Introducing a health and safety knowledge-sharing system among delivery Drivers

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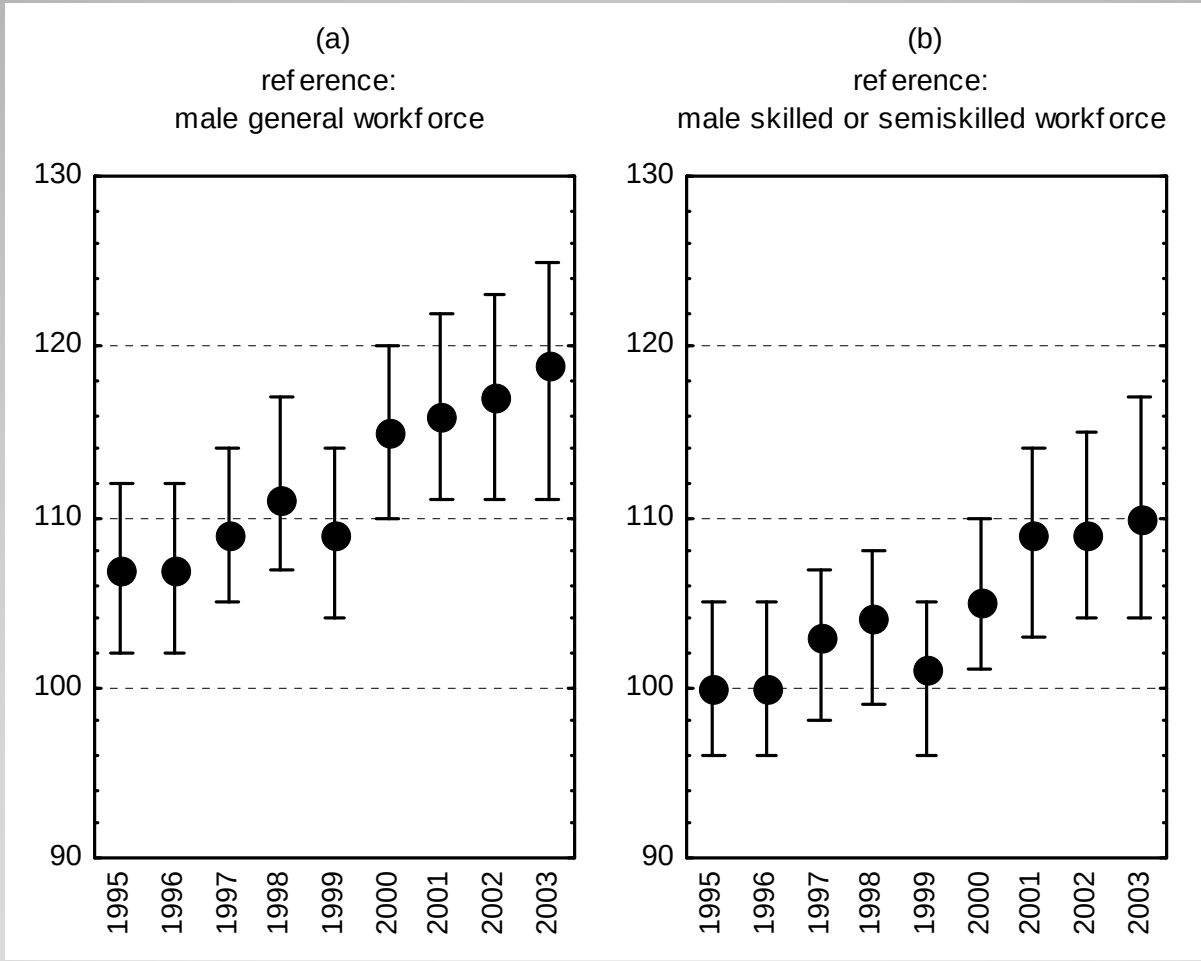
The nature and extent of the problem: Some figures from DK

- In the period1993 – 2002 there were a total of **5,896** registered work accidents in the goods transport industry
- Only **7.4 %** were traffic accidents.

Relative scale of the problem

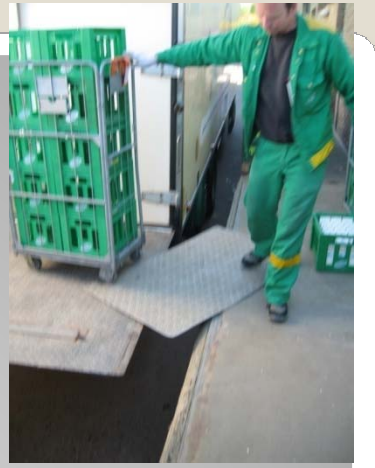


Work accident analysis and prevention:
A difficult branch

- Branch characterised by intense competition
- Many small/medium sized firms
  - Limited resources, passive safety policy
  - Globalisation, personnel recruitment
- Workforce characteristics
  - Individualistic, low level of formal education
- Responsibility for safety
  - Grey areas

The case

- Differences
  - Large firm, Strong market position, Proactive safety policy
- Similarities
  - Operates under market conditions, High turnover of staff, Responsibility for safety ambiguous



Data material

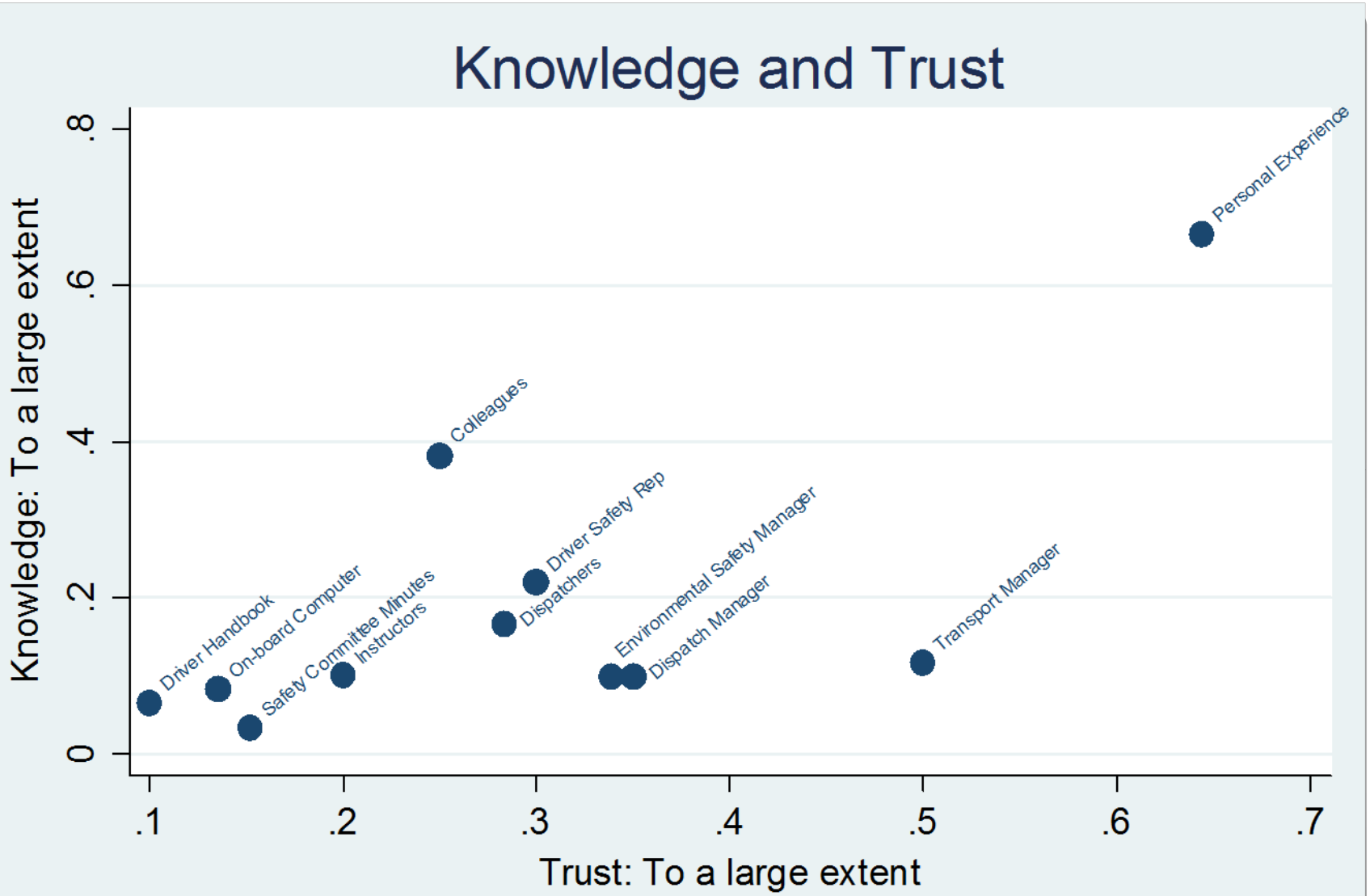
- Interviews (Individuel & group)
- Participant observation
- Safety climate questionairre
- Accident data

Specific problems identified

- Introduction of new employees and safety instructions
- Poor relations between drivers and dispatchers
- Organisational learning

Organisational learning

- Safety as the responsibility of the individual
- Only experienced drivers given permanent routes
- Experienced drivers not utilised as a ressource
- Too much tacit knowledge


Knowledge and Trust
Knowledge: To a large extent
0
.2
.4
.6
.8
Trust: To a large extent
.1
.2
.3
.4
.5
.6
.7
Personal Experience
Colleagues
Driver Safety Rep
Dispatchers
Environmental Safety Manager
Dispatch Manager
Transport Manager
Driver Handbook
On-board Computer
Safety Committee Minutes
Instructors

A participative approach/design

- Project group
  - 2 researchers, QHSE manager, Dispatch manager, 2 dispatchers, 2 employee safety representatives, 3 drivers
- User driven specification
- Iterative design

Extracting tacit knowledge

- Access conditions
  - Traffic safety, general customer information, empty containers
- Safety conditions
  - Unloading, uneven surface, confined spaces, use of ramps

Extracting tacit knowledge

Surface conditions		*General comments & What to watch out for?*
( )	***No comments***	
( )	**Uneven where?:** _____	
( )	**Holes where?:** _____	
( )	**Inclination** where/how?:_____	
( )	**Difficult movement between levels** where?:_____ _	

Customer: Happy Shopper
Customer no. XX2011YY
Chauffør: Jens Jensen

Traffic & Access – Turn left against traffic into car park. Nursery nearby
Access to customer – Drive through car park. Delivery at left side of building
Level differences – slope up to loading bay.
Alarm – Code 9999. Reset alarm by pressing # when leaving
Delivery of goods – Leave goods in refigerated storage 3rd door on left from entry.
Empty crates – Behind glass recycling container to left of loading bay
Personal safety – Narrow entry for containers. Loading bay uneven surface. Poor visibility

Conclusions

- What we have done
  - A success story: project realised in practice, raised general awareness of safety, addressed a specific safety problem with respect to knowledge sharing.
- What else can be done
  - Grey areas: Regulation of safety remains weak. Within the industry & in legislation.