

Part 2 Organisational Context and Leadership

Organisational Context & Leadership

- Clauses 4 & 5
- The organisation as a system designer
- Relevant activities
- Motivations for taking action
- Exercises to help frame the issue
- A simple policy starter

Clause 4 Context of the organisation

- What role does your organisation have in road traffic safety?
- How does your organisation impact on road traffic safety?
- What about:
 - Interested parties and their needs?
 - Legal requirements?
- What is the proposed scope of your management system?

Clause 5 Leadership

- Top management must demonstrate leadership and commitment by ...
 - adopting the elimination of death and serious injury in road traffic crashes as the long-term RTS objective, and deciding on interim RTS results to be achieved
 - establishing RTS policy and objectives that are compatible with the strategic direction of the organization, and ensuring the integration of the RTS management system requirements into the organization's business processes
 - prioritising specific actions, based on the best available information to achieve the intended outcomes of the RTS management system

Clause 5 Leadership

- providing the resources to establish, implement, maintain and continually improve the RTS management system
- ensuring that the organization adopts a process approach to achieve the desired RTS results to ensure that there are transparent processes and appropriate involvement at all relevant levels of the organization
- working in partnership and collaboration with interested parties
- communicating the importance of effective RTS management and of conforming to legal and to RTS management system requirements to all personnel

Clause 5 Leadership

- Top management shall also
 - establish an RTS policy that is appropriate to the purpose of the organization; provides a framework for setting RTS objectives and RTS targets; commits to continual improvement of the RTS management system; and is communicated
 - ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization

The “system designer”

- A Vision Zero concept about shared responsibility
- Your organisation as an active player in shaping and affecting road traffic safety
- This is critical to establishing the context and leadership commitment to road traffic safety

The chain of responsibility

“System designers have the final responsibility for the design, operation and use of the road transport system.

“Road users are responsible for following traffic rules, and showing due regard, judgment and responsibility on the roads.

“If road users cannot, are incapable, or unwilling to take their share of this responsibility, then responsibility is returned to the system designers to make further efforts to ensure that people are not killed or seriously injured. They are therefore responsible for the level of safety in the entire system.”

Your organisation is a system designer

“The road transport system is shaped and influenced by system designers.

“The Swedish Road Administration (SRA) is a system designer along with local authorities and other road managers. Vehicle manufacturers are also system designers, as well as police that monitor traffic, and emergency services that take care of accident victims. Transport companies are important system designers that through their routines can influence route planning and speeds. Purchasers of transport services are also system designers. Their demands on suppliers are very important for the level of transport safety. Politicians and civil servants that work with community planning are other system designers.”

An activity that directly affects road traffic safety



Employees' use of the road traffic system to and from work, or on duty, in public or private vehicles as a passenger or driver, and while walking or cycling.

An activity that directly affects road traffic safety



Goods and passenger transport in the road traffic system carried out by the organization, or contracted to other organizations.

An activity that directly affects road traffic safety



Activities that generate traffic to and from locations controlled or influenced by the organization such as supermarkets, schools, and locations with many visitors.

An activity that directly affects road traffic safety



Service delivery and products for the road traffic system, such as transport service, management, planning, design, construction and maintaining infrastructure, vehicles and related products, emergency medical response, trauma care, rehabilitation, enforcement and legislative activities.

Exercise 1

- What role does your organisation have in road traffic safety?
- How does your organisation impact on road traffic safety?

Motivations

- Why would your organisation make this commitment?
- Out of seven critical success factors in a North American survey of 27 fleet safety managers, senior management commitment was nominated by 16 as the number one factor

Motivations – Values

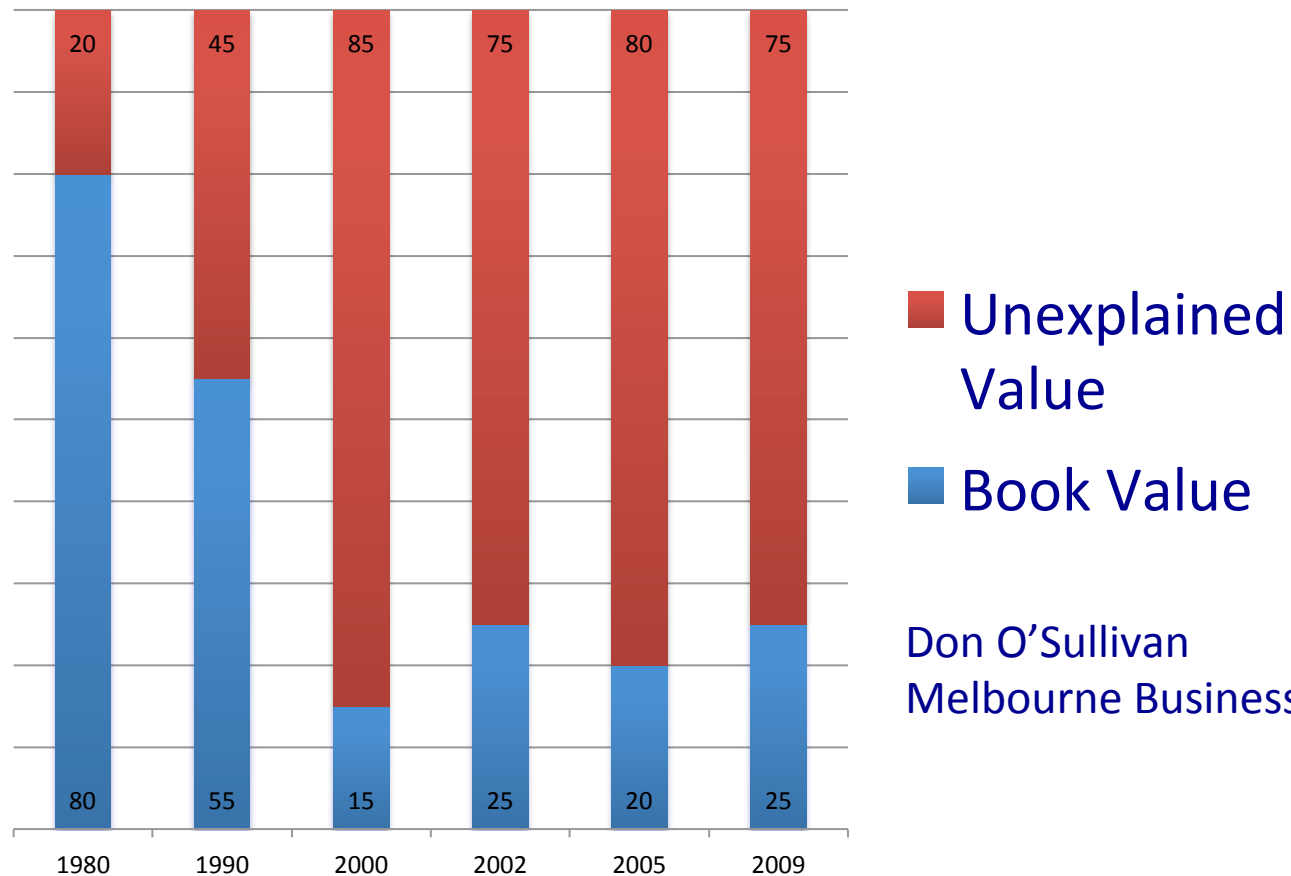
- Many people in society have been affected by deaths of serious injuries affecting family members, friends, work colleagues etc
- Like anyone, organisational leaders are motivated by values
- Many organisations promote strong safety focussed values
- Tapping into safety values is important, but often insufficient to generate sustained results

Motivations – occupational risk

- Occupational safety risks are well understood, but road traffic safety risks less so
- More work-related fatalities occur on the road than anywhere else
- 237 of 453 work-related fatalities reported by SafeWork Australia in 2007 occurred on the road (similar ratios in 2010 data)
 - 103 out of 295 worker fatalities (one third)
 - 91 out of 93 commuter fatalities (almost all)
 - 43 out of 65 bystander fatalities (two thirds)

Motivations – reputational risk

Market to Book Value - S & P 500 (1980-2009)



Don O'Sullivan
Melbourne Business School

Exercise 2

- Why is road traffic safety and/or ISO 39001 important to your organisation?

Policy

- An organisational RTS policy is a short high level statement that:
 - is appropriate to the purpose of the organisation
 - provides framework for RTS objectives and targets
 - commits the organisation to meeting ISO 39001 requirements
 - commits the organisation to continual improvement
- It needs to be communicated within the organisation, available as a document, and to interested parties

A potential policy ...

ABC provides comprehensive road network services in 123 City. ABC is committed to the ultimate goal of no fatalities or serious injuries occurring on our road network, and has developed this road traffic safety management system to ensure that everything we do in relation to our road network responsibilities and the interaction between our network and the vehicles and users it serves is undertaken for this purpose. ABC is committed to continually improving the safety of road users in 123 City until we reach our ultimate goal.