



HOGAN

FIVE BEST PRACTICES

**IMPROVING SAFETY IN
TRANSPORTATION AND MANUFACTURING**

INTRODUCTION

In transportation and manufacturing, a workplace accident can not only jeopardize the lives of employees, but it can also cost an organization hundreds of thousands or even millions of dollars. As a result, most employers in these sectors have created safety initiatives that can decrease the cost of business operations and increase worker productivity. Yet they've left out the final, crucial piece of the safety puzzle.

One often-overlooked issue is how an individual employee's personality and behaviors come into play. The safest equipment and training are useless in the hands of unsafe workers. Manufacturing and freight organizations must raise awareness of the role that individuals play and offer specific actionable recommendations to create a culture of safety.

According to the Occupational Safety & Health Administration (OSHA), roughly 475,000 trucks that weigh over 5 tons are involved in crashes that result in approximately 5,360 fatalities and 142,000 injuries each year.¹ Of those fatalities and injuries, 74 percent were occupants of other vehicles, usually passenger cars.

Transportation fatalities are the third-highest cause of lost years of life in the United States, behind heart disease and cancer.²

Hogan Assessment Systems, a global personality assessment provider that has studied unsafe work behavior for more than 30 years, offers five best practices to help improve safety within transportation and manufacturing organizations.

- 1. RAISE AWARENESS AND CREATE A CULTURE OF SAFETY** – Employees from the highest levels on down must understand the role of a safety culture and how it plays into an overall environment of workplace safety.
- 2. KEEP EMPLOYEES ENGAGED** – Engaged employees are generally not only more productive employees, but they are also safer ones.
- 3. UNDERSTAND WHERE AND WHY JOBS WITH RISK EXIST** – It is critical for organizations to identify risk-prone employees and areas, and to give managers the right tools to correct potential hazards.
- 4. RETHINK TRAINING INITIATIVES, BUT MAINTAIN TRADITIONAL SAFETY PROGRAMS** – Organizations need to adopt more personality- and behavior-based safety plans, combining them with traditional safety training that has a history of success.
- 5. UNDERSTAND THAT SAFETY PLAYS A ROLE IN THE BOTTOM LINE** – An organization that does not sufficiently address safety can find itself paying compliance-related penalties while also dealing with employees missing work and slowing production.

1. Occupational Safety & Health Administration (OSHA), Trucking Industry – Related Safety and Health Info, http://www.osha.gov/SLTC/trucking_industry/safety.html

2. Research and Innovative Technology Administration (RITA) Bureau of Transportation Statistics (BTS), Safety Data Initiative, http://www.bts.gov/programs/safety_data_initiative/

1. RAISE AWARENESS AND CREATE A CULTURE OF SAFETY

Organizations are often faced with the challenging task of helping their staff understand how individual personality and behavior could result in unsafe work practices. In the transportation industry, it can be even more difficult trying to explain this to truckers.

“We’re huge believers in creating a culture of safety,” says Bill Durstock, director of risk management for Dayton Freight Lines. “But we’re still really in the infancy stages of this. It’s still difficult for people to understand that their personality can determine how safe or unsafe they are.”

Ultimately, however, it is management that sets the precedent. Management needs to not only encourage safety among its employees but also to embrace it internally and develop a culture based on safety. Helping management understand the importance of personality-based safety training is often instrumental in getting the rest of the organization’s employees to follow suit.

“It’s easy to say things like ‘safety is in our culture’ and ‘top management supports safety’ and all sorts of other buzzwords,” says Durstock. “But the truth comes out when it comes to an operational standpoint and management has to make tough decisions relative to operations. We need to think about the safety issues we’re solving, and the ones we’re creating. We need to think about how to use safety and how to teach the concept of safety.

“People are responsible for their own safety, and it is up to us as an employer to help explain that to them,” Durstock says.

Hiring the right people is also critical. Hogan Assessment Systems, an international authority in personality assessment and consulting, created Hogan SafeSystem as a response to requests from clients who wanted to add a safety component to their assessment process. Dayton Freight Lines uses Hogan as part of its hiring process, to identify people who have the right characteristics and makeup to enhance a safety-involved culture.

To many people, a truck driver is a truck driver, and the personality and behavior of that person bears no weight on the specifics of their job. This couldn’t be further from the truth.

“The profile of a driver who is best suited to driving all night from point A to point B is going to be very different from the profile of a driver who drives during the day, making multiple stops and interacting with customers,” says Durstock. “These are very different kinds of people.”

Hogan SafeSystem, based on more than 30 years of research, study and testing, uses the Hogan Personality Inventory (HPI), which is considered the industry standard for measuring personality in relation to job performance. This tool can be used to find the right person for the right job.



“THE PROFILE OF A DRIVER WHO IS BEST SUITED TO DRIVING ALL NIGHT FROM POINT A TO POINT B IS GOING TO BE VERY DIFFERENT FROM THE PROFILE OF A DRIVER WHO DRIVES DURING THE DAY, MAKING MULTIPLE STOPS AND INTERACTING WITH CUSTOMERS. THESE ARE VERY DIFFERENT KINDS OF PEOPLE.”

— BILL DURSTOCK, DIRECTOR OF RISK MANAGEMENT FOR DAYTON FREIGHT LINES

2. KEEP EMPLOYEES ENGAGED

Countless surveys have shown that engaged employees are safer employees. This almost goes without saying. People who are more engaged in their jobs will naturally be more engaged in safety. This can create a difficult situation for the freight industry, as many positions – in particular long-haul truck drivers – are solitary positions, with employees often working independently.

“If you have 100 people who work at one shift in the same building together, it’s going to be a much easier task to create the environment of a safety mentality, because that’s a controllable atmosphere,” says Durstock. “But when you have people who work individually, who often don’t have supervision right there, it really places responsibility for their own safety in their hands, and in many cases, their hands alone.”

In addition, creating a culture of safety from inception is critical to ensuring that employees, particularly those who work independently, observe and understand the role their behavior places in their own safety.

Employee engagement can be achieved in a number of ways. Among them:

- ▲ **Recognition and Rewards** – In short, creating a specific, meaningful, and timely rewards and recognition program that is well-thought-out and well-received by your workforce.
- ▲ **Wellness Initiatives** – Most U.S. employees believe their employers should be responsible for promoting healthy lifestyles to their workers. Incentives to remain or get healthy are a strong way to promote employee engagement.
- ▲ **Direct, Honest and Open Communication** – Employees who feel the organization cares about what they think about their work environment, and who feel comfortable with two-way communication between management and employees, are more likely to be engaged in the direction of the company.

3. UNDERSTAND WHERE AND WHY JOBS WITH RISK EXIST

Another challenge in creating a culture of safety is helping both managers and employees understand where and why jobs with risk exist. An employee who has a safety-related mishap may have a difficult time accepting that even though they hadn't done anything differently from they'd done every other time before, their personality still played a role in what went wrong.

“One of the hardest things in safety is to teach somebody that they have the ability to do what I call ‘managing by looking around,’” says Durstock. “You need to be aware of what is going on around you.”

It's an issue of being aware of one's surroundings – and the expectation that even the most redundant of routines can change in a heartbeat. Durstock points to defensive driving techniques and the challenges faced by young, inexperienced drivers.

“When you're teaching your kids to drive, you tell them they need to watch more than the guy in front of them. You have to watch three cars ahead, you have to keep your eyes on the road, in residential neighborhoods, you may have to watch the sides – what do you do if a ball and a kid chasing that ball comes out into the road,” he explains. “It's the same thing in a culture of safety. You have to watch your surroundings, which can be a challenge with deadlines, moving product and freight in a ‘fast enough’ mode, and so forth.

“Convincing people that they need to watch what is more than right there in their face can be a challenge,” says Durstock. “And it's difficult whether it's the manager or supervisor, or the driver or dockworker.”

“Most people don't understand that accidents and injuries are preventable,” says Durstock. There is an event or chain of events in which the person involved probably had an opportunity to act differently, and as a result, there would have been a different outcome.”



“MOST PEOPLE DON'T UNDERSTAND THAT ACCIDENTS AND INJURIES ARE PREVENTABLE. THERE IS AN EVENT OR CHAIN OF EVENTS IN WHICH THE PERSON INVOLVED PROBABLY HAD AN OPPORTUNITY TO ACT DIFFERENTLY, AND AS A RESULT, THERE WOULD HAVE BEEN A DIFFERENT OUTCOME.”

— BILL DURSTOCK, DIRECTOR OF RISK MANAGEMENT FOR DAYTON FREIGHT LINES

4. RETHINK TRAINING INITIATIVES, BUT MAINTAIN TRADITIONAL SAFETY PROGRAMS

Traditionally, safety programs have focused on methods and procedures that have proved effective over time. They have shown to save a significant amount of money and keep employees relatively safe.

You can teach a person the safest possible way to perform a job or task, and you can remind them repeatedly with training, but it is ultimately up to the individual as to whether they are going to perform that action safely or not.

“It’s an easy solution to say ‘we need more training because we’ve had too many injuries. We need more focus, we need to step up,’ ” says Durstock. “Newer technology and a better understanding of personality and behavior give us a longer-lasting and sustainable level of safety.”

As the study of behavior and personality continues to advance, particularly with regard to safety, it is of the utmost importance that personality- and behavior-based thinking comes into play and is added to strongly enhance traditional safety programs.

5. UNDERSTAND THAT SAFETY PLAYS A ROLE IN THE BOTTOM LINE

In almost any industry, safety ultimately has an effect on the bottom line. Companies with excellent safety records often thrive, although those with poor safety records make less money and often don't stay in business long.

This is especially true in the transportation industry, an industry that is heavy on rules and regulations yet also sees a large number of deaths and injuries. According to the Research and Innovative Technology Administration (RITA) Bureau of Transportation Statistics (BTS), there were over 2,000 transportation-related fatalities in the U.S. in 2008³ (the last full year for which data is currently available), a number that comprises over 40 percent of all occupational-related fatalities.

Additionally, there were almost 23,000 injuries related to large trucks (trucks over 5 tons).⁴ The vast majority of those injuries were not the drivers of the trucks but others involved in accidents with the trucks.⁵

"There are real dollars here," says Durstock. "And with [a lack of] compliance [and associated fines], there can be a very negative effect. It's so negative that if you don't pick up on the problems quickly, you probably won't be in business that long."

"Safety is critical to the bottom line. It's probably one of the most important issues as to whether a company is going to be profitable or not," says Durstock.

Injuries that result in workers' comp claims and time off also involve significant costs. Additionally, organizations with a history of unsafe practices will likely have extraordinarily high insurance costs, providing they can even qualify for insurance.

"I can't imagine too many owners or CEOs or CFOs who don't understand very quickly the financial impact of having an unsafe workplace," says Durstock.

Case Study: Freight Transportation

Hogan collected safety data from 35 truck drivers in a national freight transportation company. These drivers transported and delivered shipments of less-than-truckload quantities.

Specifically, Hogan analyzed traffic citations provided for this sample.

Individuals completed the Hogan Personality Inventory (HPI) either prior to or during their employment. The HPI provides detailed information regarding the "bright side" of personality or what we see when people are at their best.

Based on HPI scores, Hogan calculated safety scores and compared those in the low safety group with those falling in the moderate and high safety categories. The table below presents the results of these analyses.

Predictor Outcome	Safety Outcome		
	Citation	No Citation	Pct. With Citation
Low Safety Group	10	3	76.92%
Moderate and High Safety Group	14	8	63.63%

As seen in table above, 76.92% of employees in the low safety group received traffic citations, compared with 63.63% of those falling in the moderate and high safety categories.

These results indicate that for this organization, hiring only those in the moderate and high safety groups would have resulted in a 17.28% reduction in employees with citations.

Additionally, because of the unusually high base rate of reported citations in this sample, it is likely that a greater reduction in citations could be achieved if a more adequate comparison group (i.e., more individuals with no citations) were available for analyses.

The reduction in citations would obviously have saved this organization significant money.

3. Research and Innovative Technology Administration (RITA) Bureau of Transportation Statistics (BTS), Table 2-7 Transportation-Related Occupational Fatalities http://www.bts.gov/publications/national_transportation_statistics/html/table_02_07.html

4. Ibid.

5. Research and Innovative Technology Administration (RITA) Bureau of Transportation Statistics (BTS), Table 2-1 Transportation Fatalities by Mode http://www.bts.gov/publications/national_transportation_statistics/html/table_02_01.html

HOGAN'S RECOMMENDED APPROACH

Hogan SafeSystem assessment is the industry standard for measuring personality in relation to job performance. It can be administered online 24 hours a day, seven days a week, and reports can be generated instantaneously.

Hogan's Safety Report identifies characteristics that individuals possess that may lead to on-the-job accidents and other unsafe behaviors. The six components of safety-related behavior are:

- ▲ **Defiant - Compliant:** Low Scorers ignore authority and company rules. High scorers willingly follow rules and guidelines.
- ▲ **Panicky - Strong:** Low scorers tend to panic under pressure and make mistakes. High scorers are steady under pressure.
- ▲ **Irritable - Poised:** Low scorers lose their tempers and then make mistakes. High scorers control their tempers.
- ▲ **Distractible - Vigilant:** Low scorers are easily distracted and then make mistakes. High scorers stay focused on the task at hand.
- ▲ **Reckless - Cautious:** Low scorers tend to take unnecessary risks. High scorers evaluate their options before making risky decisions.
- ▲ **Arrogant - Trainable:** Low scorers overestimate their competency and are hard to train. High scorers listen to advice and like to learn.

Hogan SafeSystem enables organizations to accurately pinpoint the safety foundation of their workers. Based on hundreds of client research projects conducted over the last 30 years, businesses can predict, and take steps to modify, unsafe behavior. The Hogan SafeSystem is made up of three components to build and maintain a culture of safe working practices:

- ▲ **SafeSystem Climate Survey:** Provides critical feedback regarding the existing perceptions of safety at all levels in the organization via a companywide safety score.
- ▲ **Hogan Safety Assessment:** Examines individual participant scores against the six safety-related personality competencies and provides valuable information for hiring and developing candidates with safe work behaviors.
- ▲ **SafeSystem Coaching Process:** This process is designed to accurately identify and teach safe tendencies within an organizational context, providing leadership with the necessary feedback to build and maintain a culture of safe working practices.

CONCLUSION

Creating a culture of safety in the transportation and manufacturing industry is often a determining factor in the long-term viability of an organization. Organizations with a poor safety record are not likely to remain in business long. Among the problems companies like this will face include:



“PEOPLE NEED TO UNDERSTAND THAT THEIR ACTIONS ARE WITHIN THEIR CONTROL. THEY HAVE THE ABILITY TO DETERMINE WHETHER THEY GO HOME IN THE SAME PHYSICAL CONDITION THAT THEY STARTED THE DAY WITH.”

— BILL DURSTOCK, DIRECTOR OF RISK MANAGEMENT FOR DAYTON FREIGHT LINES

- ▲ Losing significant amounts of money, eventually going out of business.
- ▲ Have such a poor record of safety that getting insurance is impossible or extremely difficult.
- ▲ Have a challenging time finding employees willing to work for them.

A successful culture of safety is led by a management infrastructure that encourages its employees to embrace this culture. It is critical for established employees to understand how their personality and behavior play a role in safety, and it is equally as important that prospective employees undergo assessments to determine how their personality and behavior fit within a culture of safety.

Ultimately, however, it boils down to the individual. “People need to understand that their actions are within their control,” says Durstock. “They have the ability to determine whether they go home in the same physical condition that they started the day with.”

Making sure employees are as safe as possible is no longer only about traditional safety methods like watching films, reading pamphlets and attending seminars. Instead, personality and behavior, and the study of them, have become instrumental in organizational safety training.

“This type of information is exciting. I think it’s very relevant to an industry like ours, where safety is paramount,” says Durstock. “It doesn’t take a rocket scientist to understand that if you have unsafe truck drivers, bad things are going to happen, and none of us wants that.”

Hogan has studied worker personality for decades and has applied that knowledge to creating a positive safety climate with Hogan SafeSystem.

To learn more about Hogan’s Safety solution, visit hoganassessments.com or call us at 918.749.0632.

Hogan Assessment Systems is a global personality assessment provider that helps companies select employees, develop leaders, and identify talent. Hogan specializes in identifying high potential candidates for targeted positions, providing leadership development tools to help emerging leaders realize their full potential, and determining relationships between individual personality characteristics and safety performance. Hogan’s assessments can be administered in over 40 languages and are available on a state-of-the-art platform, giving customers accurate feedback within seconds of completion.