

Embed BS philosophy and techniques into unsupervised workers

- ✓ Not an easy task

Introduction of new concepts and tools for both drivers and managers

- ✓ Development of tools for global audience

Taking the drivers on the safety journey from Dependent through Independent to Interdependent

- ✓ Sustainable solution for individual journey of safety culture

# Interdependency for drivers

## What would it look like?

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### Dynamic risk assessment

- ✓ Customer site delivery
- ✓ At a truck stop

### Self observation

- ✓ End of shift review
- ✓ Driving near misses

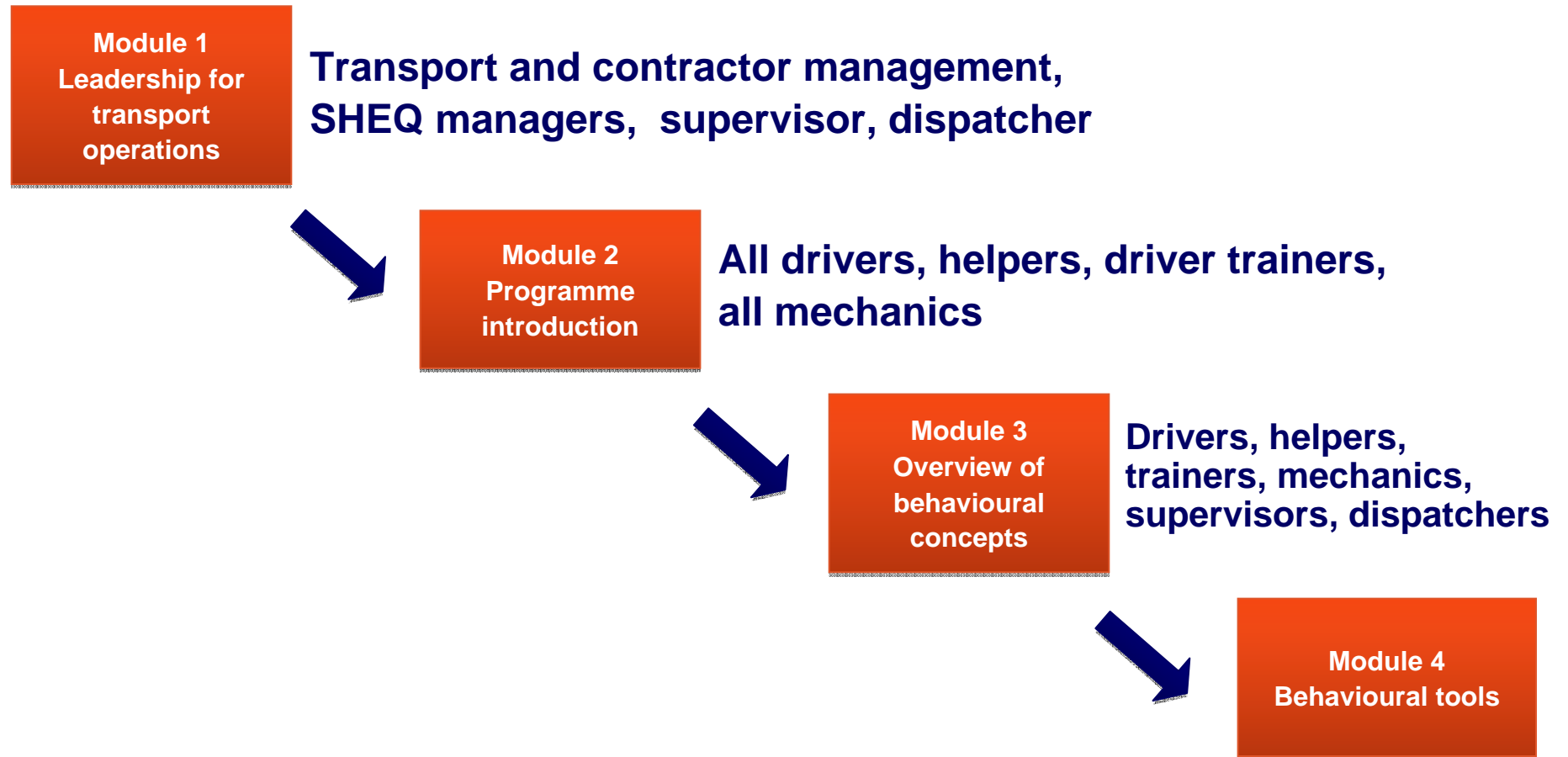
### The benefits of unlocking this potential

- ✓ Recognition of risk and ability to change own behaviours to given situation

# Behavioural Safety for drivers

## Overall programme – four key modules

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# Programme Overview

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## Pre-requisites:

- ✓ Site culture, leadership behaviours, compliance to standards, including practical training

## Key principles:

- ✓ Visible leadership, simple messages, culture of education rather than training, understanding of risks and behaviours

## Implementation, site based

**Material globally consistent but locally tailored**

# Going forward

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## Short-term

- ✓ Pilots of new programme in USA, Benelux, Germany, UK and South East Asia
- ✓ Learn from these pilots, trainers and participants
- ✓ Refine materials and the process
- ✓ Global rollout from 2009

## Long-term

- ✓ Technicians working on customer sites
- ✓ Sales teams



# Sustainability

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## The Untrainers

- ✓ External environment
- ✓ Fellow co workers

## Management

- ✓ On going visible Leadership
- ✓ On going support and reinforcement

## Customers

- ✓ Poor & high risk delivery points
- ✓ Sales & Engineering teams

# End

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**Challenges of applying traditional Behavioural  
Safety Processes to Transport Operations**

## Questions & debate