

# “PRAISE”: Preventing Road Accidents and Injuries for the Safety of Employees

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FACT SHEET

8



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PRAISE Factsheet  
Driving for Work: Managing Speed

## ETSC Interview with Claire O’Brien, KTL

ETSC’s PRAISE project, “Preventing Road Accidents and Injuries for the Safety of Employees”, aims at mobilising knowledge needed to create work-related road safety leadership. This Fact Sheet complements the PRAISE Report “Driving for Work; Managing Speed” and looks specifically at the approach of KTL to road safety at work and managing speed.

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## Introduction to KTL

KTL is an SME that was established in 1998 and operates its head office in Naas Co. Kildare, Ireland. The company also has regional offices across Ireland and, more recently, has successfully set up offices in England, Belgium and South Africa. KTL operates in the Telecom and Power Industries providing turnkey technical services, integration, commissioning, project management, logistics and design and build with clients such as O2, Telefonica, Vodafone, Huawei, Ericsson. The company has grown and expanded and in 2010 had a turnover of EUR26 million and recorded 3.5 million kilometres travelled. KTL employs approximately 170 full time staff (of this total approximately 150 drive for work). The company has 105 KTL vehicles / plant and 34 Hired vehicles on the road including various types of vans, jeeps, heavy goods vehicles and operated plant machinery. KTL provide 24/7 cover to some of its clients, which requires travel of significant distances on a daily basis. As such, road safety is one of highest risk areas within KTL given the nature of the industry. The company takes reducing this risk seriously and their efforts in improving work-related road safety were recently recognised as they were awarded with the 2011 PRAISE Award in the SME category.

## General Road Safety at KTL

### 1. How are safety decisions taken at KTL?

The CEO, Alan Hanamy, plays a prominent role in advancing safety within the company. The CEO recognises from his experience that safety must be driven from the top down.

- Frontline behavioural / safety auditing by the CEO reinforces the safety culture for all staff within the organisation. The CEO has also been subject to driver risk assessment, training and communication sessions.
- Performance appraisal meetings are held with clients, where they report on safety performance including road safety, outline the current safety status of the organisation, ongoing safety initiatives and safety improvements which will ensure the safety of all those working within the company. The CEO attends these appraisals.
- The CEO reviews with the Directors of the company are carried out every quarter. Safety performance is critically analysed to ensure that high standards are maintained and that objectives / targets are achievable and met.

### 2. Can you provide any figures tracking the improvements in your safety performance over the years? What are the trends or changes you can identify?

KTL has been keeping details of all road traffic incidents (Near Misses/ Tips, Bumps, Collisions etc.) number vehicles (Owned / Hired), Average number of miles travelled, number of claims by KTL, Third parties and numbers of employees driver assessed for a number of years now.

	2011	2010	2009
# Vehicles	110 (75 +35 Hired)	105 (75 +30 Hired)	65
# RTC's	3	4	6
# Near Misses	8	9	19 (The root causes were mainly driver behaviour, third party vehicles, weather conditions, animals entering the road)
Speeding Infringements	4 Persons per week	5 Persons per week	10 Persons per week

Over the past number of years we have seen a decrease in the number of Road Traffic Collisions (RTCs). We have adopted a new approach to road safety with a lot of emphasis on continuous communication on the importance of being safe on the roads. We believe that this along, with training developments, has helped reduce the number of RTCs in KTL.

The trends show us that we are heading in the right direction but it also shows us that there is further room for improvement. By working closely with industry safety bodies we have been able to gain first hand information on how to implement such programmes which we have adopted ourselves. Working and learning from others has helped us be safer on the roads.

The economic improvements for KTL have been a reduction in premium insurance due to less insurance claims, reduced fuel consumption and CO<sub>2</sub> emissions, increased fuel efficiency, longer life span of vehicles due to a rigorous maintenance programme, depreciation value of vehicles reduced due to good

maintenance and new vehicles being bought to replace old high mileage vehicles and less collisions which reduces the number of lost days, reduced medical expenses. These improvements have led to KTL becoming more efficient which has allowed us to win new contracts and, as a result, has increased the volume of work.

### 3. Do you consider that there is a solid Business Case to invest in road safety? Why?

As a company we have a responsibility to protect our staff and ensure their safety. We believe that our staff are a key asset to the company and that, by investing in road safety, the benefits outweigh the costs over time.

Investment in the areas:

- Reaffirms the company's commitment to road safety
- Ensures our staff will be safer on the roads
- Reduces the cost of collisions / claims /lost time from work
- Reduces fuel and insurance costs
- Provides a system that works and meets our needs
- Helps us to plan for the future
- Improves morale within the workforce

### 4. Do you think that companies who have employees on the roads have a duty to go beyond the legislation regarding traffic safety of the country in which they operate?

As mentioned, we place a high priority on safety on all aspects of our operations. As a company we have worked hard over the years to build up the safety culture within the organisation. Road risk in Ireland has been well documented as being a major hazard for all people who use the road especially as there has been an increase in the number of collisions relating to persons driving for work. KTL adheres to legislation and where we can be more proactive in our approach we do so. As a leader in the telecoms / utilities market we also have to be a leader when it comes to road safety. We recognise that this is a very significant risk that we face now and into the future as we continue to grow. We believe that every accident is preventable and we will make every effort to raise our standard even if they are above and beyond legislative criteria in order to meet our goal.

### 5. What would you say are the main reasons for your company's efforts in road safety?

Our number one reason for everything we do in KTL in this area is the prevention of collisions. We have a responsibility to keep our staff safe and this is why we will continue to train, communicate and reinvest in the company. We have recognised that we would not be where we are today without the dedicated people who work for us. They have put us on the pathway to success and we acknowledge this where possible.

#### Managing Speed

##### 1. In the experience of KTL is speed regarded as an issue in terms of road safety?

Over the past three years there have been 13 RTCs, although none of them were caused directly by speed, our fleet and safety department monitors speed on a daily basis. We have systems in place in which we highlight and communicate speed reports to all staff and remind them that they must drive within the parameters set down by the law and company or further action will be taken.

##### 2. Do you have a company policy and/or specific management procedures relating to speed? If so, what do these entail?

Speed is referred to a number of times in our driving policy.

##### Employee Responsibilities

Drivers of company vehicles will ensure:

- That they drive within the legal speed limits, including driving for the conditions.

##### Employer Responsibilities

They monitor and manage works schedules to ensure they do not encourage unsafe driving practices by:

- Ensuring staff have a minimum of 11 hrs continuous rest in every 24 hour period
- Ensuring a maximum of 9hrs driving per day.
- Regular inspection of tacographs by Plant Manager
- Celtrak, GPS Fleet Management Software system, monitoring all Killarney Telecommunications Ltd fleet to ensure that all designated drivers are compliant with our policy and road safety legislation.

KTL does not pay staff speeding or other infringements and thus encourages safe driving behaviour. All KTL vehicles are fitted with a GPS tracking device. The device is capable of measuring and recording the speed of the vehicle, its position and whether or not the speed limit is being breached. A weekly report is published showing the speeding violations per vehicle. Persistent offenders will be warned verbally by the Manager Director. Continuous breaches will result in a written warning being issued. Following the written warning, should the employee continue to speed, they will be relieved of driving duties.

### **3. Do you collect data monitoring the speed of your drivers and if so what does this involve?**

KTL has invested in a Fleet Management Software tool which monitors speed, hours and miles travelled, idle time and diesel consumption. This GPS system produces real time positioning of our fleet, whether the vehicle is moving or stationary. This is useful in the event of a security breach as it alerts the fleet manager of movements after hours or at weekends. We use the data collected to operate a penalty point system for those in breach of speeding limits, by informing individuals face to face or through email that they have exceeded speed limits and they are shown exactly where and when the incidents occurred on a map.

### **4. Does the company use any technology to assist in preventing collisions caused by speed (i.e. speed alert)?**

The system mentioned above generates real time/daily / weekly information regarding distances travelled, total hours travelled and speed infringements. It also informs / keeps records of vehicle service history and when the next service is due. This information is fed back into our management system, discussed at the programme meetings and communicated to the drivers. All the data are reviewed by the plant manager and the Health and Safety Department.

Speed Limiters are fitted to all of our Ford Transit vehicles ensuring that they travel below the 120km/h speed limit on motorways.

As part of the newest initiative, KTL has recently installed behavioural software on three of their vehicles to monitor driver behaviour. Some of the improvements in the system that will be realised as a result of this include:

- Decreasing wear and tear of vehicles;

- Monitoring of driver behaviour, clutching / braking excessively;
- Live data on driver behaviour;
- Real-time warning of drivers of aggressive driving / braking.

### **5. How do you explain to your drivers the importance of driving at appropriate speed?**

KTL uses a number of different forums in which to communicate driving at the appropriate speed. We send out monthly newsletters to all staff and hold regular toolbox talks with staff. Twice every year we hold safety seminars in which we dedicate a full day to safety. We bring in a person from the traffic corps division of An Garda Síochána (Irish Police) to talk to our staff regarding driving and latest statistics. These talks can be quite harrowing but they do have a very significant impact on most of our staff as they can all relate to them. The talks often mention incidents of speed and the devastating impact they can have on all parties involved and the consequences of having a serious incident. We believe that bringing in people with first hand experience will have an impact on how people drive and their approach to speed.

### **6. Do you provide specific training for employees in relation to appropriate speed management? If so, what does training involve?**

KTL is organising driver simulator training for all staff at their safety seminar at the end of the year. The Road Safety Authority provides the driving simulator and we have scheduled this event along with a winter driving awareness campaign.

### **7. Do you take speed into account when scheduling work / journey planning?**

Every week crews are reminded to plan their journey times once they receive the work programme for the week to ensure they plan their route allowing enough time to reach their destination including taking breaks.



## 8. What has been the opinion of employees on your approach to speed management? Are they supportive? Did you consult with them?

Initially employees were not in favour of the GPS device as they felt the tool would be used as a time keeping mechanism only. However, over the years acceptance of the use of the GPS device has increased following communication on speed, security, insurance cost. The staff can see the benefit of such a system and what the company is trying to achieve.

## 9. How do you feel that you perform compared to competitors in terms of the safety of your on road employees?

We feel we are very pro-active in the area of safe driving and safety in general. We have worked hard at implementing policies and procedures in order to reduce our RTCs, claims in the company. By coming together and putting in place an improvement plan we have seen the benefits. Having this recognised by others that work within the road safety industry has given us extra impetus going forward. As a company, when it comes to safety, we try to lead and hopefully others will follow our example. We must share our knowledge with others and those around us as our experiences can benefit the greater good which is saving lives.

### Lessons

#### 1. What have been the lessons learnt and what would you advise to other companies to do in terms managing speed?

The most significant lesson is that in order to achieve something you must first recognise that there is a problem. You must come together with a plan of action on how the objectives will be met. It is essential that you communicate to all parties who will be affected and ask for their input into the plan. There must be buy-in from everyone and the initiative should be lead from the top to signify its importance within the organisation. Investment for any company will depend on the size and scale of its operations but it is important that you have a measurable and achievable plan in place in which you can see the benefits over time.

#### 2. Have you calculated or do you have an idea of the financial costs/benefits that have resulted or will result from your approach to managing speed?

Not as such, we do intend to calculate financial benefits from speed reduction in 2012.

However, some other benefits of having dedicated and committed personnel to manage road safety / driving within KTL have allowed us to make achievements in other areas and to engender a greater understanding of road safety and driving efficiency within the organisation. The number of road traffic collisions per 100,000 km travelled has reduced with less downtime in the fleet. Speed has been reduced across the fleet contributing to reduced fuel and maintenance costs. The overall result has been increased efficiency and utilisation of resources as well as financial benefits in the company.

#### 3. Would you like to see further steps from the government and the EU in the prevention of speeding? If yes, please outline your ideas.

Speeding in Ireland mainly targets those in the high risk categories i.e. young male drivers 20 – 24 years of age. In the majority of campaigns they focus on this area, which is understandable, but we would like to see more emphasis put on those that drive HGVs on our road. Much of the fleet we see on the road speed and carry out dangerous manoeuvres because of their size and power. We would like to see further steps taken in this area as they are a potential risk on our roads which don't seem to come under as much scrutiny as other road users.

We also think a greater emphasis needs to be put on those at a younger age who are learning to drive and the importance of driving safely and within the limits.

#### 4. Will you consider being accredited to the upcoming ISO 39001 certificate on road safety management?

Yes, KTL are currently accredited to OHSAS 18001, ISO 9001 and ISO 14001 which have been instrumental in developing and shaping the way in which we operate. We would very much look forward to getting ourselves accredited to the upcoming ISO 39001 and having a road safety system in place which we could integrate with our existing systems.

## 5. Are there any other areas that you would like to mention?

As an SME we have been lucky to have the opportunity to work closely with the Irish Road Safety Authority (RSA), the Health and Safety Authority (HSA), Traffic Corps in the police force and our Clients. These bodies have helped us on our journey and provided the company with the

support and opportunity to meet and present our case studies as a company. In Ireland there is a lot of information and resources available at our fingertips much of which is provided free of charge and readily available. There are a number of valuable opportunities for businesses to have their systems and achievements recognised at a local and European Level, such as the PRAISE Awards.

## Short Bio of Claire O'Brien, Health and Safety Officer at KTL



Claire O'Brien has been working in KTL for over four years mainly in the Power / Energy division. In collaboration with the company safety manager and plant manager she has been promoting the company safe driving initiative. Her main responsibilities within the organisation include playing an integral part in ensuring that safety remains the number one priority within the organisation, identifying risks, implementing safety procedures and policies of the company and providing support and feedback to senior management and staff on site on a range of topics including safe driving. Claire also works on collating information and producing statistical analysis of the company safety performance and fostering an innovative approach to safety.

ETSC would like to thank Claire O'Brien for her precious contribution. Questions to Claire can be sent to: [Claire.O'Brien@ktl.ie](mailto:Claire.O'Brien@ktl.ie)  
<http://www.ktl.ie/gns/why-ktl/DrivingforWorkProgramme.aspx>

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