

Part 4 Implementation and Improvement

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- Support (including documentation)
- Operation
- Performance Evaluation (including monitoring)
- Improvement
- Practical Implementation Notes

Support requirements

- Coordination of activities between relevant levels and functions of the organisation and, interested parties
- Determining and allocating human and financial resources to implement and maintain the RTSMS
- Ensure the competence and awareness of key staff and the organisation as a whole
- Internal and external communication

Documentation

- Documentation needs to meet requirements of the Standard, and requirements determined by the organisation
- It needs to be created and updated in a uniform manner, and controlled and made available for use where and when it is needed

Considerations for documentation

- It should add value to the business process, for example by reducing rework, or by providing instruction or policy
- The documentation should work for your organisation, with most attention focussed on key RTS processes and instructions
- Other “corporate” processes can be easily adapted
- Potential ABC documentation follows ...

RTS Management System Manual

| RTS MANAGEMENT SYSTEM MANUAL | POTENTIAL TABLE OF CONTENTS |
|-------------------------------|---|
| Context | <ul style="list-style-type: none"> - ABC's role in the road traffic system - Our activities that impact on road traffic safety - Issues affecting our road traffic safety performance - Stakeholder expectations - The scope and intended outcome of our RTS management system |
| Leadership | <ul style="list-style-type: none"> - ABC's commitment to road traffic safety - Our road traffic safety policy - Roles and responsibilities within ABC |
| Planning | <ul style="list-style-type: none"> - Current RTS performance, risks and opportunities - RTS performance factors - RTS objectives, targets and plans |
| Support | <ul style="list-style-type: none"> - Resources needed to achieve objectives and targets - Coordination and communication for all stakeholders - Awareness and competence of relevant Council staff - Documentation and records |
| Operations | <ul style="list-style-type: none"> - Delivery of RTS action plans - Crash preparedness and response |
| Performance Evaluation | <ul style="list-style-type: none"> - Monitoring and evaluation - Audit - Management review |
| Improvement | <ul style="list-style-type: none"> - Non-conformance and corrective action - Continual improvement |
| Appendices | <ul style="list-style-type: none"> - Supporting processes and Instructions - Supporting forms and records |

Supporting processes

| RTS MANAGEMENT SYSTEM MANUAL | POTENTIAL PROCESSES |
|-------------------------------|---|
| Leadership | 1) RTS management and leadership |
| Planning | 2) Review of RTS performance, risks and opportunities 3) Determination of RTS performance factors, and relevant elements/criteria 4) Determination of RTS objectives, targets and plans |
| Support | 5) Allocation of resources 6) Coordination and communication 7) Awareness and competence of relevant persons 8) Documentation and records |
| Operations | 9) Delivery of RTS action plans 10) Road traffic crash preparedness, response and investigation |
| Performance Evaluation | 11) Monitoring, measurement, analysis and evaluation 12) Internal audit 13) Management review |
| Improvement | 14) Improvement of RTS management system |

Supporting instructions

| RTS PERFORMANCE FACTOR | POTENTIAL INSTRUCTIONS |
|---|--|
| Road design and safe speed | <ul style="list-style-type: none"> • Applying safety principles to road network design and management • Identifying and prioritising network wide and site specific improvements • Setting and communicating speed limits across road network |
| Use of appropriate roads | <ul style="list-style-type: none"> • Setting and communicating access and use safety restrictions across road network |
| Use of personal safety equipment | |
| Using safe driving speed | <ul style="list-style-type: none"> • Identifying and communicating speed enforcement priorities across road network • Installation of fixed enforcement equipment |
| Fitness of drivers | |
| Safe journey planning | <ul style="list-style-type: none"> • Provision of information regarding routes and travel times across road network |
| Safety of vehicles | |
| Appropriate authorization to drive/ride | |
| Removal of unfit vehicles and drivers/riders | |
| Post-crash response and emergency preparedness | <ul style="list-style-type: none"> • Safely managing crash sites and supporting effective trauma response |

Operation requirements

- There are a series of operational requirements in relation to delivery of action plans, and the ongoing control of processes
- Operational control extends to outsourced processes
- Road traffic crash preparedness, response and investigation is also required

Performance evaluation requirements

- There are also a series of performance evaluation requirements, including:
 - Monitoring, measurement, analysis and evaluation
 - Crash and incident investigation
 - Internal audit
 - Management review
- Particular consideration is needed by ABC regarding RTS performance factors ...

ABC monitoring

| RTS PERFORMANCE FACTOR | POTENTIAL DATA |
|--|---|
| Risk Exposure Factors | <ul style="list-style-type: none"> • Network length and vehicle kilometres travelled • Number and mix of vehicles and trips • Number and mix of population |
| Final Safety Outcome Factors | <ul style="list-style-type: none"> • Deaths and serious injuries p.a. on road network • Social cost of crashes p.a. on network |
| Intermediate Safety Outcome Factors | |
| Road design and safe speed | <ul style="list-style-type: none"> • |
| Use of appropriate roads | <ul style="list-style-type: none"> • |
| Use of personal safety equipment | |
| Using safe driving speed | <ul style="list-style-type: none"> • |
| Fitness of drivers | |
| Safe journey planning | <ul style="list-style-type: none"> • |
| Safety of vehicles | |
| Appropriate authorization to drive/ride | |
| Removal of unfit vehicles and drivers/riders | |
| Post-crash response and emergency preparedness | <ul style="list-style-type: none"> • |

Improvement requirements

- Responding to non-conformity with RTSMS, and taking corrective action as applicable
- Evaluating need to eliminate causes of the non-conformity
- Reviewing effectiveness of corrective actions
- Continually improving the suitability adequacy and effectiveness of the RTSMS

Practical implementation notes

- There are different starting points
 - Organisations accredited to ISO management standards (eg 9001 or 14001)
 - Organisations accredited to other safety management systems
 - Organisations with no systems in place
- Leverage what is currently available within your organisation

Substantial organisational project

- Use project planning disciplines eg scoping, timing
- Gain commitment to project and ongoing process
- Gather resources and develop team from across organisation
- Involve people who do the work
- Focus on adding value
- Build commitment to change

Simplified Steps

- Define RTS Management System Say It
- Document as necessary Write It
- Implement processes Do It
- Keep records Prove It
- Conduct internal audits Check It

Working towards certification

- Assuming a nominal goal of achieving certification over a 12 month period, key activities can be broken down over four quarters

Quarter 1

- Gain top management commitment
- Define scope and key processes
- Gather resources and develop implementation plan
- Undertake a gap analysis between what the Standard requires, and already exists within your organisation
- Identify any training needs

Quarter 2

- Conduct any training that is needed for particular staff
- Prepare documentation of management system and processes, using common form and templates
- Begin to implement new processes, and refine as necessary, possibly undertake corrective actions, develop monitoring systems
- Identify a small group of internal auditors

Quarter 3

- Full implementation of RTSMS
 - Procedures followed
 - Corrective/Preventive actions as needed
 - Records being kept
- Undertake internal audit of RTSMS, and any resulting corrective actions
- Perform initial management review – check status of implementation, review initial results etc

Quarter 4

- Begin preparation for certification
- Engage third party certification company for initial external audit to check documentation against Standard requirements, assess audit and management review results
- Take any corrective actions necessary, and prepare for next certification audit, including interviews with personnel and observation of activities, as well as documentation review.