Final Report to WorkCover Incorporation

OHS Road
Transport Employer
and
Employee Guidelines

Stage III and Stage IV

by

Transport Training Advisory Board SA Inc
Brief description of the project

The project's aim is to reduce the incidence of work related injury and disease thereby improving worker efficiencies within the workplace. The project aims is to:-

"Develop and implement Road Freight Transport OHS systems materials for employers and employees of small and medium sized enterprises".

The project was to be conducted in four stages, and stages one and two have been successfully completed. They are:

Stage I
To undertake a review of OHS standards and support documentation applicable to the project.

Stage II
The development and trailing of draft systems guidance materials.

Stage III
The implementation of the materials within the targeted workplace.

Stage IV
The evaluation of the effectiveness of the systems guidance materials in achieving measurable OHS improvements.

Stages III and IV are currently being developed with selected consultancy firms.

Methodology

Stage I was divided into two sections. The first stage required the consultant to initially review industry and related OHS materials

- RTF Trucksafe Industry Accreditation standards/manual;
- NOHSC Report on the Evaluation of Road Transport OHS Prevention Initiatives;
Final Stage III and IV report to WorkCover Corporation for OHS Road Transport Employer and Employee Guidelines

- VRTA Transcare Program;
- SAfer Road Freight Transport Industry Guide to meeting the OHS Duty Of Care;
- Quarrysafe; and
- Qld Div of Workplace Safety, Guide to Road Freight Transport.

The next phase involved the development of the OHS framework systems guide for employees and employers. This was workshopped with enterprises involved in the subsequent Stage II of the project.

Stage II

The consultant developed the draft documents and trialled them with the following companies:-

- Scott Transport
- Lach Transport
- SA Cold Stores
- Mc Cockings
- Rapid Haulage
- Fletcher Freightlines
- SouthWest Freight
- Smith Haulage

Feedback gained from the trialling aspects of the OHS Systems was incorporated into refining the OHS Guides. The employee handbook was reviewed with selected group of employees convened by the Transport Workers Union and feedback sought from this group for refining the employee handbook. The OHS Worksafe Committee endorsed the materials and Transport Training Advisory Board SA Inc was directed to comply with WorkCover Incorporation requirements to proceed with Stage III and IV of the project.

Stage III

Stage III was undertaken in two phases. The first stage involved editing and printing of the OHS Manuals. The second stage involved the implementation of the materials within targeted workplaces.
The Transport Training Centre was the selected organisation to develop an:-

- Industry marketing strategy for uptake of the OHS Manuals;

- Develop and deliver workshops on implementing OHS materials within the workplace; and

- Provide one-on-one consultancy services to organisations seeking need.

Stage IV

Stage IV involved the evaluation of all aspects of the project and the impact on organisations and employees.

OUTCOMES

The outcomes achieved are:-

- Employer OHS System guidance material;

- Employee handbook;

- Promotion of OHS materials to industry via pamphlet;

Project work Plan for Stage III and IV

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<thead>
<tr>
<th>Tasks</th>
<th>Timeline</th>
<th>Actions Taken</th>
<th>Performance Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop tender brief for:-</td>
<td>• Tender briefs developed by 15th July 2000.</td>
<td>• CEO TTABSA developed 3 tender briefs.</td>
<td>• Reference Group endorsed briefs.</td>
</tr>
<tr>
<td>• Stage III Part I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Stage III Part II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Stage IV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertise tender</td>
<td>• Advertised in newspaper with 2 weeks closure date.</td>
<td>• Ad taken in tender section of Advertiser.</td>
<td></td>
</tr>
<tr>
<td>Arrange Reference Group to short list tenders for stages of the project</td>
<td>• Completed 25th August 2000.</td>
<td>• TTABSA developed Matrix for tender submission selection.</td>
<td>• Consultants short-listed for appropriate stages.</td>
</tr>
<tr>
<td>Tasks</td>
<td>Timeline</td>
<td>Actions Taken</td>
<td>Performance Measure</td>
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| Short list tenders and arrange consultant presentations. | • Presentations and interviews on Friday, 8th September 2000. | • Sequence of interviews completed by TTABSA and letters sent to selected consultants. | • Reference group gain consensus on selection of consultants for:-  
• Stage III Part 1  
• Stage III Part 2  
• Stage IV  
On Friday, 8th September 2000. |
| Contract Consultants to TTABSA for delivery of work and per tender. | • Contracts in place once WorkCover Incorporation enters into a contract for Stage III and IV. | • TTABSA prepares WorkCover Incorporation documentation requests. | • Consultants accept contracts and TTABSA signs with consultants. |
| Brief consultants on required outcomes and timelines. | • 6th November 2000 | • Consultants requested to attend meeting on 6th November 2000. | • Consultants meet each other. |

Clarified outcome requirements.  
Minutes of actions required form meeting – Appendix 1.
<table>
<thead>
<tr>
<th>Tasks</th>
<th>Timeline</th>
<th>Actions Taken</th>
<th>Performance Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor consultants.</td>
<td>• As per Contractual requirement 20th December 2000.</td>
<td>• Telephone calls and meetings were undertaken to ensure consultants were on target.</td>
<td>• Invoice submitted by consultants on successful completion of Stage 1 of each consultancy contract (Appendix 2 – workshop presentation and marketing material. Appendix 3 – Evaluation report and questionnaire).</td>
</tr>
<tr>
<td>Receive interim report on implementation of OHS System by TTC.</td>
<td>• As per Contractual requirement 12th February 2001.</td>
<td>• Convene working party to receive report.</td>
<td>• Report received. Sought comment from stakeholders as to further action.</td>
</tr>
<tr>
<td>Receive Progress report of evaluation of OHS Guide and Employee Materials.</td>
<td>• As per Contractual requirement 12th April 2001.</td>
<td>• Convene working party to receive report.</td>
<td>• Report received. Sought comment from stakeholders as to further action.</td>
</tr>
<tr>
<td>Receive final evaluation report</td>
<td>• As per Contractual requirement, May 2001.</td>
<td>• Report discussed with consultant.</td>
<td>Recommendations reviewed and submitted to WorkSafe Committee for acceptance.</td>
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</tbody>
</table>
Major issues that have arisen

The major issues that have arisen in Stage IV was as a result of the third evaluation report and feedback from Transport Training Centre consultant implementing a one-on-one consultancy service to enterprises implementing the OHS systems within their workplaces.

Transport Training Centre provided the following feedback gained from implementing the OHS systems in twenty-four (24) companies.

- Not enough time (4 hours) was allocated to effectively assist organizations to implement the system.
- More time is required for mentoring implementation (up to 8 hours was identified by Transport Training Centre).

The Evaluation consultant identified that this project alone would not contribute to 20% reduction in the industry levy rate as hoped in the funding proposal but:-

- Further targeting of small and medium transport companies was necessary.
- Trailing alternative support strategies such as clustering and activities through industry associations to implement OHS system.
- Trailing strategies that involve drivers in systematic OHS practices.
- Further funding required to support program implementation in regional locations and with companies that the marketing program over looked.

The report also highlighted the need to adapt the program for owner drivers, but the Owner Drivers Association of SA Ltd (formerly The Truck Operators Association of SA Ltd) already has information for implementing OHS.

NOTE: (Appendix 1 is from the Transport Training Centre reporting on the Implementation.
Appendix 2 – is the 3rd evaluation report
Appendix 3 is the final evaluation report)
Communications

The final stage of the project required the evaluation consultant to gather information from:

- All stakeholders involved in all stages of the project.
- Identify barriers to communication.
- Identify issues to improve current strategies.
- Provide feedback to members of the working group.

Progress against evaluation.

- The consultants from Transport Training Centre identified the need to extend its completion timeline for the workshops due to company holiday closure post Christmas.
- Only 24 companies implemented the OHS systems. The initial funding proposal identified 100 companies.
- Five workshops were presented as outlined within the funding proposal.
- 164 industry representatives attended the workshops.
- OHS system guidelines developed, printed and distributed.
- CD Rom with OHS guidelines and training materials distributed at National Trucking Association Conference.
- All parties to the project co-operated to achieve outcomes.

Issues

The major issues have been identified by Transport Training Centre and these include:

- Lack of time for assisting implementation within enterprise;
- Access to further WorkCover Corporation funds to assist with implementation; and
- Continue project by seeking further funds from WorkCover Corporation.
Expenditure

To date the project has not exceeded the budget for individual consultancies. Attached is Appendix 4 with a expenditure summary for Stage III and IV.
APPENDIX 1

Transport Training Centre report on Implementation
Contents

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Appendix Two – Workshop Presentation ..................................................... Error! Bookmark not defined.
Appendix Three – Pilot Program Participants Details ............................. Error! Bookmark not defined.
Executive Summary

This report is intended to detail all facets of the Transport Training Centre's involvement in the effective implementation of Occupational Health and Safety system guides for employer and employees within the road freight industry in South Australia.

It will provide an insight into how the stages in this project that were undertaken by the Transport Training Centre were successfully managed and executed. It will also provide invaluable information and lessons on how the marketing, facilitating of workshops and mentoring of the pilot program participants occurred.

More importantly it will make recommendations on how the momentum of this project coupled with the quality of the material that was developed for its use can be further exploited and leveraged upon.

There is a real opportunity to further maximise the benefits and encouraging results of this project through additional marketing and promotion of the invaluable material contained within the OH&S systems guides.

Quite simply with further funding resources the acceptance and uptake rate of this material within an industry sector that has previously floundered in its Occupational Health and Safety (OH&S) claims performance and history can be significantly improved.

We believe the results of this project in implementing the uptake and use of the OH&S management systems within participating pilot organisations will demonstrate and warrant the need for further funding to be made available to continue this important initiative and the change momentum that it is able to generate.
Introduction

The Transport Training Centre has been engaged by the Transport Training Advisory Board on behalf of the Safer Industries Road Freight Transport Industry Occupational Health and Safety committee to promote and implement the use of an Occupational Health and Safety (OH&S) systems guides within South Australian road freight enterprises.

This report will detail all stages of the project that the Transport Training Centre has been tasked with, which in outline were,

- Development of an Industry targeted marketing strategy for the uptake and implementation of the Employers OH&S guide and Employees booklets

- Development of workshop materials via PowerPoint presentation to explain what is an OH&S system and how to use the resource material available.

- Co-ordinate and conduct three city and three country locations workshops.

- Provide workplace consultancy services of half day each to fifty organisations

- Gather information on company uptake and issues associated with implementation of the OH&S management system.
Marketing Strategy

The objective of the marketing strategy was to target small to medium sized road freight transport industry enterprises for the uptake and implementation of the OH&S employers manual and transport workers guide to keeping safe at work.

Marketing was primarily achieved through the development of an information / promotional flyer (appendix one) which detailed information about the systems approach to OH&S, the outcomes and benefits of effective implementation of an OH&S management system, venues, timings of workshops and registration form for intending participants.

Some five hundred flyers were produced and subsequently sent out to three hundred and sixty organisations that were specifically targeted via the Transport Training Centre and WorkCover databases as organisations that fell into the targeted industry group.

The mail out of the flyers occurred at the beginning of January 2001 with the initial response from the targeted organisations being meagre. Of the initial mailout eight flyers were returned by Australia Post as the recipient organisations were no longer at the recorded address.

Further marketing and promotion of the workshops and material was facilitated through the electronic posting of the promotional flyer on the Transport Training Centres website, enabling an online booking facility for intend participants to register for the workshops.

The South Australian Road Transport Associations "Friday Fax" newsletter also ran an extensive article promoting the workshops and the need for an effective OH&S management system within its member organisations.

In order to ensure that organisations from the databases had received the promotional flyer a follow up phone call was placed to recipient organisations that did not initially respond to the marketing flyer. This task proved more difficult than what was anticipated, the issues associated with this action were,
• The marketing flyer had been addressed to the organisation and not specifically the manager or coordinator responsible for OH&S and had not reached the relevant representative, which resulted in flyers being resent by post or fax.
• A number of organisational contacts when spoken to, elected to call back at a later stage on their intent to attend the workshops, very few did.
• A number of organisational contacts were either not interested or too busy to attend the workshops.
• Some organisations had answering machines where the purpose of the follow up call was left but doubtful that any did actually respond further to the workshops.
• Some phone numbers proved extremely hard to find as the databases did not contain this information and it was a tedious process ascertaining correct contact numbers.

During the follow up phone call process there was minimal response from organisations located on the West Coast with only one company (Kimba Transport) actually registering for the workshop at Port Augusta. This response resulted in the cancellation of the intended workshop and the posting out of the Employers Manual and Transport Workers guide to Kimba Transport with the offer of further advice if needed.

The remaining five workshops received fairly strong interest from registering participants and were viewed as viable to proceed with. The Table below details the initial registered response, location and timing of the workshop. There appeared to be no overwhelming preference for a particular time of the day for the workshop that was consistent amongst the metropolitan participants.

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Time</th>
<th>Registered participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/2/01</td>
<td>Regency Park</td>
<td>10.30am</td>
<td>42</td>
</tr>
<tr>
<td>7/2/01</td>
<td>Mount Gambier</td>
<td>10.30am</td>
<td>22</td>
</tr>
<tr>
<td>14/2/01</td>
<td>Regency Park</td>
<td>11.30am</td>
<td>44</td>
</tr>
<tr>
<td>21/2/01</td>
<td>Regency Park</td>
<td>1.30pm</td>
<td>46</td>
</tr>
<tr>
<td>22/2/01</td>
<td>Berri</td>
<td>10.30am</td>
<td>10</td>
</tr>
</tbody>
</table>
In total one hundred and forty four registrations were received from approximately eighty-eight organisations for the five workshops. The demographics of the registered participants was broad and comprised of industry operators, industry trainers, industry consultants, Claims agents, labour hire providers, industry suppliers, Government departments and Government regulators.

Workshop Materials

Much consultation had occurred between the workshop facilitator and the executive officer of the Road Freight Transport Industry OH&S committee in formulating the information and approach of the workshops.

A seventeen slide PowerPoint presentation was prepared (appendix two) detailing all the necessary background information on the material and how it can be used to meet the OH&S needs of the participating organisations. A small group exercise was also incorporated into the presentation, thus allowing maximum practical participation and interaction amongst the participants in understanding the OH&S management systems approach and application.

Conduct of Workshops

The workshop duration was estimated to be approximately one and a half hours, and varied slightly, depending on the interaction and questions posed during each workshop.

Attendance by registered participants was at times disappointing with a no-show percentage of approximately 20% to as high as 50% in Mount Gambier. This issue alone reflects the commitment and priority that some industry organisations have toward OH&S.

During the conduct of the workshops there were only a few issues encountered and raised with the facilitator being,

- A perception that the pilot program would entail WorkCover coming into and auditing participating organisations worksites. This misconception was quickly overcome by
stressing that it was the Transport Training Centre personnel that would be undertaking the facilitation of the pilot program.

- Was there a link between the management system and its ability to meet the needs of varying levels of organisational OH&S compliance to the Safety Achievers Bonus System? When it was advised that there was not a link, one participant questioned as to what incentive is there in adopting a management systems approach.

- For organisations that operate nationally is the OH&S management system able to meet and satisfy all state and territory requirements. It was highlighted that there were some differences in the OH&S Acts and Regulations between states and territory's.

All five workshops were well received with positive feedback received verbally and via the evaluation questionnaire that was undertaken at the conclusion of each workshop.

In total some one hundred and three participants had attended the five workshops and twenty organisations had signaled their willingness to participate in the pilot program.

**Workplace Consultancy**

From the workshops and further marketing activities in the West Coast by the Transport Training Centre, twenty-six enterprises had stated their intent as willing to be a participant in the pilot program. Two organisations in TNT and Fox Freightlines subsequently deferred their involvement in the program for the time being.

Initially the Transport Training Centre had tendered that mentoring would occur for fifty organisations of approximately four hours each. Given the circumstances that we had easily generated interest from twenty six organisations for this service and now had obtained and fully understood the content of the material contained in the OH&S management system. It became apparent that the allocation of four hours may not be enough to take the participating organisations effectively through the steps in implementing an OH&S action plan and management system.
It was agreed amongst the mentor team that in order to meet the time schedule of the project and the need for where possible more time had to be spent with the participating organisations in the pilot program. That mentoring could occur over two sessions and up to a total of eight hours where logistically possible.

At writing of this report all participating organisations have had one visit with a small number scheduled for a final visit over the coming weeks.

Two experienced personnel in Darryl Johnston and Paul Fay from the Transport Training Centre were tasked with providing the mentoring services to the participating organisations. (Appendix Three details the participating organisations, their contact details, mentor and mentor dates)

A standard approach was agreed upon by the two mentors, whereby the OH&S management systems audit tool contained in the Cd Rom would be utilised during the process. In brief the steps that would be followed during the workplace consultancy were,

**Step One** – The establishment of an audit team, which was encouraged to contain representation from both management and employees. In particular it was requested that an OH&S representative, union delegate or employee representative be made available for the process in order to facilitate the consultative process necessary for successful implementation of an OH&S management system.

**Step Two** – Required the modification of the audit tool to suit the size and activities that the enterprise conducted. The audit tool was modified as the mentoring occurred.

**Step Three** - Entailed working through each section of the audit tool and undertaking a depot inspection to collect evidence of compliance and identify hazards within the workplace.

**Step Four** – Resulted in the recording of recommendations for improvement.

**Step Five** – Required the formulation and development of an action plan specifically tailored to meet the needs of the participating organisation.
During the site visits it became apparent that the material produced for this project was not being utilised to its utmost ability. Many participants had not explored the Cd Rom material and really do need further mentoring and assistance to implement an effective OH&S management system approach within their organisations.

Of the participating organisations in the pilot program only five of them have a OH&S management system currently in place which will require minimal further assistance. The majority of organisations will need further assistance and training for their key personnel (managers / supervisors, OH&S coordinators and OH&S representatives) to enable them to effectively implement their action plans.

Should further assistance not be provided it is feared that the organisations requiring it will regress and this initiative will not succeed any further than the current level.

As a secondary issue or benefit during the mentoring activities it was noted that additional interest was being displayed by other industry operators as to the benefits of the program and material through word of mouth amongst participants and other enterprises within industry.
Recommendations

From the whole process that the Transport Training Centre has been involved in with this project, the following recommendations are made to further leverage off the success and inroads that the OH&S management systems material, workshops and pilot program have made within the Industry.

4. Provide much needed further onsite mentoring in implementation of the action plans of organisations that participated in the pilot program.

4. Further marketing and mentoring opportunities are present within the industry and have been generated by the mentoring activities as word spread between like industry operators on this project.

4. There is an opportunity to further selectively market the material and its implementation to organisations that did not initially attend the workshops and receive the material. Such as re-targeting operators in areas such as the West Coast more effectively and with renewed vigor.

4. Organisations with poor performance in OH&S that have not received the material or mentoring could be specifically targeted and encouraged to implement the material and participate in mentoring of the system within their organisation.

4. Scheduling of further workshops in the metropolitan area for organisations that did not attend, after registering to or were going to call back or declined due to other commitments.

4. Provide further mentoring services to organisations that deferred the pilot program or organisations that become willing to participate after attending further scheduled workshops.

4. Make available further workshops / education sessions specifically on material of great interest and use that is contained within the Cd Rom to participants that came along to
the initial workshops. ie system audits, hazard identification and risk assessment, depot inspections, accident investigation and reporting.

4Target new enterprises and organisations within the industry that commence operations in South Australia to avail themselves to this material and implementation mentoring, thus capturing start-up and greenfield sites from initial inception.

Summary

In summary this project has been of considerable success but can be of even greater success with further funding to follow up on the issues and recommendations that have been made within this report.

The Transport Training Centre believes the marketing of the workshop, facilitation of the workshops and the mentoring that was involved in the pilot program have contributed significantly to the ability of participating organisations to meet their duty of care, manage hazards and implement an effective OH&S management system.

The material that has been developed for the industry in the manuals and Cd Rom is first class. It is our opinion that it warrants and deserves further funding to promote its implementation amongst all industry operators.

We believe that if our recommendations are acted upon it will ultimately lead to achieving the goals that this whole project and material were intended for by significantly improving the industry performance of an industry that has a historically poor record in Occupational Health and Safety.

To specifically address the pilot program organisations needs and issues through further mentoring of one to two days duration in implementing their action plans would cost a further $33,000.00. This proposed additional mentoring service would deliver an OH&S management system at a medium to advanced level amongst the participating organisations that have been identified through this project as being proactively interested in improving their performance.
APPENDIX 2

3rd EVALUATION REPORT
Third Progress Report

Evaluation of OHS Guidance Materials for Management and Employees and their Implementation within the Transport Industries in SA

for the

Road Transport Industry OHS Committee

prepared by

David J Foreman & Associates

April 2001
Second Progress Report
Evaluation of OHS Guidance Materials for Management and Employees and their Implementation within the Road Transport Industries in SA

1. **INTRODUCTION**

The two previous progress reports described the proposed evaluation approach and documentation. This report covers the progress evaluation of the workshops conducted by the Transport Training Centre.

The mentoring for individual companies is almost complete. Interviews with a selection of these companies and their employees will be conducted in late April. The final report will be completed as soon as possible after the interviews have been completed.

The evaluation is based around the focussing questions which are listed below for reference.

2 **FOCUSSING QUESTIONS**

The following are initial focussing questions which have guided the development of the evaluation approach.

- How useful did the participating companies find the guidance materials? What actions/changes did they make in company operations when using the materials?

- How useful did the employees find their guidance material? Did it assist them to participate in workplace improvements in OHS? What improvements could be made to the materials?

- How have individual companies implemented an OHS management system? Which elements are implemented, and in what sequence? What are the benefits and costs so far? What involvement have employees had in consultation and implementing the elements?

- What have been the outcomes of the workshops and consultancy services? What processes assisted the companies? Was this assistance appropriately targeted and sufficient?

- What further implementation, if any, do the companies propose to make (after the project completion)? What assistance will they be seeking and from whom?

- How have the materials addressed specific industry issues? What changes have been made by individual companies (to meet their circumstances)? What improvements could be made to the materials?

- How appropriate was the materials development approach? Did the trialing reflect the final implementation?

- In what ways has the project contributed to the goals of the SAfer Industries Road Freight Transport Industry Strategic Plan? Are there measurable outcomes?

Only some of these focussing questions are addressed by this report. Answers to many of the questions will be provided in the final report.
3. INFORMATION AVAILABLE AS BASIS FOR THIS REPORT

This interim report is based on a number of forms, observations and conversations about the workshops:

- Workshop enrolment details (from Transport Training Centre)
- Participant's Feedback - Workshops (see Attachment C)
- Presenter's Feedback - Workshops (see Attachment C)
- Evaluator's Observations from two workshops
- Telephone conversation with participant from the first workshop
- List of companies who registered an interest in the mentoring (from Transport Training Centre

The Participant's Feedback sheets for each workshop have been summarised by workshop to identify any differences between workshops (see Attachment A). The Presenter's Feedback sheet has been compared with the workshop summaries to identify any correlation in the information provided. The Participant's Feedback sheets have been summarised for all workshops.

4. PILOT ACTIVITIES TO DATE

This section describes the activities observed and recorded and data collected during the period from approval of the materials to completion of the workshops. Detailed statistics on the workshops and participant comments are provided in Attachment A.

4.1 Approval and Printing of the Materials

Final approval of the materials for this project was given by the Road Transport Industry OHS Committee in December 2000, subject to final edit. The Employer's Manual and Employee's Handbook were delivered in the first week of February, just prior to the first workshop.

This delivery date was later than scheduled under the revised project plan. The workshops were shifted from late 2000 to February 2001 when it became obvious that the materials preparation and printing stages were running late.

4.3 Marketing of the Workshops

From late January 2001, the Transport Training Centre approached 383 target companies initially by letter with an enrolment brochure titled "Employers System Guide for the Transport Industry". Many were followed up by telephone, sometimes fairly close to the scheduled workshop date.

Some people have requested the materials from information provided on the brochure, without attending the workshops from the Transport Training Centre and from the Transport Training Advisory Board SA Inc. Exact numbers of materials distributed have not been recorded.

4.4 Enrolments and Attendance

162 enrolments were received for 5 workshops, based on information provided by the Transport Training Centre. One of these enrolments appears to be a duplication. Two people attended
without enrolment. A sixth workshop at Port Augusta was cancelled due to low enrolments.

The enrolments came mainly from transport companies. Other enrolments came from consultants, workplace inspectors, an industry association, a transport trainer and a public servant.

Actual attendance was considerably lower at 101. In one session attendance was 50% of enrolments.

Distribution of the materials was a key outcome of the workshops. Many participants asked for and were given a number of copies of the Employee's Guide for their company to distribute. It is expected that some materials will be used by companies not participating in the pilot program. This will be investigated as part of the final stage of the evaluation.

4.5 Feedback from Workshops

Participants' reactions were obtained through a feedback form. In addition, the presenter provided feedback on another form. Copies of these forms are provided at Attachment C. This feedback is discussed in more detail in Sections 5 to 7.

4.6 Distribution of Employees Guide

Many copies of the Employee's Guide are being distributed through the Transport Workers Union officials and delegates. A feedback form has been provided to the union to obtain feedback from a sample of workers who have received the Guide.

No feedback forms have been returned at the report date. These comments will be included in the final report.

4.7 Industry Interest in Mentoring

A number of companies expressed interest at the workshops in participating in the pilot program. Some approaches the presenter with their contact details. This indicates a positive reaction to the information presented and to the materials. In all 50 companies stated on the participant feedback form that they wanted to participate.

Four companies on Eyre Peninsula who did not attend the workshop expressed interest in participating in the pilot program.

From the workshop presenter's preliminary discussions with the companies expressing interest, it was clear many did not have more than a basic form of an OHS management system. This was confirmed by the evaluator's discussions with some of the participants during the workshops. Given this background, it was considered that the time allowed for mentoring with each company in the project proposal was too small. It was proposed that many companies involved in the mentoring should receive two visits to ensure better project outcomes.

Therefore, with the consent of the Project Management Working Party, the number of participating companies was reduced to 24. This leaves a number of companies who expressed an interest in the pilot program without mentoring support.
Two people from the Transport Training Centre have delivered the mentoring, including the workshop presenter. Other than for one company mentored jointly, a mentor has been assigned to deliver all the mentoring for that organisation.

The timeframe between the completion of the workshops on 22 February 2001 and the reporting date of 23 April 2001 is quite limited. This has meant that some companies have had limited time to receive the mentoring and some were still receiving mentoring during the week ended 20 April 2001.

4.8 Evaluator's Observations

The evaluator has attended two workshops and made observations which are included in Attachment A and below. Discussions with participants revealed that generally they had limited OHS management systems. There was a genuine desire to comply with legislation and to improve OHS performance.

There are a small number of road transport companies who have considerable OHS management systems. Some participate in the SABS scheme. The evaluator and the workshop presenter were both asked about the relevance of the materials to these companies and links to the SABS scheme.

The evaluator has maintained contact with the workshop presenter throughout the workshops and mentoring to obtain the feedback forms and other data. It has been obvious that the timelines for this part of the project have been barely achieved. For example, follow-up of companies to attend the workshop has continued until a few days before the workshop, and the mentoring is still continuing near the completion of the project.

The timeframe for the project was adjusted in the latter part of 2000 by WorkCover, with the specific statement that no additional time would be allowed for the project.

5. COMMENTS ON PROCESS

As mentioned above, the time available for the latter stages of this project after delays in earlier stages has meant that arrangements for the workshops and the mentoring have been constrained. While final evaluation is not complete, it could be expected that this "last minute rush" may have limited the project outcomes.

The project process as designed has been linear, with each activity following the previous. This is based on a project design that focuses directly on the target companies. This has been considered the most effective way to conduct the project. The interest in this project is far wider than the nominated companies and the outcomes have the potential to influence relationships between WorkCover and the industry for some time. The wider industry needed to be considered in the project design.

For example:

- many of the larger companies are interested in the project, eg the ideas coming from the materials, application for smaller depots etc.
- the industry is quite complex, with different sub-sectors, sub-contractors, suppliers, consultants and trainers. In addition, there are several industry associations. Some of these other groups have the potential to influence the project outcomes and provide marketing channels.
- the Transport Workers Union has widespread contacts with the industry. However, its network, as with all unions, takes some time to become acquainted with industry projects such as this.
The Road Transport OHS Committee was formed to bring many of these industry interests together. However, use of the networks represented takes some time, which this project did not have in the final stages. Also, there did not seem to be a plan to involve some parties such as workplace inspectors, consultants and trainers. Consultants and trainers are quite difficult to engage, because they are a diverse group, but they influence the decision-makers in most industries.

The process has not tested some alternatives to the delivery methods selected. For example:

- Would a more interactive approach in the workshops (especially the country ones) produced better results?
- Would the formation of networks to address OHS management system implementation, possibly with the cooperation of industry associations, provide a longer lasting initiative than mentoring? Would the industry cooperate at this level? Would WorkCover fund support for this type of approach over a longer time?

These questions will be explored further during the final round of interviews.

The process so far has raised interest across the industry. This is confirmed by the attendance at the workshops of people from across the industry. This interest needs to be engaged by the Committee. For example, a short article on links between the materials and SABS would address the needs of some companies with existing OHS management systems.

6. DISCUSSION ON FEEDBACK

During the evaluation of this phase of the OHS Guidance Materials Project, several themes have emerged. These are discussed in preliminary terms, as the final evaluation process may identify additional information that could impact on the evaluation findings. The feedback forms are summarised in Attachments A and B.

6.1 Marketing

The summaries of feedback from workshop participants indicate that marketing of the workshops received the lowest ranking of 7.66. This and other low rankings have been examined in more detail. For example:

- 27 participants ranked "marketing" lower than their other scores
- 13 ranked "relevance" lower than other their scores
- 9 ranked "expectations of workshop" lower than their other scores.

The marketing of the workshops was the weakest part of the process for a significant number of participants. This will be explored further during final interviews.

It appears that "relevance" and "expectations of workshop" may be related to marketing. If 13 people felt that OHS management systems were of low relevance to them, then they may not have been the right people to attend from their organisation. The brochure did not indicate who should attend the workshop.

The brochure and or telephone follow up may not have been specific enough about the workshop for some people.
6.2 The Workshops

The evaluator's experience indicates that good quality training delivery will be ranked at an average in excess of 8 by most industry groups. In this case the ranking averaged at 8.67 for quality of presentation and 8.58 for quality of information.

Nevertheless, about 4 participants were quite dissatisfied with the workshops. Again, this is quite typical in an industry wide situation. Ideally, these people should be followed up, but they are not likely to give genuine answers if they put their names to the feedback form.

For country workshops, care needs to be taken with the venue, ie not too large or noisy. It is recognised that the number of potential venues in many country centres is small.

There was attendance from organisations beyond the target companies. Special session(s) or approaches for these groups may have enabled the Committee to target their influence within the industry.

6.3 The Materials

From the 92 feedback forms, 91 comments were positive. The one negative comment was that the materials were still too complex. The evaluator's understanding is that the components of the Employer's Manual are at the minimum required to address the OHS legislative requirements.

The 91 positive comments were at times fulsome in their praise. For example:

- Impressed by materials, should be a great help
- Very professional, easy to read
- Excellent, the best I have experienced and I have seen a few
- Just what I was looking for to inspire me
- Very good, (from 16 participants)
- Excellent, (from 12 participants).

All comments are documented in Attachment A.

Subject to feedback from the companies involved in the mentoring, it would appear that that materials are in the appropriate format and have the potential to make a significant contribution to the development of OHS management systems in the road transport industry.

6.4 Mentoring

Of the 50 participants who expressed an interest in the pilot mentoring at the workshops, 20 companies have agreed to be involved in the mentoring. It should be recognised that some companies sent more than one person to the workshops.

As discussed above, there is potential for more assistance to be given to a wider group of companies, possibly by an alternative delivery method.

7. INTERIM CONCLUSIONS
The following interim conclusions have been drawn:

- The positive reactions to the materials and the requests for copies indicate that they are appropriate and relevant to the industry. This needs to be confirmed through the outcomes from mentoring.

- The time constraints in the latter stages of the project may have had an adverse impact on the project outcomes. Further information will be sought in the final interviews.

- The marketing process has been reasonably successful, but has had some weaknesses that have produced unintended results.

- There is an unmet interest in the materials and mentoring, which should be promptly addressed if the Committee is to maintain a positive image in the industry. It is recommended that the Committee commence immediate planning for follow up work.
ATTACHMENT A

SUMMARY OF RESPONSES

A.1 Workshop - Transport Training Centre, Adelaide - 6 February 2001 at 10.30 am

A.1.1 PARTICIPANT RESPONSES [n=20]

One response from this workshop did not answer the questions but provided general comments only.

Relevance of workshop to you?

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Was the workshop what you expected?

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Quality of information presented?

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Prepared for Road Transport Industry OHS Committee by DJFA- April 2001
### Marketing of the workshop?

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Also one form response not provided

### Suitability of venue?

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### Other times of the day better suited?

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<tr>
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### Will you be taking up the program?

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### OTHER PARTICIPANT COMMENTS

(a) About the Materials

- Good, 4 responses
- Excellent, 4 responses
- Excellent, targets transport industry very specifically
- Very helpful
An excellent place to start
Very good, comprehensive & detailed
Comprehensive package
Very informative
Well done
Very easy to read and understand
Too much information still - needs to be simpler

(b) Improvements in workshop

Suggest defining what is a system in general terms [edited]

A.1.2 PRESENTER'S COMMENTS

(a) Issues Raised During Workshop
Nil

(b) Suggestions for Improvement

Uptake rate in pilot course maybe minimal if participants are not assured that it is not WorkCover coming to criticise/reprimand them - alleviate fear during subsequent sessions

Stress Transport Training Centre doing the mentoring

Feedback as per C. Yiallourous & D Foreman suggestions for improvement to be included in subsequent workshops [these were mainly about organisation, presentation etc and not major]

(c) Other Comments

17 evaluation forms returned, 23 attended, can account for 22.

13 companies identified as not attending [were followed up by TTC to ask them to later sessions]

A.1.3 EVALUATOR'S COMMENTS

This was the first of the series of sessions and minor difficulties needed to be addressed. The evaluator was present at this session.

Comments on scores from individual sheets:
Six forms marked "marketing" lower than their other scores.
Three forms marked "relevance" lower than their other scores ie not associated with their work?
Two marked "quality of presentation" lower than their other scores.
One form marked "expectations" lower than other scores.
One form marked "overall satisfaction" quite low.
A.2 Workshop - Southgate Motel, Mount Gambier -
7 February 2001 at 10.30 am

A.2.1 PARTICIPANT RESPONSES [n=12]

Relevance of workshop to you?

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Was the workshop what you expected?

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Quality of information presented?

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One form not completed for the question above

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Prepared for Road Transport Industry OHS Committee by DJFA- April 2001
Will you be taking up the program?

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OTHER PARTICIPANT COMMENTS

(a) About the materials

Good
Impressive, 2 responses
Very good, 2 responses
Excellent
Modern - up to date, well presented [edited]

(b) About the presentation/workshop

More enthusiasm from presenter - more involvement of attendees
Enjoyed the practical activity! very good at helping understand
Seating arrangement, tables would have been good
Close the door [distractions?]
No need to go through what is on the CD Disk, just need the slide to advise what equipment is required
Excellent as is - could do with better marketing
A.2.2 PRESENTER'S COMMENTS

(a) Issues Raised During Workshop
   Nil

(b) Suggestions for Improvement
   Nil

(c) Other Comments
   Only 50% of intended participants attended workshop.

A.2.3 EVALUATOR'S COMMENTS

This session has different pattern of scoring from others.

Comments on scores from individual sheets:
   Five forms rated "expectations of workshop" lower than their other scores
   One marked "relevance" lower than their other scores.
   Three marked "marketing" lower than their other scores.
   Two marked "suitability of venue" lower than other scores and commented on it. This is surprising at the Southgate Motel has a good reputation, and has been used by the evaluator.
A.3 Workshop - Transport Training Centre, Adelaide -
14 February 2001 at 10.30 am

A.3.1 PARTICIPANT’S RESPONSES [n=28]

Relevance of workshop to you?

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Was the workshop what you expected?

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Quality of presentation?

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Quality of information presented?

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Your overall satisfaction?

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Marketing of the workshop?

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Suitability of venue?

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Other times of the day better suited?

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Comments re other times:

- after 6 pm
- some people may prefer a night session
- early morning or late afternoon
- first thing between 7.00 - 8.30 am

Will you be taking up the program?

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OTHER PARTICIPANT COMMENTS

(a) about materials

Easy to understand, 2 responses
Excellent, 5 responses
Good, 4 responses
Very good, 4 responses
Very informative, 3 responses
Good starting point, 2 responses
Impressed by materials, should be a great help
Informative
Comprehensive and detailed
Well presented
Very useful
Very professional, easy to read
Well set out
Happy with materials

(b) about topic areas

Emphasis where fatigue management fits into OH&S. This is one area of senior management function to be looked at: QA/Mass Management/Trucksafe/Maintenance/ Accreditation
Photos maybe of [sic] incidence involving accidents & how to better employees work practices.
Fatigue management
All covered well in 2 hours.
Formal training available in OHIS for company employees.
Responsibilities of the Safety Committee to enact policies and procedures. What are the legal ramifications?

(c) about workshop

More emphasis in "selling" the concept. There should be no excuse for not having OH&S installed.
Need more time understand setting up & responses [sic].
Breaking into small groups and reporting back to main group was an effective way of quickly covering the content of the course. Time effective crash course regardless of what level the group was at. Well done!
Happy with presentation as prepared.
All participants to "network" by introducing name tags.
Well done.
Workshop section summaries do not need to be summarised.

A.3.2 PRESENTER'S COMMENTS

(a) Issues Raised During Workshop

Was the varying levels of SABS aligned to the varying levels of information contained in the CD-ROM. ie basic, intermediate, advanced? Responded, no

(b) Suggestions for Improvement

Nil

(c) Other Comments

29 participants, only 28 evaluation forms
A.3.3 EVALUATOR'S COMMENTS

Comments on scores from individual sheets:
   Eight forms marked "marketing" lower than their other scores.
   Three forms marked "relevance" lower than their other scores.
   Three forms marked "expectations of workshop" lower than their other scores.
   Two forms marked "quality of presentation" lower than other scores.
   One form marked "overall satisfaction" quite low.
A.4 Workshop - Transport Training Centre, Adelaide - 21 February 2001 at 1.30 pm

A.4.1 PARTICIPANT'S COMMENTS [n=22]

Relevance of workshop to you?

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Was the workshop what you expected?

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Quality of information presented?

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Your overall satisfaction?

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Marketing of the workshop?

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Suitability of venue?

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Other times of the day better suited?

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<th>Yes</th>
<th>No</th>
<th>Anytime</th>
<th>Not Stated</th>
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<tr>
<td>3</td>
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Comments re other times

Start or end of day
4.30 - 5.00 pm

Will you be taking up the program?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Unsure</th>
<th>Please discuss</th>
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One comment: Not appropriate for our organisation, but would sure recommend it to client organisations

OTHER PARTICIPANT COMMENTS

(a) about materials

Good, 4 responses
Very good, 8 responses
Excellent, the best I have experienced and I have seen a few
Simple well presented tools
Relevant
O.K.
Just what I was looking for to inspire me
Pretty well set up
Easy to understand
Very helpful and suitable
Satisfactory
Well presented
(b) about topic areas

National WorkCover rulings
Who can help with documentation of system
Legal requirements

(b) about workshop

Climate control more effectively (it was freezing)
National focus rather than only S.A.
Some lingo not user friendly, personally I found it fairly simplistic
Workshop the development of a policy etc
Slightly longer presentation, allowing greater depth in subject
Go into depth of one or more topics if time permits
WorkCover participation

A.4.2 PRESENTER'S COMMENTS

(a) Issues Raised During Workshop

Is there a link with the systems approach to current SABS Program. What incentive is there if there is no link

For organisations that operate nationally is the system able to meet & satisfy all state and territory requirements

(b) Suggestions for Improvement

Nil

(c) Other Comments

28 participants, only 26 registration forms, 22 evaluation forms received.
One company expressed desire to join pilot program

A.4.3 EVALUATOR'S COMMENTS

Comments on scores from individual forms:
Nine forms marked "marketing" lower than their other scores.
Five forms marked "relevance" lower than their other scores.
Three forms marked "expectations of workshop" as low or lower than their other scores.
Two forms marked "quality of information" lower than their other scores.
A.5 Workshop - Berri Hotel, Berri - 22 February 2001 at 10.30 pm

A.5.1 PARTICIPANT'S COMMENTS

Relevance of workshop to you?

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Was the workshop what you expected?

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Quality of presentation?

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Quality of information presented?

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Your overall satisfaction?

Prepared for Road Transport Industry OHS Committee by DJFA- April 2001
Marketing of the workshop?

<table>
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No answer 1
Suitability of venue?

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Other times of the day better suited?

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<td>1 (night time)</td>
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Will you be taking up the program?

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<tr>
<th>Error! Bookmark not defined. Yes</th>
<th>No</th>
<th>Unsure</th>
<th>No answer</th>
<th>Please discuss</th>
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OTHER COMMENTS

(a) about materials

Easy to understand
Good, 4 responses
Very good
Excellent, 2 responses
Easy to follow

(b) about workshop

No written tests [this is comment by a person who found the exercise difficult from a comprehension viewpoint. Raises issue of literacy level required to understand the manual]

A.5.2 PRESENTER'S COMMENTS

(a) Issues Raised During Workshop
Nil

(b) Suggestions for Improvement

Nil

(c) Other Comments

6 transport companies represented, 4 confirmed to join pilot, other 2 likely.
2 participants potentially had LL&N problems.

A.5.3 EVALUATOR'S COMMENTS

The evaluator was present at this session. The room provided by the venue was too large, it being capable of seating 80 to 100 people, while 10 were present.

The overall atmosphere at this workshop was positive, with the smaller companies appreciating the opportunity to ask questions, especially over morning tea. This session could have led to a longer workshop for interested people.

One person was obviously unhappy, as indicated his reactions on the day and by feedback sheet.

Comments on scores from individual forms:
One form marked "marketing" lower than other scores.
Two forms marked "relevance" lower than their other scores.
One forms marked "expectations of workshop" as low or lower than other scores.
ATTACHMENT B

TOTALS OF PARTICIPANT RESPONSES
[n=92 generally]

Relevance of workshop to you? (average rating 8.58)

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Was the workshop what you expected? (average rating 8.27)

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Quality of presentation? (average rating 8.67)

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Quality of information presented? (average rating 8.58)

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Your overall satisfaction? (average rating 8.74)

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Marketing of the workshop? (average rating 7.66)

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One form not completed
Suitability of venue? (average rating 9.40)

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Other times of the day better suited?

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Will you be taking up the program?

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<th>Unsure</th>
<th>Please discuss</th>
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Other responses:

- Yes probably: 1
- Not stated: 6
- Not applicable: 1
- Will refer to clients: 2
ATTACHMENT B

WORKSHOP EVALUATION FORMS

the two forms are provided on the following pages.
OHS Materials for the Road Transport Industry - Workshops

Participant's Feedback

Date ___________ Location ______________________ Time

The Workshop

1. Relevance of workshop to you? 1 2 3 4 5 6 7 8 9 10
2. Was the workshop what you expected? 1 2 3 4 5 6 7 8 9 10
3. Quality of presentation? 1 2 3 4 5 6 7 8 9 10
4. Quality of information presented? 1 2 3 4 5 6 7 8 9 10
5. Your overall satisfaction? 1 2 3 4 5 6 7 8 9 10
6. Marketing of the workshop? 1 2 3 4 5 6 7 8 9 10
7. Suitability of venue 1 2 3 4 5 6 7 8 9 10

Are there other times of the day that better suit you to attend workshops? yes / no
If yes, please list better times.

List any topic areas not covered that would be of value to your company:

Suggestions for improvements in workshop:

Setting up the System

What are your first impressions of the materials?

Will you be taking up the program? (Circle options) Yes No Unsure Please discuss

Other Comments Use back of sheet, or attach another sheet if faxing it. Thanks!

Please hand to the presenter or return to David J Foreman & Associates, 122 Davenport Tce Seacliff

Prepared for Road Transport Industry OHS Committee by DJFA- April 2001
Park, 5049 or fax to 08 8296 1731.
Presenters Feedback of Workshop for session:

Date ________  Location

Presenter's Comments

1. Issues Raised during Workshop

2. Comments Relating to Specific Company

3. Suggestions for improvements

4. Other Comments

Use back of sheet if required, Thanks!

Please return to David J Foreman & Associates, 122 Davenport Tce Seacliff Park, 5049 with participant comments.
APPENDIX 3

FINAL EVALUATION REPORT
Final Report

Evaluation of OHS Guidance Materials for Management and Employees and their Implementation within the Transport Industries in SA

for the

Road Freight Transport Industry OHS Committee

prepared by

David J Foreman & Associates

May 2001
## Final Report

**Evaluation of OHS Guidance Materials for Management and Employees and their Implementation within the Road Freight Transport Industries in SA**

### CONTENTS

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<th>DESCRIPTION</th>
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<td>3.</td>
<td>The SAfer Industries Program</td>
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1. KEY POINTS

This report summarises the evaluation of the project to develop and implement OHS Guidance Materials for Management and Employees in the Road Freight Transport Industry in South Australia. This project has been funded under the WorkCover Corporation Grants Scheme.

The development process consisted of four Phases as follows:
Stage 1: Review OHS standards and support documentation applicable for this project.
Stage 2: Develop and trial draft systems guidance materials for employers and employees,
Stage 3 - Part 1: Desktop publish and print materials developed in Stage 2
Stage 3 - Part 2: Implement materials within Road Freight workplaces,
Stage 4: Evaluate effectiveness of the guidance materials in relation to measurable OHS improvements.

Four consulting organisations completed different phases.

This report and the three interim reports have evaluated various components of the project. This report summarises the project findings.

The outcomes from the project can be summarised as:
1. The development and distribution of widely accepted, high quality OHS management systems materials for employers and employees in the Road Freight Transport Industry.
2. Delivery of five workshops which effectively promoted the materials and pilot support services
3. Pilot mentoring and consulting activities based on the materials which indicated that there is a good demand and high need for these services, especially among smaller companies.

This evaluation concludes that there is an urgent need for additional support work that ensures the outcomes of this project are established in the Industry. This project demonstrates that changed OHS practices can be implemented leading to improved OHS outcomes.

However, this project alone is insufficient to achieve the goal of 20% reduction in the Industry levy rate. Rather the overall industry strategy involving a number of projects, as well as the ongoing work recommended in this report are likely to achieve this goal.

Recommendations

The following recommendations are based on the evaluation described in this report:

1. As stated in the conclusion 9.2(a), there is an urgent need to complete the mentoring and other support activities for companies who have participated in the workshops and/or mentoring.
   This further project should:
   (i) target small and medium transport companies.
   (ii) trial alternative support strategies such as clustering, and activities through industry associations.
   (iii) trial strategies that involve drivers in systematic OHS practices.

   There should be a coordinated program to assist the industry, which should include the WorkCover industry consultants working with individual companies, DAIS Workplace Services personnel and any innovative activities sponsored by the Industry OHS Committee, which are funded by WorkCover grants.

2. Funding should be sought to expand the promotion and support program to other areas of the
Industry. These areas should include:

(i) Other country areas and
(ii) City road freight transport companies not reached during the previous Adelaide workshops.
(iii) Adapt the approach for owner drivers

This project should follow on from the project described in recommendation 1.

3. The Road Freight Transport Industry OHS Strategy should be reviewed in light of the outcomes of this and other projects.

4. WorkCover Corporation examine its Grant Guidelines and processes to ensure appropriate and flexible management of innovative OHS programs which have a focus on change management at industry and enterprise levels. Some projects of this type are best managed through staged funding and review, with flexible timelines. WorkCover should consider providing advice to industry committees on contracting arrangements and development of consortia where appropriate, project management and governance issues.
2. INTRODUCTION

This report summarises the evaluation of the SAFer Industries project titled "OHS Guidance Materials for Management and Employees within the Transport Industries in SA". This project is managed by the Road Freight Transport Industry OHS Committee.

Three progress reports have been submitted to the Road Freight Transport Industry OHS Committee. These have covered the detailed evaluation approach and the outcomes from the Industry workshops. The detailed data provided in these reports is summarised here.

This report reviews the process and outcomes in each stage and the overall outcomes of the project.

3. THE SAFER INDUSTRIES PROGRAM

The context of this Project within the overall SAfer Industries program has been included in the evaluation.

3.1 General

The SAfer Industries program is WorkCover Corporation's key safe work strategy. The program works with industries that are responsible for 60 per cent of workers compensation claims costs and numbers in South Australia.

3.2 Road Freight Transport Industry

The Road Freight Transport Industry was recognised as an industry which would benefit from involvement in the SAfer Industries program. As with other industries, an industry OHS committee was formed. This is a partnership between the industry and WorkCover Corporation.

To date, the Committee has developed an Occupational Health and Safety Strategic Plan and initiated several projects that address the required outcomes of the Plan. The development of "How To" OHS systems guidance materials for employers and employees is a key project. Day to day management of the projects is through a Project Management Working Party drawn from Committee stakeholders. This project is funded under the WorkCover Corporation Grants Scheme.

4. OHS MATERIALS DEVELOPMENT PROJECT

This project to develop the "How To" OHS systems guidance materials for employers and employees commenced in 1999. It was planned to have four major stages:

Stage 1: Review OHS standards and support documentation applicable for this project.

Stage 2: Develop and trial draft systems guidance materials for employers and employees,

Stage 3 - Part 1: Desktop publish and print materials developed in Stage 2
Stage 3 - Part 2: Implement materials within Road Freight workplaces,

Stage 4: Evaluate effectiveness of the guidance materials in relation to measurable OHS improvements.

Thus, in addition to the development of materials, the project was designed to distribute the materials across the industry and to support the use of the materials in a pilot group of workplaces. This approach is in line with the WorkCover Corporation Grant Scheme Guidelines.

Stages 1 and 2 were completed Applied Innovative Services Pty Ltd (AIS), Stage 3, Part 1 by a Heaton Consultancies (HC) and Stage 3, Part 2 by the Transport Training Centre Inc (TTC). The evaluation was conducted by David Foreman of David J Foreman & Associates (DJFA).

5. THE EVALUATION

The evaluation has been designed to address the focussing questions detailed in the consultant's proposal. The focussing questions and findings are detailed in Section 10.1 below.

The evaluation commenced after the OHS Guidance Materials had been drafted (ie after Stage 2 of the Project). The evaluator has monitored the process and outcomes of editing and printing of the materials, the industry workshops and the mentoring for a pilot group of companies.

The evaluation has included the following components:

- Initial interviews with members of the Project Management Working Party
- Review of project records at the commencement of the evaluation
- Review of available industry statistics as provided by WorkCover Corporation
- Interview with the consultant for Stages 1 and 2 (Applied Innovative Services)
- Interview with the consultant for Stage 3, Part 1 (Heaton Consultancies)
- Ongoing interaction with the Transport Training Centre regarding Stage 3, Part 2 activities to collect data on the workshops and mentoring including:
  - number of organisations invited to the Industry workshops
  - numbers registered for and attending the workshops
  - responses of workshop participants to the workshops as recorded on feedback forms
  - comments by the workshop presenter about the workshops
- Attend two workshops to observe the process and obtain verbal comments from participants
- Visit five companies (including two in the country) that are involved in the pilot mentoring to interview employer representatives and any available employees
- Telephone interview the representatives of five companies that are involved in the pilot mentoring
- Interview in person or by telephone members of the Committee
- Review of SAfer Industries web site

6. MATERIALS DEVELOPMENT PROCESS

As mentioned above, the work leading to the preparation of draft documents, and the final editing and printing/CD-ROM burning were two separate contracts. Perceptions by stakeholders about the outcomes two stages are different and are reported separately in the following sections.
6.1 Stages 1 and 2

Neither the Working Party nor the consultant, Applied Innovative Services, were satisfied with the process and outcomes from this consultancy. This is in part due to different perceptions about the contracted process and outcomes. These are discussed under several headings.

Initially the consultant from AIS was reluctant to participate in the evaluation, stating that the Committee had not informed her that the evaluation would include her work. She also was concerned that the project did not provide an adequate return for the work she put in.

Tendering/Contracting

The Committee called for public tenders seeking a person with relevant transport industry experience, OHS knowledge and skills and materials writing skills and experience. Several industry interviewees stated that there are few people with this mix of experience and skills.

The AIS consultant stated that this was the first time she had been awarded a public tender, and that there were activities that occurred which had not been included in the tender document. This raises a question of how much AIS allowed for contingencies, especially in consulting with the Committee and the industry. The evaluator's experience is that this type of activity can be easily under-estimated by consultants.

It is clear the Committee and Applied Innovative Services had different concepts for the contract outputs which were only clarified as the contract proceeded. This has been a source of some tension between the parties.

It is the evaluator's view that this project required skills to consult to an industry committee and industry stakeholders. Subsequent consultants have had clear prior experience in these areas and have not had any apparent difficulty in meeting the Committee's expectations.

It would appear that more extensive contract management practices were required in this instance to assist AIS. A voluntary committee is unlikely to have the time to provide them. It is difficult for WorkCover Corporation, given its desire for industry ownership of SAfer Industry products, to provide this support without interfering with the industry committee process.

Development Processes

Initially AIS provided a suggested range of topics for the materials, based on the range of materials provided by the Committee, WorkCover and AIS resources. This led to an agreed range of topics. The AIS consultant believes that the Committee changed its requirements later in the project. The evaluator believes that it could be expected that a normal industry committee will refine its requirements as the consultant's product develops.

The AIS consultant stated that she was requested to review additional materials and ideas after the initial range of topics was selected. It appears that other industry OHS committees in South Australia and other OHS Authorities were developing relevant concepts and materials on a regular basis. Thus the Committee was providing ongoing suggestions while the AIS consultant felt that the original concepts should have been maintained. She believes the suggestions slowed the development process.
Another area of some difficulty was the style of writing and presentation. The content and the style for the Transport Worker's Guide needed to be in an appropriate form for workers who do not deal with a lot of written material. The original draft was reviewed at a workshop by Transport Workers Union representatives who requested substantial change. The AIS consultant was satisfied with the outcomes from the union workshop.

The initial employer manual as drafted was extensive. Most of this material was used in original or modified form in the Employer's Manual or CD-ROM. To this extent, the AIS research and compilation of material was appropriate.

The AIS consultant considered that the documents had to be presented with graphics and she spent (on her estimate) many days formatting the documents. The Committee felt that this was not necessary. The final edit required the graphics to be removed, adding to the time spent on the materials.

The AIS consultant assessed the employer materials trialing process as having limited value. This may have been due to the size of the draft materials, and limited OHS management systems experience in the industry. The draft materials were reviewed by several WorkCover/DAIS specialists to assist the consultant. It is considered that this should be a standard activity in future similar materials.

It is considered by the evaluator that the iterative process including the trialing with a number of employers was necessary to develop appropriate and innovative materials. This type of iterative process can be expected in the SAfer Industries program when a number of stakeholders need to be consulted. In addition, the AIS consultant met with WorkCover staff on a number of occasions.

Iterative processes require additional time. It appears that the time estimate to commence the project and to complete these two stages was inadequate. Some stakeholders believe that the timelines were established to meet WorkCover grant guidelines.

These stages were completed late, causing later stages to commence later than originally scheduled. The AIS consultant believes the original timelines were very ambitious, given the development process that evolved.

Outcomes

As mentioned above, most of the draft materials were used in the final products. The editing process involved the selection of materials for use in the Transport Worker's Handbook, the Employer's Manual and the CD-ROM. The rich sources of materials obtained by AIS through the Committee, WorkCover and its own efforts have contributed to the outcomes.

The difficulties that the consultant and the Committee had in preparing the drafts should be evaluated in light of the final products, which have received widespread commendation.

6.2 Stage 3 - Part 1

The editing and printing/reproduction processes were managed by Heaton Consultancies under a separate contract. The initial process involved development of a concept for the materials and identifying which of the draft materials should be included in written or electronic media.

Heaton Consultancies commented that the contribution of Chris Yiallouros of WorkCover was critical. The material sorting process required a person who understood the key provisions of OHS legislation as
applying to the Transport Industry, and the WorkCover requirements as to priority, style and content.

The draft materials were provided in hard copy and electronic format. As mentioned above, the drafts from AIS included anchored graphics which had to be stripped before the editing process could commence. This process and the reformatting of the document into a consistent Word style involved considerable work-processing time.

The documents that became the Employer's Manual and the Transport Worker's Handbook were heavily redrafted to develop the final format. The supporting documents on the CD-ROM were lightly edited for style. The Committee was involved in a final review of the documents, primarily for industry context and spelling.

These edit and review tasks required additional time beyond that originally scheduled. The early part of the editing process involved considerable input from WorkCover, and key personnel were not immediately available.

When it became apparent that the proposed workshops would be scheduled in the weeks just prior to Christmas 2000, a meeting of the Working Party, the consultants and WorkCover representatives agreed to reschedule the project to be completed by May 2001. Heaton Consultancies were provided with additional time to complete the editing.

Outcomes

The quality of the materials is excellent, as indicated in the workshop participant responses. There have been favourable comments from other people as well, for example interstate transport industry personnel.

Without doubt, the additional time provided by rescheduling the project assisted in the final result. Even so, the printing and reproduction process were on tight schedules, with the materials being released to the Transport Training Centre only two days before the first workshop.

Overall, Heaton Consultancies has produced high quality products in a professional manner. The company deserves its reputation for producing high quality marketing and information materials.

6.3 Comment on Materials Development and Editing

It appears that the separation of the materials development and editing processes into separate contracts may have created inefficiencies in the project. It appears that AIS could have benefited from the design, editing and project management skills of HC. Equally, the specific OHS knowledge and experience of AIS may have been of assistance to HC.

These stages of the project called for a range of specialised skills and experience which did not appear to be forthcoming in the call for tenders. It is the evaluator's view that the materials development and editing phases ideally should have been let to a single consortium.

South Australian consultancy firms are generally small, specialising in specific areas. Many consultancies do not readily enter into consortiums. Thus responses to tenders requiring a range of skills may be limited. Alternative contract letting and management processes may be required to assist in the development of consortia. WorkCover could assist industry committees in this area (see Sections 10 and 11)
7. **INDUSTRY WORKSHOPS**

The industry workshops have been reported in detail in the evaluator's third progress report. Since that time, the evaluator has received additional comments from industry stakeholders and the companies participating in the mentoring and consulting. These comments are included below.

Of the 353 companies approached, there were 162 registrations, with 102 people attending. Of these, 92 completed evaluation forms which provided key data for the information below.

The key points identified from the evaluation of the workshops are:

a. **Marketing of the workshops required considerable time and effort.**

   The TTC spent considerable time in marketing the workshops within a short timeframe. The marketing included mailout, advertisements in industry publications, personal contact by TTC trainers/consultants and follow-up telephone calls.

   It appears that marketing of the workshops with short notice in the January/February timeframe was quite difficult. A number of transport companies contacted since have identified this time as their seasonal high for work. It is likely that some transport companies have a seasonal high in any given month. Therefore, any future approach to the industry needs to be spread across the year.

   In addition, motivation by some companies to consider OHS issues, in common with most industries, may be low. Participation in workshops will therefore be only a percentage of those contacted.

b. **The percentage of "no-shows" to the workshops was high**

   Up to 50% of those registering for a given session did not attend the workshop. Some of these people were invited to another later workshop, but most did not respond to this invitation.

c. **The workshops were delivered competently by the Transport Training Centre.**

   The overall responses from participants to the workshops was positive. A summary of their responses is provided at Attachment A. There were a small number of people (about 4) who were dissatisfied with the workshop.

   Based on feedback from the workshop evaluation, some companies did not appear to send appropriate people to the workshop. It is problematic whether these representatives would have followed up the workshop topics in their workplace.

   Language, literacy and numeracy problems were apparent in one workshop. It is doubtful that these people have the skills to implement an OHS management system.

d. **The workshops formed an important role in explaining the materials to employers.**
Representatives of companies who attended the workshops seemed to better comprehend the dimensions of an OHS management system. Where these companies participated in the mentoring, there was a commitment schedule the time for the consultant.

Several companies enrolled in the mentoring without participating in the workshops. Some agreed to appointments, but were not available on the day. In evaluation interviews, there was some confusion about OHS management systems and what the mentoring offered.

Future mentoring should not be undertaken with a company without a prior introduction to the materials.

e. The level of OHS backgrounds of workshop participants varied greatly.

The workshop participants came from a wide range of backgrounds. A small percentage had quite extensive OHS experience. They have indicated through feedback forms that the workshops were too basic for them.

Another small group interviewed during follow up of the mentoring needed a different approach to assist them. These had no OHS background or management systems experience and obviously need extensive explanations and support.

For most, the workshops were at an appropriate level. It may be desirable to continue the workshops at this level, but offer a further session where the structure of OHS within an organisation's management system is explored further.

f. Future programs building on this pilot should explore alternative approaches to the workshops that might effectively reach other parts of the industry.

Individuals in the industry stated to the evaluator that they did not participate in the workshops and/or the mentoring because the timing did not suit their work commitments.

There are at least two country areas, i.e. Eyre Peninsula and Port Augusta, where the pilot program did not have a significant impact. On Eyre Peninsula, some of the companies that expressed initial interest were experiencing high seasonal workloads at the time when mentoring was offered. This also may have been the case with Iron Triangle companies.

Other owners of smaller transport companies do a significant amount of driving themselves. Thus they are not readily available to attend workshops, and have limited time to participate in mentoring. This group might respond to innovative information sharing approaches, such as a series of audio cassettes which explain different aspects of OHS, or participation in discussion about OHS via telecommunications. Some workshop participants suggested breakfast and early evenings as alternative times.

8. MENTORING/CONSULTANCY SERVICES

The workshops created substantial interest in the mentoring offer. Only about 50% of those who indicated interest at the workshops (ie 50 responses) were included in the pilot mentoring program. Thus there is substantial unmet interest in the industry.
The mentoring approach varied across the pilot group of companies, depending on the level of OHS management system in the individual companies. In several cases, the companies had quite extensive systems in place, and used the OHS audit process included as part of the mentoring, as a method of benchmarking their OHS systems. This was not the intent of the pilot program and any future program should target companies with limited OHS management systems. However, the process of external OHS audits is valuable, and the Committee should consider ways of facilitating their use.

For some companies with moderate level of OHS systems, the mentoring activity pointed out gaps in their current systems and developed an action plan to remedy these deficiencies. No future mentoring is necessary.

The bulk of the pilot companies with limited OHS systems need more than one or two visits if implementation of OHS management systems are to be encouraged. The evaluator believes most companies in this group will not achieve a reasonable level of implementation unless ongoing external help is provided. Without this much of the impetus from the materials development program will be lost. Provision of ongoing support is urgent.

Some companies have implemented Trucksafe which has an OHS component. Trucksafe is centred around the operation of the vehicles, and has a different emphasis to this project. However, this is not clear to some industry people. They believe that a successful Trucksafe implementation addresses their total OHS requirements. This is a matter that the Committee should further consider. Further implementation of OHS management systems may require close cooperation with Transport SA and the Department for Administrative and Information Services (Workplace Services) to ensure the industry obtains a complete picture of OHS requirements.

The ongoing support could be provided in the form of mentoring, but the evaluator considers other methods such as clusters, networking, teleconferencing and on-line help arrangements should be trialled. These alternatives may be just as effective as mentoring and less expensive. The Committee should also consider the channels used to provide the support, eg WorkCover industry consultants, WorkCover telephone advice, private consultants, consultants working with industry associations, etc.

The development work undertaken in most pilot companies has been centred around the depot. This has been the most convenient starting point, but does not at this stage address the high proportion of injuries away from the depot, caused by vehicle accidents, falls from the trucks, driving. The numbers of these injuries are showing a steady increase over time.

OHS issues associated with off-site workers more difficult to address, as the individual employee is remote from the depot. More complex approaches are required to ensure these employees use safe systems of work. In some cases, spouses and partners may be key to implementing approaches, as they may have more regular communication with the drivers than the employer.

Outcomes

The pilot program has demonstrated the widespread need for targeted assistance in implementing OHS management systems in the Road Freight Transport Industry. While useful, the program assisted only a small number of employers.

It is clear most employer contacts now understand the dimensions of an OHS management system required for their company. However, due to the evaluation occurring soon after the mentoring visits, no evidence of progress towards this was observed. The evaluator has concerns that plans should be made to ensure the program does not stall.
There is need for more work on implementing OHS management systems for remote workers (i.e., drivers) that will lead to reduced incidents and injuries.

9. DISCUSSION AND REVIEW

During and at the conclusion of this project, interviews were conducted with members of the Committee and others to obtain industry views about the project.

9.1 Discussions with stakeholders

In general, the members of the Committee representing stakeholders are satisfied with the outcomes of this project. They have identified a number of issues with the project which could be summarised as:

- The final product was good but parts of the process to develop and edit the materials could have been handled better. The process needed more time.
- The AIS consultant was not well versed in the Committee's vision. This delayed the development process.
- The final materials are well regarded by industry (several similar comments). The concept of duty of care is better understood.
- The materials need to be monitored to ensure they do not become out of date.
- Fatigue management needs to be addressed.
- The workshop was too brief to explain the concepts sufficiently. The presentation should have been made by an expert in OHS.
- The pilot program only covered 24 of over 400 sites in the industry.
- The materials and project should have links to SABS. There should be some achievement levels to encourage employers to progress further.
- The manuals are too "flashy" for owner-drivers and they need to be plainer/simpler to catch their attention. These smaller operators have needs that should be addressed.

It is clear that the Committee needs to engage the Industry in discussing future developments. It may be opportune for the Industry to review the Strategic Plan in terms of what has been achieved and the current priorities.

9.2 Industry Relationship with WorkCover

The stakeholders commented on the Industry's view of WorkCover. It has been previously linked with enforcement, leading to fear of WorkCover's motives. This is now changing. Several commented that Chris Yiallourous has been instrumental in the attitude change. He has been supported by other WorkCover employees who have also made a positive impact.

Stakeholders mentioned his willingness to attend Industry meetings and to respond to questions and provide helpful advice. This has facilitated to the Industry's willingness to work with WorkCover.

9.3 Potential for Change

There is considerable potential for the Industry to build on the SAfer Industries activities that have been completed. While there are companies with extensive OHS programs, most need ongoing assistance. The typical level of OHS awareness and implementation in the Industry seems to be lower than many
other industries.

This project should be seen in the context of the need for significant change in OHS practices in the Industry. Such change is not likely to flow from one project or through limited engagement with the Industry. Rather, improvement will come from consistent change activities over some years, which engage all parts of the industry.

Of interest to the evaluator was the report of a Flinders University post graduate student completing a Masters Degree in Primary Health Care on this project. The report reviewed the project in terms public health change program. It concludes, subject to some caveats, concluded that the project approach complied with concepts of change management in health and community services areas.

9.4 Appropriateness of the WorkCover Grants Scheme

During the evaluation, several comments were made that the WorkCover Grants Scheme has placed limitations on the project in the areas of project structure and timelines.

The limitations appear to be in two areas:

- ability to reschedule the project, and
- restructuring or changing the project processes.

In this project, the underlying long-term goal is improvement in OHS performance leading to a reduction in the industry levy of 20%, based on changes in OHS practice. This change may have an element of unpredictability in terms of industry acceptance.

In projects of this type, variations may require considerable restructuring of the project. The current Grants Scheme guidelines do not seem to allow for restructuring of a project. It may be desirable to configure the grants process to manage projects involving a number of stages, with review after one or more stages. This would allow the Grants Committee to approve variations in the project plan and/or funding.

10. CONCLUSIONS

The overall impact of the project can only be measured over the longer term. This evaluation has been completed immediately after the mentoring sessions were completed. However, a number of conclusions can be drawn from an assessment of the short-term impacts.

Specific conclusions have been made in response to the focussing questions. In addition, wider conclusions have been drawn from the qualitative and quantitative information collected during the evaluation.

10.1 The Focussing Questions

The evaluation is based around a number of focussing questions which have been developed from the Project Brief. A set of conclusions have been made in terms of these questions.

How useful did the participating companies find the guidance materials?
What actions/changes did they make in company operations when using the materials?
The guidance materials have been well accepted by the employers who have attended the workshops and been a part of the pilot mentoring program. Of the 92 participants completing feedback forms, 91 were positive about the materials. Some participants from the workshops have stated that they intend using the materials.

Some employers in the pilot mentoring program have identified actions based on the Employer's Manual. Other employers have been provided with an action plan based on the Manual.

The evaluation has been completed too soon after the mentoring visits to determine what employer changes will occur. The only topic that employers wish more information about is fatigue management. A Working Party representative stated that this area was consciously omitted to be addressed as a separate issue.

*How useful did the employees find their guidance material? Did it assist them to participate in workplace improvements in OHS? What improvements could be made to the materials?*

Feedback from employees has been more limited, but the Transport Worker's Handbook is seen as a useful reference. A number of employers involved in the pilot mentoring program intend to use the Handbook as coaching/instructional material. At this stage, no improvements to the Handbook have been identified.

*How have individual companies implemented an OHS management system? Which elements are implemented, and in what sequence? What are the benefits and costs so far? What involvement have employees had in consultation and implementing the elements?*

Companies involved in the pilot program had various levels of OHS management systems installed. At least two had comprehensive systems. They sought participation in the mentoring program to obtain external verification of their system. As such, these companies, due to their size and advanced status of their systems, were not part of the target group of employers.

There are many smaller transport companies with no system, a basic system or moderate system. These companies generally need assistance to implement basic OHS policies and procedures. Due to their limited knowledge of OHS systems, these companies are unlikely to proceed far in implementing OHS measures unless additional assistance is provided.

The inclusion of larger companies in the pilot program may have excluded needy smaller companies from assistance. It is recommended that in any future program that smaller companies continue to be targeted, with larger companies perhaps participating on a fee for service basis.

Based on the sample interviewed, OHS auditing is a major need within the industry in companies of all sizes. Consultation with employees on OHS matters seems to be limited to a few companies.

All companies reported minimal costs in their involvement so far. The main benefits have been raising understanding of OHS across the industry, and the preparation of plans. In addition, all have appreciated the OHS audit conducted by the consultants.

*What have been the outcomes of the workshops and consultancy services? What processes*
assisted the companies? Was this assistance appropriately targeted and sufficient?

The workshops and consultancy services have:

- assisted a group of companies to identify in what areas they need to develop their OHS management systems. In some cases, they need to start from a very basic level.
- given several larger companies more limited assistance in checking aspects of their installed system.
- presented basic OHS management systems concepts to a wider group of industry personnel.

In addition, there is unmet need for assistance:

- There are over 20 companies who are apparently willing to receive assistance, but did not get it from the pilot program.
- There are other companies who are unsure whether they will participate, but may become involved in the program if followed up.
- Only a small percentage of the companies in the Industry attended the workshops. It could be expected that others may be willing to participate in a follow up program.

What further implementation, if any, do the companies propose to make (after the project completion)? What assistance will they be seeking and from whom?

As stated above, most companies participating in the pilot program have an action plan to install a suitable OHS management system. All have expressed their intent to implement the action plan.

The evaluator's assessment is that many need ongoing assistance. While further mentoring would be effective, it is also expensive. The alternative of coaching a cluster of transport companies should be trialled to determine the cost effectiveness of this approach. The smaller transport companies in the Riverland seem to be ideal for this type of trial.

If ongoing assistance is not provided, implementation probably will be haphazard. The Committee should investigate avenues for continuing support.

How have the materials addressed specific industry issues? What changes have been made by individual companies (to meet their circumstances)? What improvements could be made to the materials?

The materials have addressed all identified key OHS issues, except for fatigue management. This could be addressed in a later project or as an update to the existing materials.

During the pilot mentoring, the TTC consultants have customised their approach to suit each company. Different OHS issues have been raised by the company representatives, depending on the level of their systems.

How appropriate was the materials development approach? Did the trialing reflect the final implementation?

While the material development approach produced high quality and relevant materials, there were issues with the management of separate consultancies. Integration of the separate
consultancies probably would have reduced the elapsed time to develop the materials.

The trialing did assist in improving the materials. The workshop with union representatives produced major improvements. The employer review sessions were limited to specific section of the draft manual and produced some improvements. In total the employer sessions appear to be less successful, due to the participants having limited exposure to some of the OHS concepts. Review of the employer materials by a small group of OHS specialists was essential.

In what ways has the project contributed to the goals of the Safer Industries Road Freight Transport Industry Strategic Plan? Are there measurable outcomes?

At this stage, the project has provided tools to conduct a major campaign of OHS improvement in the Road Freight Transport Industry. The materials are appropriately targeted, but have not as yet had a major impact on the Industry.

This is due to three main reasons:

- The materials have only been released for 3 months, and it may take some companies up to 12 months to implement an appropriate OHS management system.
- The materials have been distributed to a section of the industry. (It would seem that the materials should only be distributed with accompanying explanation, eg a workshop.)
- The pilot mentoring, while useful has not as yet resulted in any company making substantial progress on implementation.

The materials have had a positive response interstate where they have been shown to the Industry. This should enable South Australian branches of major companies to be approached to use the materials.
10.2 Other Conclusions

Other conclusions beyond the focussing questions can be made, based on the qualitative and quantitative information gathered.

(a) There is an urgent need to develop activities (and possibly a WorkCover Grant Application) to provide ongoing mentoring support for some of the pilot companies and other companies who missed out on the pilot mentoring program. Delays may reduce the effectiveness of the OHS Guidance Materials project.

(b) The focus of the OHS systems management should develop from a depot focus to a whole of industry approach. There is a need for the Committee to examine OHS approaches that appropriately involve and address driver OHS issues.

(c) Stages 1, 2 and 3, Part 1 of this materials development project probably would have been completed more efficiently if they had been let as one contract to an organisation that coordinated the diverse range of skills required to produce the materials.

(d) The project concepts and design were generally appropriate. However, considerably more money should have been allocated to the mentoring/support processes. This would have facilitated the trialing of a wider range of support, mentoring and consultancy approaches to individual companies and clusters of companies. (See Sections 9.3 and 10.1 (page 15))

(e) The Industry has a major need for support to develop OHS systems. This need is mainly in small and medium companies, although a few larger companies have significant deficiencies in OHS systems.

The resources of WorkCover, DAIS Workplace Services, the Industry OHS Committee and private OHS service providers should be coordinated to provide targeted and specific support in the areas of advice, systems development, training and auditing.

(f) The WorkCover Grants Scheme guidelines need to be considered in the context of flexible facilitation of industry change.

(g) There is some confusion in the Industry about the relationship of the materials to other programs, eg SABS and Trucksafe.

(h) These materials are of high quality and are suitable for use in a modified form in other industries. Where similar materials are required in other industries, these should be considered as a model that can be adapted.

11. RECOMMENDATIONS

Recommendations that flow from the conclusions are:

1. As stated in the conclusion 9.2(a), there is an urgent need to complete the mentoring and other support activities for companies who have participated in the workshops and/or mentoring.

This further project should:
   (i) target small and medium transport companies.
(ii) trial alternative support strategies such as clustering, and activities through industry associations.
(iii) trial strategies that involve drivers in systematic OHS practices.

There should be a coordinated program to assist the industry, which should include the WorkCover industry consultants working with individual companies, DAIS Workplace Services personnel and any innovative activities sponsored by the Industry OHS Committee, which are funded by WorkCover grants.

2. Funding should be sought to expand the promotion and support program to other areas of the Industry. These areas should include:
   (i) Other country areas and
   (ii) City road freight transport companies not reached during the previous Adelaide workshops.
   (iii) Adapt the approach for owner drivers

This project should follow on from the project described in recommendation 1.

3. The Road Freight Transport Industry OHS Strategy should be reviewed in light of the outcomes of this and other projects.

4. WorkCover Corporation examine its Grant Guidelines and processes to ensure appropriate and flexible management of innovative OHS programs which have a focus on change management at industry and enterprise levels. This should include advice to industry committees on contracting arrangements and development of consortia where appropriate, project management and governance issues.

5. The Committee should develop materials that explain the relationship of the Employer's Manual and the Transport Worker's Guide to SABS and Trucksafe. These materials should be distributed with the Manual, and at industry workshops.

6. WorkCover Corporation and the Committee should examine ways in which the materials can be maintained.

12. BIBLIOGRAPHY


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Road Freight Transport Industry OHS Committee (1999) *Road Freight Transport Industry Guide to meeting the Occupational Health and Safety Duty of Care (SAfer Industries)*, WorkCover Corporation, Adelaide


Tsouris, A (2000) *Action for Change*, Assignment as part of Masters Degree in Primary Health Care, Flinders University of South Australia.
ATTACHMENT A

TOTALS OF PARTICIPANT RESPONSES
[n=92 generally]

Relevance of workshop to you? (average rating 8.58)

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Was the workshop what you expected? (average rating 8.27)

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Quality of presentation? (average rating 8.67)

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<tr>
<th>Low</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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<tbody>
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<td></td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>25</td>
<td>27</td>
<td>28</td>
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</table>

Quality of information presented? (average rating 8.58)

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<th>9</th>
<th>10</th>
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<tbody>
<tr>
<td></td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>20</td>
<td>22</td>
<td>36</td>
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</table>

Your overall satisfaction? (average rating 8.74)

<table>
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<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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</thead>
<tbody>
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<td>2</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>23</td>
<td>34</td>
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Marketing of the workshop? (average rating 7.66)

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<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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</thead>
<tbody>
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<td></td>
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<td>3</td>
<td>6</td>
<td>7</td>
<td>11</td>
<td>14</td>
<td>22</td>
<td>22</td>
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</tbody>
</table>

One form not completed
Suitability of venue? (average rating 9.40)

<table>
<thead>
<tr>
<th>Low</th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
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<td>10</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>9</td>
<td>17</td>
<td>60</td>
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</table>

Other times of the day better suited?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Anytime</th>
<th>Not Stated</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>78</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Will you be taking up the program?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Unsure</th>
<th>Please discuss</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>3</td>
<td>27</td>
<td>1</td>
</tr>
</tbody>
</table>

Other responses:
- Yes probably: 1
- Not stated: 6
- Not applicable: 1
- Will refer to clients: 2
APPENDIX 4

EXPENDITURE SUMMARY
TTAB – WORKCOVER STAGE 3 AND 4
FINANCIAL REPORT
to 12th June 2001

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Budget</th>
<th>To 12.06.01</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funding Approved</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Initial FundingReceived</td>
<td>22966.00</td>
<td>22966.00</td>
</tr>
<tr>
<td>• Second Stage funding (progress Report 1)</td>
<td>39687.00</td>
<td>39687.00</td>
</tr>
<tr>
<td>• Third Stage funding (progress Report 2)</td>
<td>31471.00</td>
<td></td>
</tr>
<tr>
<td>• Final stage funding (Final Report for Stage 3 &amp; 4 plus audited statement re Stage 3 &amp; 4 funding)</td>
<td>2500.00</td>
<td></td>
</tr>
<tr>
<td>• GST Collected</td>
<td>9662.40</td>
<td>6265.30</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>106286.40</td>
<td>68918.30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consultant Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Stage III, Part 1 - Desktop Publishing/Printing - Heaton Consultancies ($38,299.50)</td>
<td>38299.50</td>
<td>38299.50</td>
</tr>
<tr>
<td>• Stage III, Part 2 - Marketing/Workshops – Transport Training Centre (SA) Inc ($39,500.00)</td>
<td>39500.00</td>
<td>39500.00</td>
</tr>
<tr>
<td>• Stage IV - Evaluation – D Foreman &amp; Associates ($16,324.00)</td>
<td>16324.00</td>
<td>16324.00</td>
</tr>
<tr>
<td><strong>Expenses incurred by Transport Training Advisory Board</strong></td>
<td>2500.50</td>
<td></td>
</tr>
<tr>
<td>• Advertising of Tender for Consultants</td>
<td></td>
<td>703.01</td>
</tr>
<tr>
<td>• Administration, Telephone, Fax, post and e-mail expenses incurred by Transport Training Advisory Board SA Inc</td>
<td></td>
<td>1600.00</td>
</tr>
<tr>
<td>• Audit of Accounts</td>
<td></td>
<td>200.00 ##</td>
</tr>
<tr>
<td>• GST Paid</td>
<td>9662.40</td>
<td>9662.59</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td>106286.40</td>
<td>106289.10</td>
</tr>
<tr>
<td><strong>BALANCE</strong></td>
<td></td>
<td>(37370.80)</td>
</tr>
</tbody>
</table>

## Approximate Audit fee – to be amended if necessary
*** Outstanding funds to be paid by WorkCover = $37368.10 = $2.70 overspent in project