

TRANSPORT
SCOTLAND
CÒMHDHAIL ALBA



SAFE
SYSTEM

CULTURAL MATURITY
PLAYBOOK



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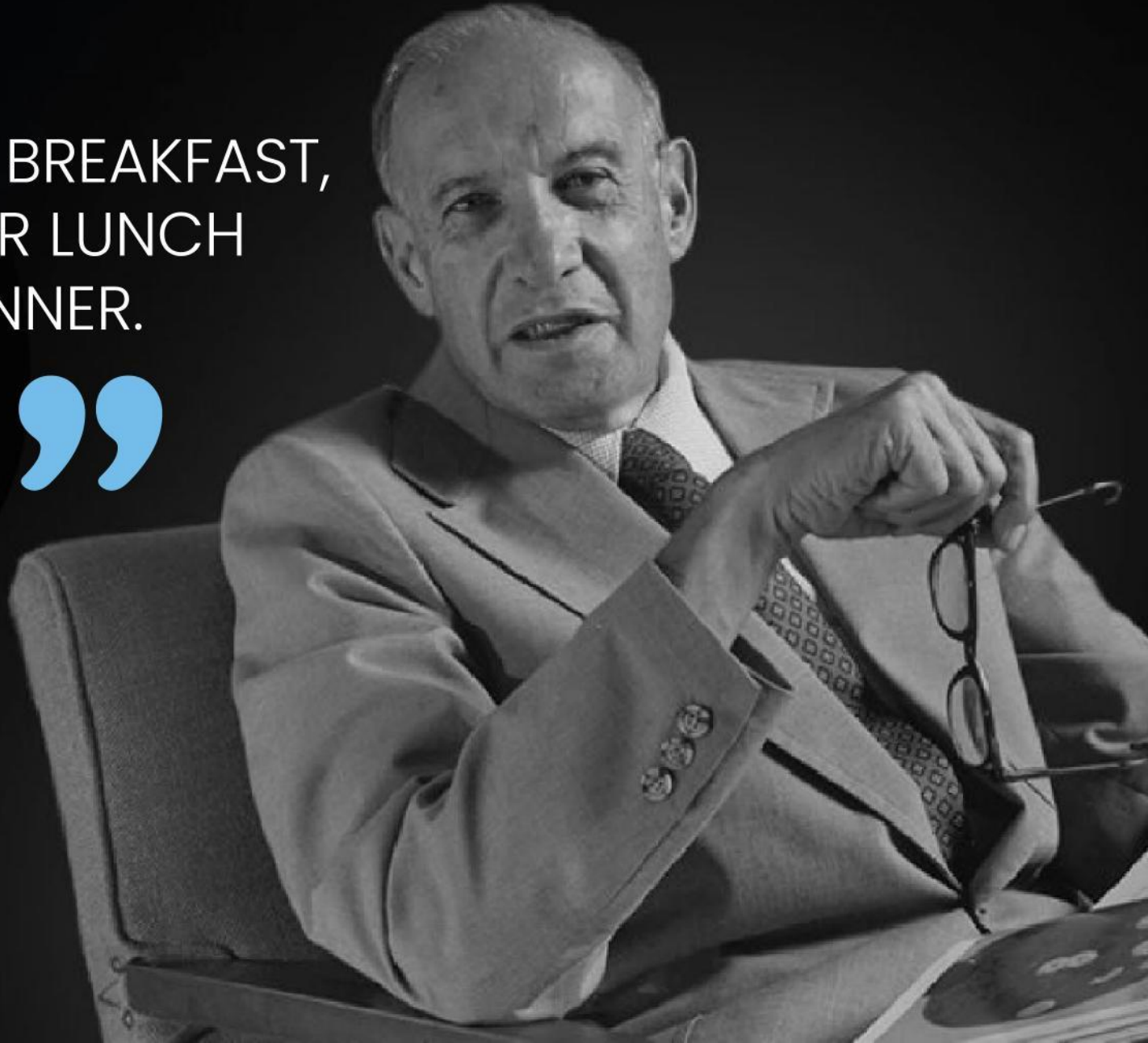
WHY CULTURE MATTERS

“

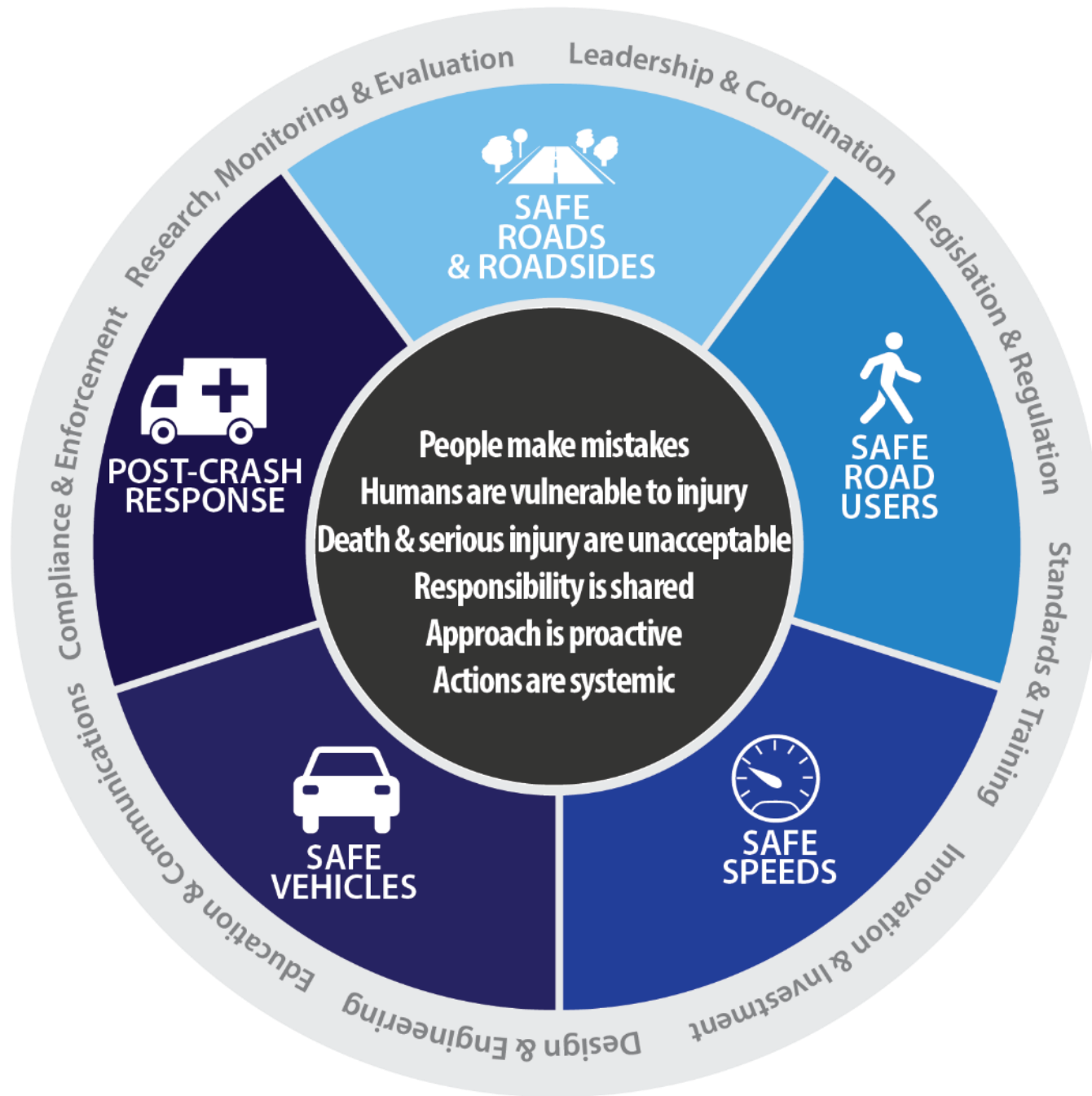
CULTURE EATS STRATEGY FOR BREAKFAST,
OPERATIONAL EXCELLENCE FOR LUNCH
AND EVERYTHING ELSE FOR DINNER.

Peter Drucker

”







SAVING LIVES BEYOND 2025

Taking Further Steps

RECOMMENDATION

Organizations adopt
a safety culture

#5

In order to establish a safety culture that goes beyond compliance with rules, organizations should introduce and nurture a safety-first principle where employees can expect the safest working environment, including:

- Encouragement for employees to identify and report safety risks without concern about punishment or retribution and with expectation that the organization will investigate and respond with corrective actions incorporating suggestions from employees where possible for improved safety procedures, products and practices.
- Commitment and action by organizational leadership to adopt policies and processes for transparent communication of safety performance including reporting of safety incidents and implementing improved safety measures in accordance with the safety-first principle.



SAFE
SYSTEM

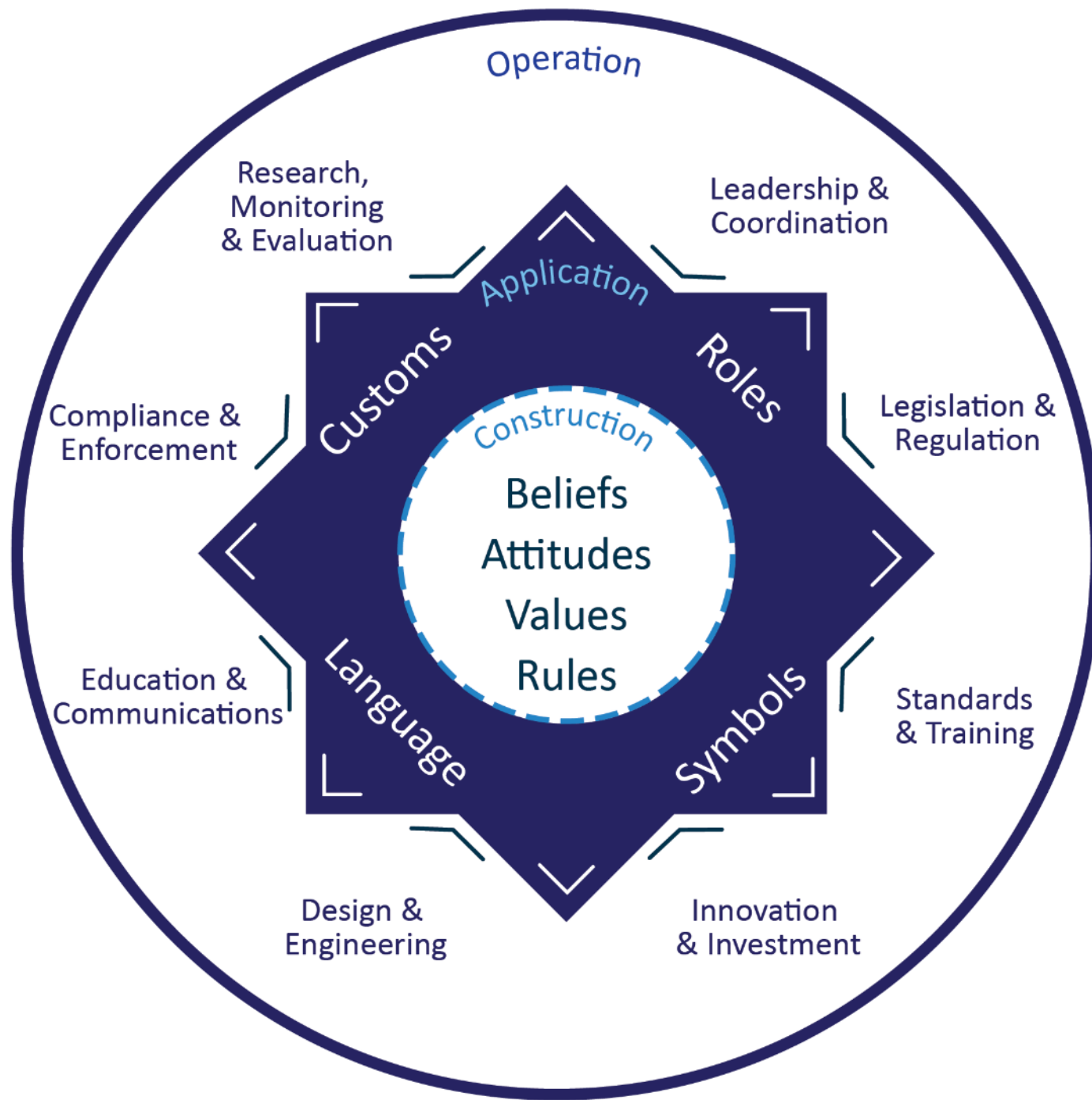
“

If a culture is open and honest
about mistakes, the entire system
can learn from them

”

Matthew Syed



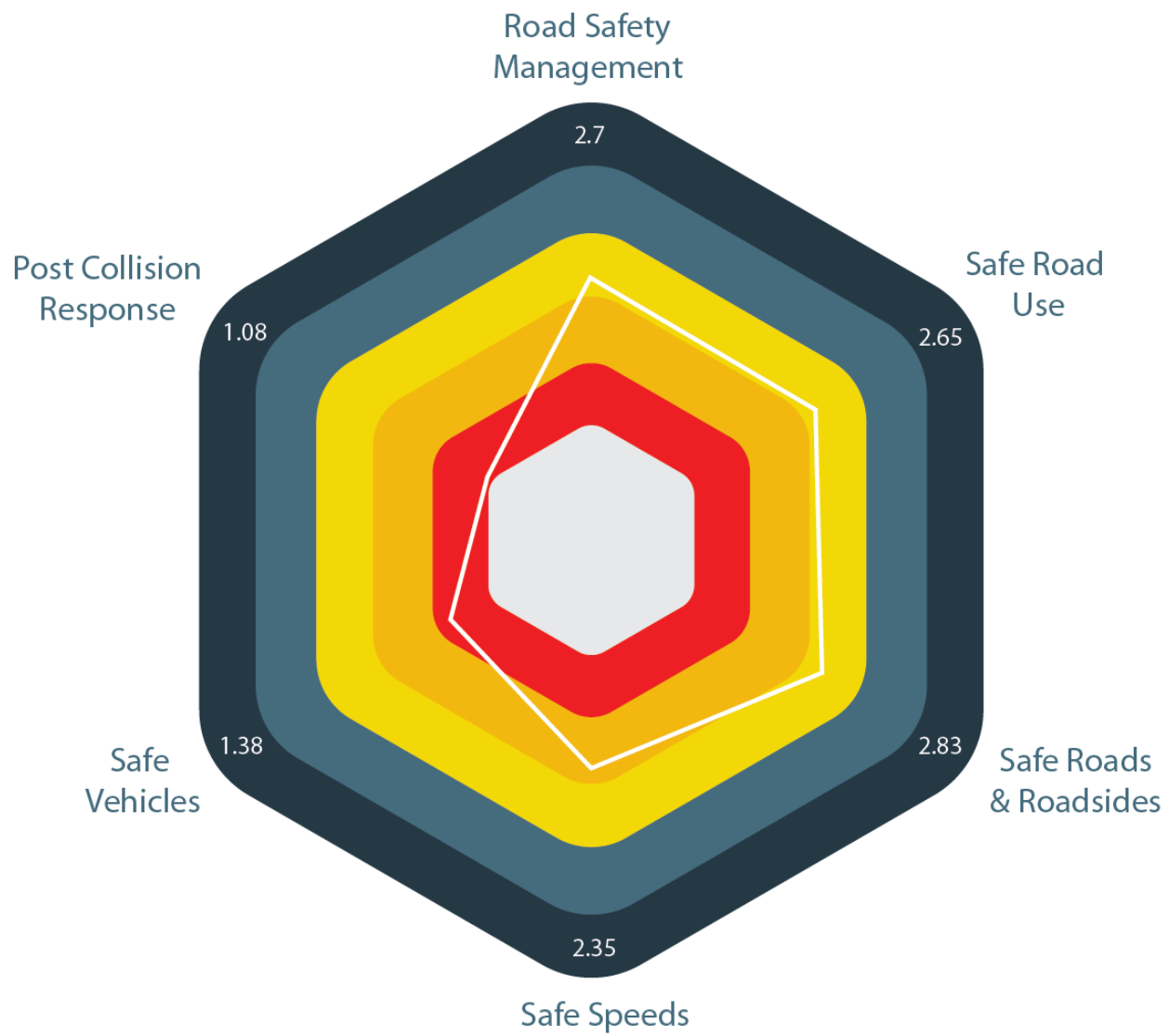


Question Set



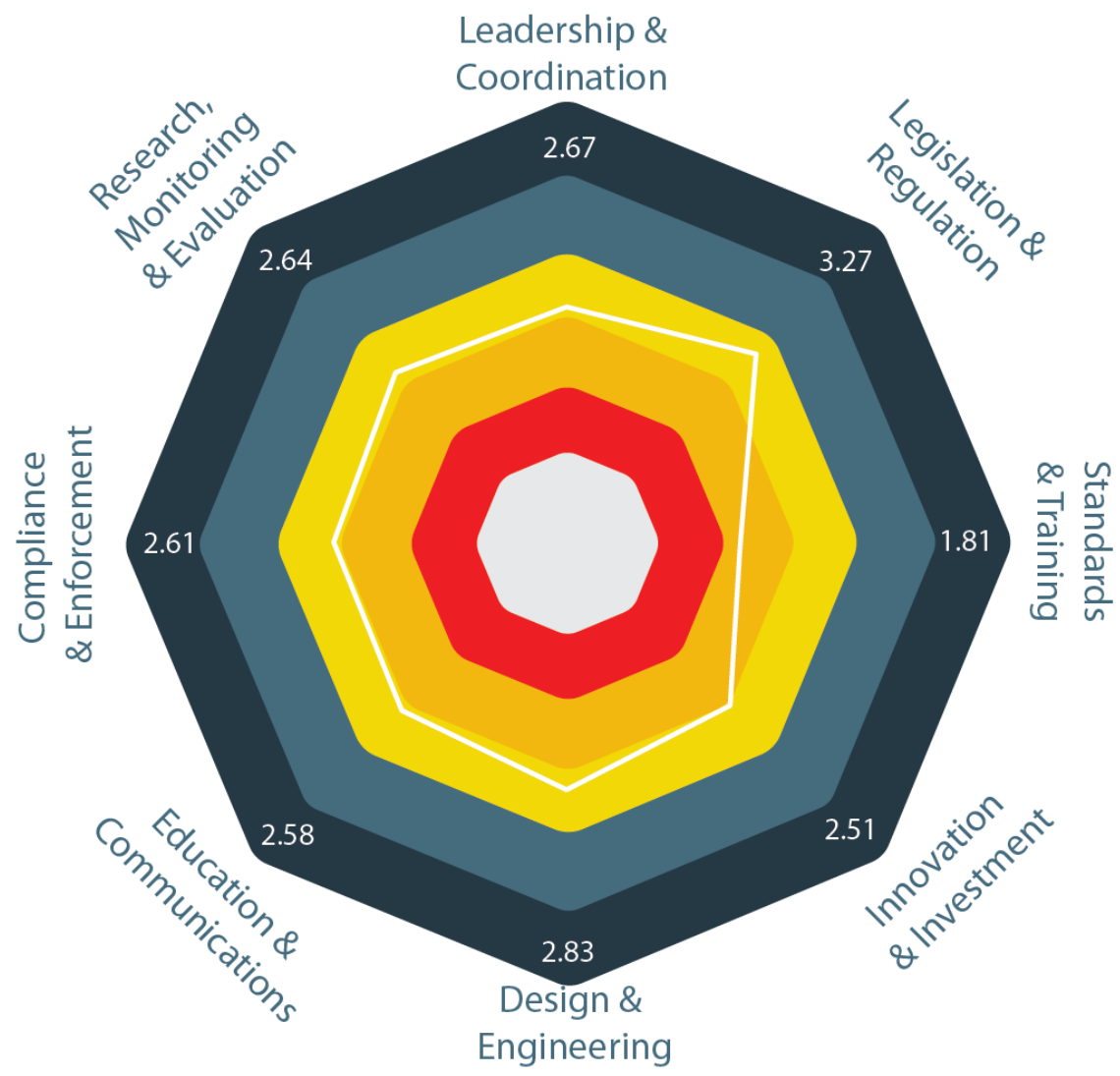
- All Safe System imperatives
- All Safe System components
- Priority Safe System actions
- All identified change mechanisms

- **Diagnostic:** highlighting the overall health of Safe System culture that is prevalent in the organisation.
- **Comparative:** by seeking to create a set of statements that relate to the delivery of the Safe System overall, the survey has broad applicability allowing for benchmarking performance against other road safety delivery bodies.
- **Transformative:** pinpointing the components, change mechanisms and actions which remain weak and in need of further improvement, across the organisation as a whole or within divisions.
- **Evaluative:** useful over time to consider progression, or indeed regression in some elements, as the organisation moves towards its goal of a more mature culture.



1-1.5	VULNERABLE
1.5-2.5	EMERGING
2.5-3.5	DEVELOPING
3.5-4.5	MATURING
4.5+	ADVANCED





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CULTURAL MATURITY
PLAYBOOK



DEVELOPING THE PLAYBOOK



SAFE
SYSTEM

Ch1: Advocacy

Mission

- Alignment
- Identity
- Motivation

Roles

- Leaders
- Champions
- Scholars
- Connectors

Professional Development

- Induction
- Onboarding
- Training
- Accreditation

Ch2: Behaviours

Practices

- Routines
- Innovation
- Collaboration

Processes

- Systems
- Standards
- Non-Conformance

Performance Mgmt.

- Expectations
- Accountability
- Evaluation
- Monitoring



Ch3: Communication

Language

- Terminology
- Concepts
- Stories

Networks

- Groups
- Meetings
- Channels

Technology

- Platforms
- Data
- Engagement

Ch4: Design

Symbols

- Pictures
- Models
- Objects

Imagery

- Design
- Video
- Interactivity

Environment

- Layout
- Norms
- Nudges



Advocacy

PRIORITY	ACTION AREA
Mission	Alignment
Mission	Identity
Mission	Motivation
Roles	Leaders
Roles	Champions
Roles	Scholars
Roles	Connectors
Professional Development	Induction
Professional Development	Onboarding
Professional Development	Training
Professional Development	Accreditation

CONSTRUCTION						APPLICATION				OPERATION							
Beliefs						Customs				Leadership & Coordination							
Attitudes						Roles				Legislation & Regulation							
Values						Language				Standards & Training							
Rules						Symbols				Innovation & Investment							
										Design & Engineering							
										Education & Communications							
										Compliance & Enforcement							
										Research, M&E							



PRIORITY

Practices

Practices

Processes

Processes

Processes

Performance Management

Performance Management

Performance Management

Performance Management

ACTION AREA

Routines

Innovation

Collaboration

Systems

Standards

Non-Conformance

Expectations

Accountability

Evaluation

Monitoring



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Communications

PRIORITY	ACTION AREA
Language	Terminology
Language	Concepts
Language	Stories
Networks	Groups
Networks	Meetings
Networks	Channels
Technology	Platforms
Technology	Data
Technology	Engagement

[illegible]

PRIORITY

Symbols

Symbols

Symbols

Imagery

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Environment

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ACTION AREA

- Pictures**
- Models**
- Objects**
- Design**
- Video**
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- Norms**
- Nudges**

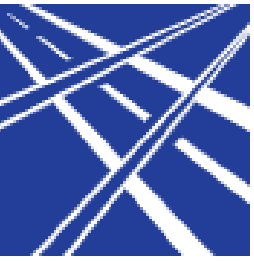
CONSTRUCTION	APPLICATION	OPERATION
Beliefs Attitudes Values Rules	Customs Roles Language Symbols	Leadership & Coordination Legislation & Regulation Standards & Training Innovation & Investment Design & Engineering Education & Communications Compliance & Enforcement Research, M&E





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UNPACKING THE PLAYBOOK

Motivation

Our mission will only be fulfilled if stakeholders are motivated enough to work towards it.

Harvard Business Review reports that employees at companies with strong mission statements are more likely to feel motivated (63% compared to only 31% at organisations with unclear mission statements) (Babcock, 2020).

Building motivation is also fundamental in driving behaviour change, but we must recognise that the numerous ways in which we can influence motivation.

Automatic Motivation

Automatic processes, such as our desires, impulses and inhibitions

Intrinsic motivation

When you engage in an activity for its own sake rather than from the desire for some external reward. The behaviour itself is its own reward.

Reflective Motivation

Reflective processes, such as making plans and evaluating things that have already happened

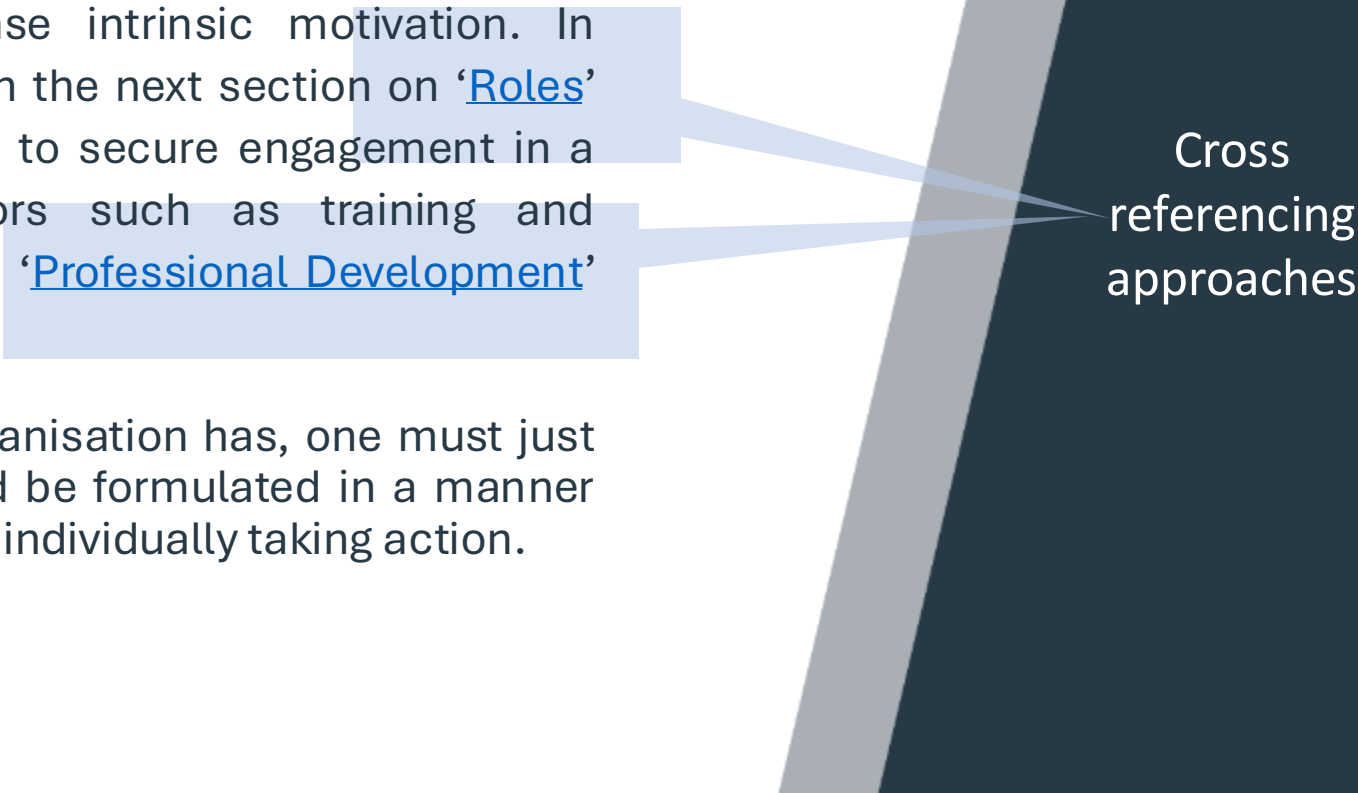
Extrinsic motivation

When we engage in behaviour not because you enjoy the activity itself or because we find it satisfying, but because we expect to get some reward or avoid something unpleasant.

Alignment to
Evidence
Behaviour
change

External rewards to generate extrinsic motivation can be important to motivate colleagues to do something new or to activate interest in something they are not already engaged with. If colleagues are already highly motivated, then harnessing this with additional responsibility and praising them for their efforts will increase intrinsic motivation. In particular, think about how this connects with the next section on '[Roles](#)' and how we can harness existing motivation to secure engagement in a champions programme. Extrinsic motivators such as training and accreditation, as discussed in the section on '[Professional Development](#)' can help to build commitment to the mission.

A shared purpose is something that every organisation has, one must just identify it and connect it. The mission should be formulated in a manner emphasises collaboration instead of everyone individually taking action.



Cross
referencing
approaches

Advocacy - Champions

A Champions programme typically refers to a structured initiative within an organisation aimed at recognising, developing, and empowering high-performing individuals, or in some cases teams. A Champions programme is designed to encourage excellence, foster innovation, and build momentum around emerging areas of practice.

As enthusiasts for the Safe System, Champions will look for opportunities to connect with experts, pilot initiatives and share results, all of which helps to reinforce the kind of practice that we are looking for. There are several key aspects to developing a successful Champions programme.

Harnessing Behavioural Science in National Highways

Introduction:

National Highways recognised that the application of behavioural science was limited to a few leading practitioners. To improve the application of behavioural science, National Highways went out across the business to find colleagues who were trying to apply novel behavioural approaches in their work. They found teams in major projects, operations and communications who were looking to apply behavioural science to the way roads were engineered, effective speed management, minimising litter on the network and nudging compliance with road traffic laws.

Bringing these colleagues together they provided access to a small pool of external experts and advisors who ran workshops, provided coaching, developed guidance materials, created newsletter articles, and could support with intervention design or evaluation. They did this in the following manner:

Raise Prestige: Celebrating and promoting well-informed, evidence-based behavioural intervention to establish them as the norm within the organisation.

Seize Opportunities: Providing champions with the confidence and resources necessary such as ready-made material and quality guidance to advocate for best practices across the organisation.

Supporting Community – Fostering a supportive environment for champions through networking, peer support, mentoring, and advice, thereby ensuring their continued motivation and effectiveness in driving change.



Application:

Within your organisation or stakeholder community, could you create a Champions Network?

- Identify a group of enthusiastic practitioners who want to be more effective.
- Start an informal network to encourage new thinking and share good practice.
- Connect with external advisors or experts to stimulate growth and credibility.
- Develop some resources that will enable consistent and credible engagement.

Behaviour - Routines

Periodic meetings that discuss the Safe System mission and vision. Moreover, every meeting must discuss the Safe System in some or the other way, with '**Safe System Moments**' a way of opening meetings. These are short examples or stories related to Safe System good or bad practice; observations of organisational or road user behaviour and how the Safe System can eliminate risk; or analogies from other sectors which are relevant to the Safe System.

Safety Moments by Safer Together

(National Road Safety Partnership Programme, ARRB, 2018)

Introduction

'Safer Together' is a not-for-profit, member-led organisation of operating and contract partner companies committed to creating the leadership and collaboration needed to build a strong and consistent safety culture in the rapidly evolving natural gas industry.

The industry believes all workers have a duty to work safely as well as the right to stop work if it is unsafe. Safer Together develops industry-wide solutions that are expected to eventually become the industry requirement, with implementation eventually required by all companies, whether or not those companies are members of the forum.

Safety Moments:

Safety moments are brief, informal discussions or presentations focused on a specific safety topic or concern. Safer Together has developed a pack of 52 Safety Moment cards to help companies promote safety leadership within their organisation. Safety Moments are commonly used as an opportunity to have a brief conversation about a safety-related topic at the start of a meeting or shift.

The aim of the Safety Moment cards' initiative was to develop a simple, practical tool that provided inspiration for better quality safety conversations in the workplace as well as developing common understanding of good safety leadership. Individuals simply draw a card from the deck and take the safety conversation from there.

Outcome:

Companies that adopt standardised Safer Together specifications evaluate them to consider incorporating the requirements into their Systems. Health Safety and Operations leads are also introducing monitoring of land transport KPIs at an industry level, which will allow a consistent overview and understanding of industry performance, particularly in the area of serious crashes and driving statistics, such as seatbelts, fatigue breaches, and speeding infringements

Application:

Safety moments play a crucial role in enhancing safety culture by encouraging open communication, active participation, and continuous learning. They provide a platform for employees to voice concerns, share insights, and suggest improvements, fostering a sense of ownership and accountability for safety within the organisation.

Could you develop a resource of some safety moments that colleagues could use in their meetings?



Communication - Concepts

Visually Represent your Concepts

People learn and relate to a concept in different ways. Some people prefer reading it, others prefer visual imagery. For technically loaded concepts related to the Safe System, it can be especially useful to develop visuals to help people easily relate and understand the complex things that you want to communicate.

IKEA's Iconic Assembly Manuals

(Pavlus, 2015; Zhuang, 2018)

Introduction

Ikea is a Swedish multinational company known for its affordable ready-to-assemble furniture, kitchen appliances, and home accessories. With a focus on affordability, quality, and minimalist design, Ikea has become a global leader in the home furnishings industry. When Ikea had to design its assembly manuals, they chose to focus on minimalistic design. They utilised the power of objects in the form of cartoon characters to convey complex assembly information.

Assembly Manuals as Visual Storytelling

Ikea's assembly manuals are renowned for their unique approach to providing assembly instructions. Instead of relying on written language, Ikea utilises visual storytelling akin to a comic strip. Each manual features a cartoon character, known only as the assembly figure, guiding users through the assembly process using illustrations of the furniture pieces and tools involved.

Diverse Expertise in Manual Creation

The team responsible for crafting these manuals comprises of a diverse mix of professionals, including designers, illustrators, sales experts, engineers, and even individuals with backgrounds in truck driving. This diverse expertise ensures that the manuals are both visually appealing and practical in conveying assembly instructions.

Emphasis on Clarity and Continuity

Ikea's assembly manuals prioritise clarity and continuity in their design. The illustrations are carefully crafted to be easily understandable, even for individuals with limited technical knowledge. Additionally, the assembly figure provides helpful tips at the beginning of each manual, such as recommendations for working surfaces and the potential need for additional assistance.



Outcome:

While Ikea's assembly process may be notorious for causing frustration among some customers, the brand has successfully cultivated a loyal customer base. Despite the challenges posed by assembly, customers often take pride in successfully building Ikea furniture, contributing to the brand's reputation for affordable yet stylish products. Through merely using objects in the form of cartoon characters, Ikea exemplifies the power of simplifying complex information through visual objects.

Application:

Do professional stakeholders easily understand key pieces of information based on the narrative and visual elements of agreed Safe System documentation

- Carry out a stock-take of Safe System recall and memorability alongside sector professionals / practitioners
- Ensure that complex information is distilled and accompanied by visual objects and features to aid understanding and application

Design - Nudges



PRIME Road Markings

(Transport Scotland, Open Road Simulation & Bear Scotland)

Introduction

Compared to car drivers, motorcyclists are typically 51 times more likely to be killed on the road, making them extremely vulnerable road users. Often, these are single vehicle crashes on rural roads with causes attributed to excess speed, poor manoeuvre, or sudden braking.

Dedicated road markings, designed as 'Perceptual Counter-Measures' (PCMs) can influence general road user behaviour by altering the perception of environmental risk factors, Project PRIME is a new concept that offers a tool for motorcyclists.

Dedicated road markings have been designed as a series of three 'gateways' on the approach to a bend, to encourage motorcyclists to ride 'through the gap', thereby using the gateways to adjust their riding prior to the bend, thus optimising their expertise, enjoyment and safety.

As PRIMEs do not feature in the traffic signs manual, a bespoke process for site specific non-prescribed signs applications was developed and approved and road safety audits were conducted to ensure compliance with industry best practice.



Outcome:

From 2020-2022, road trials of unique and low-cost 'PRIME' road markings were conducted at 22 sites on Scotland's trunk road network. The independently peer reviewed results from 32,213 motorcyclists provide substantial evidence that PRIME road markings had immediate, sustained, and long-term effects on safer rider behaviour.

PRIMEs produced significant positive behavioural changes in speed, road position and braking. There was no evidence of any negative rider behaviour and no motorcycle injury collisions have occurred at any of the collision cluster sites used in the trials.

The initial study, funded by the Road Safety Trust, has helped to establish the idea that these nudges can support desirable outcomes, changing culture by nudging practice.

Application:

Consider way in which you have control over people's 'choice architecture'; can you make it simple to do the right thing by providing things like easy ticketing for buses, parking for bikes or using dedicated infrastructure for pedestrians

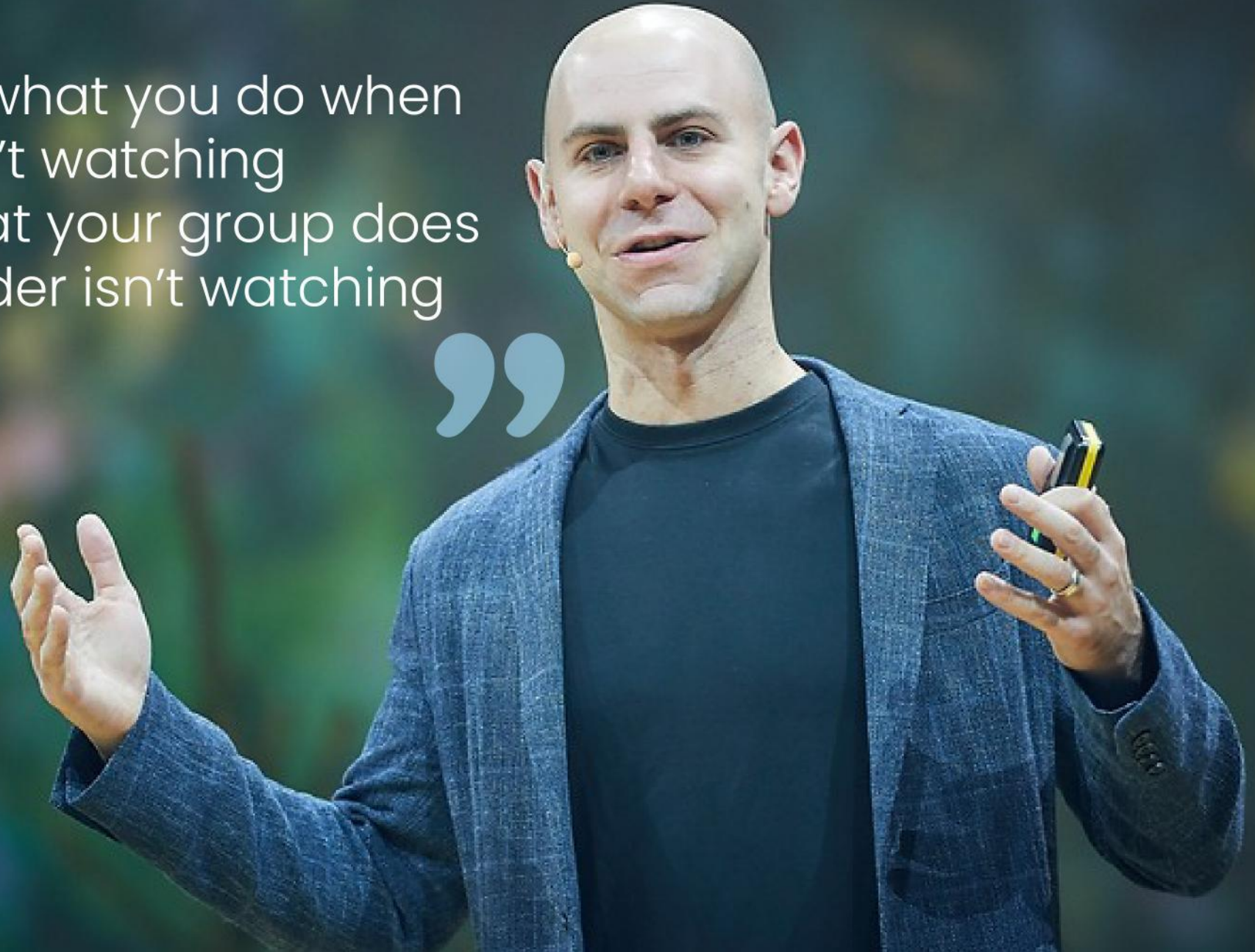
Remember nudges are non-coercive, so they should be avoidable – consider how you can avoid restricting choice, while still making unhelpful choices more difficult. Something like roads that are self-enforcing for speeds is an example.

Nudges often make healthy and safe choices more salient or noticeable. This could be making non-alcoholic drinks more visible or having free cycle helmets available when hiring a bike.

“

Character is what you do when
the leader isn't watching
Culture is what your group does
when the leader isn't watching

”





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