Driver Safety Maturity Model

Queensland
Government

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	Beginning	Emerging	Enabling	Improving	Excelling
Leadership & Commitment	• A safe driving policy and a comprehensive safe systems approach to driver safety is not designed. • Driver safety and driver distraction is viewed as an individual responsibility not an organisational responsibility.	• A safe driving policy has been designed but is not supported by a comprehensive safe systems approach to driver safety. • Driver safety is acknowledged as an organisational risk with associated responsibilities included in relevant documentation (e.g. position descriptions). There is a limited understanding of causes of driver distraction and its relationship to the wider system of organisational safe driving controls.	• A safe driving policy has been designed and there are elements of a safe systems approach to driver safety (e.g. risk management, training) which is centrally coordinated but is not fully complete in its approach. • Driver distraction risks while better understood are largely viewed as being the responsibility of the driver and strategies reflect this approach. A technology solution has been designed to support this approach; however, it has not yet been implemented.	• A safe driving policy has been developed and details the company's and leadership's commitment to safe driving. The policy is supported by a safe systems approach to driver safety that facilities discharge of the policy commitments. • Driver distraction is well understood and its relationship to organisational and individual causative factors and strategies reflect this holistic safe systems approach. This approach is supplemented by a partially implemented technology solution which provides some input into policy reviews and updates. • Implementation is infrequently checked through assurance activities.	• A safe driving policy has been developed and implemented which includes consideration of the risk of driver distraction and details the company's and leadership's commitment to safe driving and removing barriers to this (e.g. expectations of workers being available to communicate whilst driving for work). • The safe driving policy is supported by a comprehensive safe systems approach to driver safety that facilitates discharge of the policy commitments including regular assurance of the system. This comprehensive approach is supplemented by a technology solution which provides relevant insights to support periodic policy reviews and updates. • The organisation understands the relationship between a safe systems approach to driver safety and driver distraction risks with strategies reflecting this approach.
	• Responsibilities for fleets are not formally allocated and a position in purchasing or another department may take on this role. Safety is largely seen as an individual responsibility or governed by road rules external to the organisation.	• Fleet management positions or departments manage the area with a focus on vehicles as assets with costs the main focus. Driving infringements are referred back to drivers to resolve.	• Senior leaders recognise the need for driver safety in addition to fleet /asset responsibilities and include driver safety in the WHS program. Fleet and WHS may operate in silos.	• Senior leaders have articulated their commitment to safe driving practices	• Senior leaders articulate and demonstrate their commitment to safe driving practices. They lead the safe driving program and role model positive behaviour.

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Leadership & Commitment	• The safety culture of the organisation is immature with a consistent expectation that workers answer work calls whilst travelling and be readily accessible via other forms of communication at all times.	• The safety culture of the organisation is emerging with some managers starting to communicate that they do not require workers to answer work calls whilst travelling and be readily accessible via other forms of communication at all times.	• The safety culture of the organisation is developing with some workers still being expected to answer work calls whilst travelling and be readily accessible via other forms of communication at all times.	• The safety culture of the organisation is established and it is rare that workers are expected to answer work calls whilst travelling or that they will be readily accessible via other forms of communication at all times.	• The safety culture of the organisation is mature and it is not expected that workers answer work calls whilst travelling or that they will be readily accessible via other forms of communication at all times.
	• Most workers do not feel they are able to drive for work without being concerned about missing work calls, emails, texts.	• A minority of workers feel they are able to drive for work without being concerned about missing work calls, emails, texts etc. It is manager dependent as to whether this approach is taken.	• Some workers feel they are able to drive for work without being concerned about missing work calls, emails, texts etc.	• The majority of workers feel they are able to drive for work without being concerned about missing work calls, emails, texts etc.	• All workers feel they are able to drive for work without being concerned about missing work calls, emails, texts etc.
	• Workers do not have the option of refusing to drive for work if they feel fatigued or otherwise unfit to drive.	• A minority of workers feel comfortable refusing to drive for work if they felt fatigued or otherwise unfit to drive. It is manager dependent as to whether this approach is taken.	• Some workers feel comfortable refusing to drive for work if they felt fatigued or otherwise unfit to drive.	• The majority of workers feel comfortable refusing to drive for work if they felt fatigued or otherwise unfit to drive.	• All workers feel comfortable refusing to drive for work if they felt fatigued or otherwise unfit to drive.
	• There is no requirement to review working schedules and commitments when a worker is required to drive for work. Managers are not required to have open conversations with workers in order to reduce competing priorities that may lead to stress and distraction whilst driving.	• A review of working schedules and commitments is rarely flagged by managers when workers are required to drive for work. Managers rarely have open conversations with workers in order to reduce competing priorities that may lead to stress and distraction whilst driving.	• A review of working schedules and commitments is occasionally flagged by managers when workers are required to drive for work. Managers occasionally have open conversations with workers in order to reduce competing priorities that may lead to stress and distraction whilst driving.	• A review of working schedules and commitments is usually flagged by managers when workers are required to drive for work. Managers usually have open conversations with workers in order to reduce competing priorities that may lead to stress and distraction whilst driving.	• A review of working schedules and commitments is automatically flagged when a worker is required to drive for work. Managers consistently have open conversations with workers in order to reduce competing priorities that may lead to stress and distraction whilst driving.

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Risk Management	• Risks that relate to driver safety have not been formally assessed, recorded, or integrated into a risk register similar to other WHS hazards.	• A small number of risks that relate to driver safety have been assessed in various risk assessments, although not a centrally coordinated process or integrated into a risk register. There may be a focus on speeding risks only.	• A centrally coordinated approach to identifying driver safety risks occurs but doesn't capture all potential risks due to insufficient knowledge of driver safety risks and lack of an evidence based (e.g. expert sources) approach. Risk identification is recorded in a risk register.	• A centrally coordinated approach to identifying and assessing risks relating to driver safety occurs, including those that may lead to driver distraction. The risks are recorded and integrated into an organisational risk register. Workers are consulted when risks are identified. • An evidence based (e.g. expert sources) approach is used to inform the process when established but expert sources (evidence) are not periodically monitored to inform the process and maintain currency.	• A leader-led centrally coordinated approach to identifying and assessing risks relating to driver safety occurs, including those that may lead to driver distraction. The risks are recorded and integrated into an organisational risk register. The risks are approached similar to other WHS risks. Workers are consulted when risks are identified or self identify. • An evidence based (e.g. expert sources) approach is used to inform the process and maintain currency with better practices.
	• Specific controls to manage the risk of driver safety have not been identified in risk assessments or recorded in a risk register. • No plan to deploy technology solutions to support the implementation of driver distraction-related controls.	• A small number of controls to manage the risk of driver safety have been identified in various risk assessments, although not a centrally coordinated process or recorded in a risk register. The need for a technology solution has been identified and defined to support the controls (e.g. an in-vehicle monitoring system, journey management solution).	• Some controls to manage the risk of driver safety have been identified, however, the majority of these controls have yet to be implemented or there is inconsistent implementation. • A technology solution has been designed, developed but not yet implemented to support the controls (e.g. an in-vehicle monitoring system, journey management solution).	• Predominately administrative controls to manage the risk of driver safety have been identified and implemented, however there are further higher WHS controls (in reference to the WHS Hierarchy of control), for e.g. technology (as reasonably practicable for the organisation) that could be implemented. Workers are consulted when developing controls. • A comprehensive technology solution has been designed, developed and partially implemented to support the controls (e.g. an in-vehicle monitoring system, journey management solution).	• A range of strategies from the hierarchy of WHS control (in reference to the WHS Act) along with an evidenced based and better practice approach informs development of controls. Workers are embedded in the process and identify emerging risks. • Driver safety controls are implemented and confirmed through regular centrally coordinated assurance processes. • A comprehensive technology solution has been designed, developed and implemented to support the controls (e.g. an in-vehicle monitoring system, journey management solution).

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Risk Management	• No formalised journey management processes have been designed or developed and the organisation does not yet recognise the need for these processes.	• The need for formalised journey management processes has been raised to local management and is in the process of being approved for design and development. It is not consistent across the organisation.	• Centrally coordinated formalised journey management processes have been designed and developed but not yet implemented or implemented consistently.	• Centrally coordinated formalised journey management processes have been designed, developed and implemented. The processes are initiated when a worker is required to drive for work and require a risk assessment of the conditions of travel. Manager approval is required.	• Centrally coordinated formalised journey management processes have been designed, developed and implemented. These processes are always initiated when a worker is required to drive for work, require a risk assessment of the specific route/time/circumstances of travel and prompt for manager approval. Workers will initiate the process themselves reflecting the strong safe driving culture. • Regular organisational assurance occurs to ensure processes have been implemented.
	• Processes for identification, monitoring, reviewing and updating of risks that may lead to driver distraction have not been designed or developed.	• Processes for identification, monitoring, reviewing and updating of risks that may lead to driver distraction are in the early stages of understanding and development, with a limited understanding of causes of driver distraction. There may be a focus on mobile phones or similar distraction risks only. • The process is not centrally coordinated it is driven locally by individual managers.	• Centrally co-ordinated processes are designed and developed for identifying, monitoring, reviewing and updating of risks that may lead to driver distraction but may not capture all risks inclusive of mental, visual, auditory or manual distraction risks or higher risk groups. • Controls are not yet implemented or implemented inconsistently.	• There are centrally coordinated processes for identifying, monitoring, reviewing and updating of risks that may lead to driver distraction as part of a larger program of driver safety. Mental, visual, auditory and manual distractions risks along with higher risk groups are addressed. • Workers are involved and consulted on distraction risks and controls. Implementation occurs but is not confirmed through assurance.	• There are centrally co-ordinated implemented processes for the regular monitoring, reviewing and updating of risks that may lead to driver distraction. Mental, visual, auditory and manual distractions risks are considered arising from organisational expectations, driver behaviour, vehicles and road use along with higher risk groups are addressed. • Workers and management work in partnership to identify and manage driver distraction risks reflecting the strong safe driving culture. • Regular organisational assurance occurs to ensure processes have been implemented.

Communication & Consultation	Beginning	Emerging	Enabling	Improving	Excelling
	• Driver safety, and in particular the risks of driver distraction, are not discussed in communication and consultation forums.	• Driver safety, and in particular the risks of driver distraction, are rarely discussed in communication and consultation forums unless a serious accident occurs.	• Driver safety, and in particular the risks of driver distraction, are occasionally discussed in communication and consultation forums.	• Driver safety, and in particular the risks of driver distraction, are frequently discussed in communication and consultation forums.	• Driver safety, and in particular the risks of driver distraction, are discussed regularly in communication and consultation forums.
	• Workers are not given the opportunity to provide feedback on expectations and programs relating to safe driving.	• Workers are given rare opportunities, and a minority feel comfortable to provide feedback on expectations and programs relating to safe driving.	• Workers are given some opportunities, and some feel comfortable to provide feedback on expectations and programs relating to safe driving.	• Workers are given some opportunities, and mostly feel comfortable to provide feedback on expectations and programs relating to safe driving.	• Workers are given the opportunity, and feel comfortable to provide feedback on expectations and programs relating to safe driving.
	• The organisation does not share information on safe driving behaviour with workers required to drive for work.	• The organisation rarely shares information on safe driving behaviour with workers required to drive for work.	• The organisation communicates safe driving behaviour and is somewhat effective in reaching relevant employees.	• The organisation communicates information on safe driving behaviour which is easily accessible to workers (e.g. through email newsletters, noticeboards etc).	• The organisation communicates information on safe driving behaviour easily accessible to workers (e.g. through email newsletters, noticeboards etc) and workers' confirm they understand this information.

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Training	• Minimum training requirements for workers required to drive for work have not yet been identified and recorded.	• Minimum training requirements for some workers required to drive for work have been identified and recorded in an informal manner - it is not centrally coordinated	• Generic driver training requirements for workers required to drive for work have been identified, and recorded in a Training Needs Analysis (or similar document). Specific higher risk drivers and their training needs have not been identified.	• Role based training requirements for most workers required to drive for work have been identified and recorded in a Training Needs Analysis (or similar document). There is consideration of higher risk driver groups and their individual training needs and also manager training needs.	• Role based training requirements and competencies are identified and implemented for all workers required to manage and/or drive for work and recorded in a Training Needs Analysis (or similar document). There is consideration of higher risk driver groups and their individual training needs. Recruitment processes consider safe driver competencies for the role.
	• Safe driving training programs have not yet been identified as a requirement.	• Safe driving training programs are being developed/procured but not centrally coordinated and focus on driving skills. They do not include organisational expectations, journey management, and improving knowledge of road risks inclusive of driver distraction. Inductions for new drivers or new vehicles does not occur.	• Safe driving training programs are centrally coordinated and include consideration of safe driving skills. There are generic induction programs for new drivers although specific risks, e.g. driver distraction are not considered in the design of the program. Inductions for new vehicles are not included in the program.	• Safe driving training programs are centrally coordinated and shaped according to risks and include consideration of both skills and driver's attitudes and risk-taking behaviour. Organisational expectations, processes and any monitoring programs are clearly communicated to workers as part of organisational training. Inductions for new drivers and vehicles occur inclusive of distraction risks.	• Safe driving training programs are centrally coordinated and shaped according to risks and include consideration of both skills and driver's attitudes and risk-taking behaviour. Organisational expectations, processes and monitoring programs are clearly communicated to workers as part of organisational training. Inductions for new drivers and vehicles occur inclusive of distraction risks.
	• The requirement to capture records of training completion has not yet been identified.	• A system to capture records of training completion (e.g. Learning Management System) is being developed/procured.	• A system is in place (e.g. Learning Management System) to capture records of training completion. This system is rarely monitored and non-compliances to training are rarely addressed.	• A system is in place (e.g. Learning Management System) to capture records of training completion. This system is occasionally monitored and non-compliances to training are occasionally addressed.	• A system is in place (e.g. Learning Management System) to capture records of training completion. This system is regularly monitored and non-compliances to training are routinely addressed and reported to management.

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Training	• Learnings from incident investigations are not captured.	• Learnings from incident investigations are not reviewed and used to inform the continuous improvement of training.	• Learnings from incident investigations are intermittently reviewed, but is an ad-hoc process and used to inform the continuous improvement of training.	• Learnings from incident investigations are reviewed and used to inform the continuous improvement of training.	• Learnings from incident investigations are routinely reviewed and used to inform the continuous improvement of training.
	• Managers are not trained in their responsibilities to oversee and ensure the safety of their workers whilst driving for work.	• Individual managers may upskill themselves or request training on responsibilities and safety regarding driving.	• Managers are trained in the generic driver safety program but not specific responsibilities to oversee and ensure the safety of their workers whilst driving for work.	• Managers are trained in their role based accountabilities and responsibilities for the driver safety program to ensure the safety of their workers. Review of performance is inconsistent through performance appraisal processes.	• All managers are trained in their responsibilities to oversee and ensure the safety of their workers whilst driving for work. Safe driving performance is assessed at performance appraisals.

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Reporting & Governance	• No indicators for reporting on safe driving performance have been selected.	• No indicators for reporting on safe driving performance have been selected. Local monitoring of driving incidents by individual managers or fleet positions may occur but not as part of a formal program or centrally co-ordinated.	• Lagging indicators have been selected to report on safe driving performance to the organisation's officers and other relevant personnel.	• Lagging indicators have been selected to report on safe driving performance to the organisation's officers and other relevant personnel.	• A range of leading and lagging indicators have been selected to report on safe driving performance to the organisation's officers and other relevant personnel, and to enable pre-emptive action to be taken to mitigate risks.
	• Accountabilities and responsibilities for safe driving have not been designed and governance for driving safety is not defined.	• Accountabilities and responsibilities for safe driving have not been designed specifically for management /drivers instead the safe driving policy is the reference point. • Governance for driving safety is not integrated into WHS governance or organisational governance processes.	• Accountabilities and responsibilities for safe driving are designed for each function, management and drivers but is not reviewed to confirm they are implemented. • Governance for driving safety is not integrated into WHS governance or organisational governance processes. • A formal assurance program to confirm implementation is not designed.	• Accountabilities and responsibilities for safe driving are designed for each function, management and drivers but is not consistently reviewed to confirm they are implemented. Expectations are clear but consequences not well defined. • Governance for driving safety is integrated periodically into WHS governance or organisational governance processes. • Assurance processes do not extend to driver safety systems or may be irregular.	• Accountabilities and responsibilities for safe driving are designed for each function, management and drivers. Expectations and consequences are clear. Each function and role is held accountable for implementing their organisational and role accountabilities and responsibilities. Roles are supported when improvements are identified. • Governance for driving safety is integrated into WHS governance or organisational governance processes. Oversight focuses on improvement and learnings. • Organisational assurance programs address driver safety across the three lines of defence.

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	• No reporting of safe driving performance occurs.	• Ad-hoc reporting of driving incidents occurs, triggered by an accidents or serious incidents to allow officers and others to discharge their health and safety legislative obligations. • The need for a technology solution for monitoring of driving incidents has been identified; however, a solution has not been design, developed or implemented.	• Periodic reporting of safe driving performance occurs to allow officers and others to discharge their health and safety legislative obligations. Reporting includes serious accidents or incidents or infringements (if reported). • A technology solution has been designed and developed to collect data to inform driving performance reporting; however, the solution has not been implemented.	• Periodic reporting of safe driving performance occurs to allow officers and others to discharge their health and safety legislative obligations. Reporting includes all incidents or infringements (if reported). A technology solution has been designed, developed and partially implemented to regularly collect data to inform performance reporting.	• Regular reporting of safe driving performance including results of assurance activities and learning from incidents occurs to allow officers and others to discharge their health and safety legislative obligations. • A comprehensive technology solution has been designed, developed and implemented to regularly collect data to inform performance reporting.