

Act – Continuous Improvement

Analyzing results will likely indicate that the organization performed better on some measurements than others. Find out why, and use what you learn to make adjustments and improvements.



Was the process not adequately explained to employees or managers? Were critical prerequisites not met? Were controls less practical than initially thought? Did managers or supervisors neglect their responsibilities? Find out the reasons behind sub-standard performance and decide how to change them.

For example, perhaps your analysis shows the company made spectacular improvements in the frequency of vehicle inspections. However, the expectation that more inspections would lead to fewer crashes caused by mechanical failures was not borne out. Figure out why. Perhaps inspections were done but repairs weren't, or employees have been using vehicles even though the inspection indicated they should not. Connecting the dots and understanding the situation enables the organization to make decisions and take actions that improve effectiveness.

Re-visit initial assumptions. For example, the belief that improving driver skills would reduce crashes was valid when the driver training program was implemented three years ago, and it remains valid today. However, with the changes in vehicle technology, the addition of new vehicle configurations and servicing customers on different routes and schedules, that three-year-old training program now needs a few adjustments to align it with the changing operational realities.

Look to your successes. Understand what went right, and why it went right. Then, apply what you learn to controls you are struggling to implement. For example, if the journey management part of your safety program is so successful, what attributes can you borrow and apply to the mentoring process that's getting underway?

Adjust targets incrementally upwards. It's rarely practical to expect a new initiative to achieve 100 per cent in its first year. Once you have a process that's yielding results, challenge the team to do increasingly better in the year ahead.

Relax, focus in areas of excellence. If results show the organization has a specific issue well in hand, there's little sense in allocating more effort and resources to make marginal gains on that success. Instead, apply that effort to address more pressing threats.



From time to time, there are new regulatory requirements that may affect your road safety plan. Take a little time to review regulatory changes and determine what implications they have.

With the help of the safety committee and the management team, use the information you gather from reviewing results to adjust your road safety plan for next year. There's usually no need to re-write your plan. The objective of continual improvement is to use feedback from employees, ideas from the safety committee, recommendations from incident investigations and directions from the management team to build on successes and accomplish better results.