

Toolbox Talk

Executive Summary

The **National Road Safety Partnership Program (NRSP)**'s **Heavy Vehicle Toolbox Talk (HVTBT)** project collaboratively produced 23 Toolbox Talks (TBT) packages from **Heavy Vehicle Safety Initiative** Round 6 funding. TBT are a critical information tool in the transport industry, particularly in improving safety performance, by sharing information direct with those most likely to benefit from it.

Typically kept to a small and manageable timeframe of 15-20 minutes, TBT are designed to convey important information and actively promote further discussion.

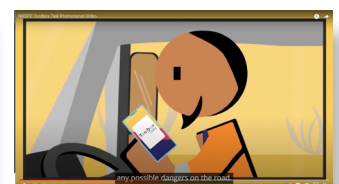
The purpose of the HVTBT project was to address a major issue where TBT are often developed internally by organisations, resulting in information not being evidence based and communication not being engaging or adult learning focused, resulting in a 'tick and flick' outcome from the workers they are targeted at.

The collaborative development process of the HVTBT was specifically designed to address these identified issues and make it easy for managers to facilitate an engaging TBT session with their drivers. The process for each topic involved **Monash University Accident Research Centre (MUARC)** providing the research evidence base; **Swinburne University Communications and Design** for the engaging design; and, an industry working group to guide and ensure the content was peer reviewed by industry and to provide drivers for the supporting video.

This industry working group consisted of Bingo Industries, **Heavy Vehicle Industry Association (HVIA)**, Holcim, Qube, Toll Group, Viva Energy and Zurich Insurance. Each TBT package included an overview booklet with aids to prompt discussion, a fact sheet for drivers and managers, participant self-assessment, discussion review sheet, poster, PowerPoint and video.

"The video combined interviews with professional drivers and evidence-based content into a free downloadable output, based on the principles of "what is the issue, why does it matter and how do you mitigate it?"

The TBT were released monthly through the NRSP, where they are housed. There have been several flow-on benefits from the project, including State Transport Department replication and the humanising truck driver campaign released as part of the 2023 Brisbane Truck Show.



[NRSP Toolbox Talk Promotional Video](#)

Key Learnings

- Professional drivers are eager to share their insights.
- A diverse and representative industry peer group is crucial to ensure content is appropriate for industry and relevant to drivers.
- Trust drivers to provide simple, shareable catch lines that relate to the topic.
- How and what components of the packages companies utilised depended on the mechanism that most engaged their drivers, so multiple delivery options need to be available.
- Having a consistent overall brand made individual TBT recognisable as part of the larger project, pairing that with a unique style and design for each TBT made them engaging and memorable for drivers.
- Taking an evidence-based approach means topics and outputs can be adapted and transferred across states and countries.

Responding to Industry Need

One of the most effective methods to achieve a safe work environment is through regular and engaging safety conversations with workers, such that talking about safety and being safe becomes standard practice.

“To provide a safe work environment, safety needs to be front of mind”

In many sectors, it is good practice to include Work Health Safety on the agenda of regular meetings with workers and then reinforce the importance of safety via further discussions around topics relevant to their day-to-day work. Known as Toolbox Talks (TBT), these deeper facilitated conversations provide an opportunity for workers and managers to explore key risks together, understand them and why they matter, and how to mitigate them.

Some organisations do not have TBT as part of their safety program. Many others develop their own, which are often not evidence based and may be sending the wrong safety message, contributing to increased risk rather than safety.

Another issue is that delivery or communication is often not considered, so TBT fail to engage or facilitate drivers or draw on adult learning approaches to ensure effective knowledge transfer. Recognising this, the National Road Safety Partnership Program (NRSP) established its own series of TBT, focusing initially on identified gaps in safety in the light vehicle sector.

Following the inclusion of videos in the NRSP TBT packages, several large companies from the heavy vehicle (HV) sector asked if NRSP's TBT could be adapted to their sector. In response, the NRSP established a working group to lead development of HV-specific TBT, developing one topic as a demonstration.

The NRSP then secured funding through Round 6 of the Heavy Vehicle Safety Initiative to collaboratively develop a further 20 TBT for the HV sector.

HV TBT Snippets - Are You Okay 01



Collaborative Working Group

To ensure the NRSPP’s content effectively engaged with its target audience, the program utilised a working group approach to provide governance oversight, peer review and industry feedback on all outputs.

The NRSPP established the Heavy Vehicle Toolbox Talk Working Group (HVTBTWG), which consisted of Bingo Industries, Heavy Vehicle Industry Association (HVIA), Holcim, Qube, Toll Group, Viva Energy and Zurich Insurance, to guide TBT development.

The HVTBTWG operated under terms of reference that included project design and timelines for the development of TBT. The working group partners also provided the majority of drivers interviewed for the TBT videos and supporting social media content.

The HVTBT Package

To ensure relevant information was provided and communicated in an engaging way, each TBT package consisted of:

- A generic overview of Toolbox Talks, including a step-by-step process to assist team leaders/managers and facilitators to lead a TBT discussion.
- Materials to promote the discussion.
- Topic background information and fact sheet:
 - For Drivers
 - For Managers
 - Combined.
- Discussion prompt sheet, which allows anyone to lead and easily facilitate discussion.
- Participant attendance record sheet to provide a record of who participated.
- Participant self-assessment sheet to allow reflection on current behaviours.
- Discussion review sheet to ensure continuous improvement.
- Poster to reinforce messages and aid prompt ongoing reflection following the TBT.
- Supporting PowerPoint slides for sharing and reinforcing messages.
- Video for engaging and sharing content, which naturally stimulates discussion from attendees in response to driving peers sharing their perspectives.



nrspp.org.au >> Toolbox Talks >> Heavy Vehicles



The TBT Development Process

As outlined in Figure 1, the development of the TBT was a collaborative cyclical effort led by NRSPP and governed by the HVTBTWG, which met virtually every eight weeks.

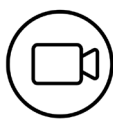
The meetings involved reviewing and providing feedback on TBT:



Fact sheets



Design



Videos

The first step in the process was the HVTBTWG selecting the topics to be focused on, with topics then grouped into thematic production batches. A literature review of published and grey literature was conducted for each TBT, with findings summarised into a fact sheet that included recommendations for drivers and managers.

The general structure for the TBT was based on adult learning principles:

- *What is the issue?*
- *Why does it matter?*
- *How do you mitigate it?*

Draft TBT Fact Sheets were shared with the HVTBTWG for peer review and, once content was finalised, Facts Sheets were designed and then shared with the National Heavy Vehicle Regulator (NHVR) for a final content review.

During development of the Fact Sheet, three or four interview questions were also created to guide interviews with professional truck drivers that featured in the TBT videos.



Figure 1. Toolbox Talk Development Process

As part of TBT topic selection, agreed topics were allocated into six thematic development batches, which HVTBTWG members nominated their drivers to be interviewed for:

1. Driver Impairment
2. Operational Part 1
3. Mental & Physical Wellbeing
4. External Factors on Road
5. Driver Support
6. Operational Part 2.

This thematic batch approach allowed for four or five TBT topics to be integrated into each of the driver interviews, contributing to a more efficient process and a more engaging output. This batch approach ensured topics were interlinked but not duplicated, and allowed driver interviews to be conducted in a conversation style and flow naturally as the topics were related, rather than jumping between broad ranging topics.

The interviews were used to create the TBT video, where short snippets of the driver interview were interspersed with key data and literature insights, helping to underpin the adult learning process.

The video snippet also helped create empathy and engagement with other professional drivers, who were likely to share their own similar experiences and learnings, easily creating discussion.

Each video was approved by the HVTBTWG, any company whose drivers featured, and the NHVR.

Truck Driver Interviews

More than 60 professional truck drivers were interviewed, from:

- Alex Fraser
- Daryl Dickenson Transport
- Bingo Industries
- Eather Group
- Holcim
- Qube
- Ross Transport
- Toll Group.

All drivers signed use of video and photograph permission agreements with Monash University, which allowed the interviews to feature in the TBT videos subject to approval by their employer. At the close of every interview, drivers were asked a 'Soapbox Question' to share a piece of professional driving wisdom that they would like the world to know.

The 'Soapbox' became the closing feature of monthly TBT social media campaigns.

Often drivers would also share a 'throwaway' line during the interviews – for example, Toll Group's Tony Monks offered that "fatigue doesn't know the time" – which were then used as the grab line for the fatigue TBT topic and featured on supporting socials and TBT collateral. Consistent findings that emerged from the interviews included:

1. Drivers love their job.
2. Drivers are highly professional and skilled.
3. For HV drivers to get home safely, they need other drivers to be safe around them.

The other insight was there is no single stereotype of a professional truck driver. There are many talented and passionate people driving trucks in Australia and the public does not understand that, nor the importance of trucks to their daily lives. As many drivers suggested, "without trucks Australia would stop".

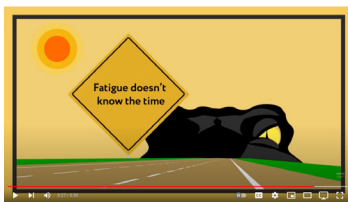


Branding and Promotional Video

The Swinburne University Communication and Design Bureau (Bureau) created a promotional video for each topic from these videos and interviews, driving awareness of each topic as it was released.

The Bureau also developed the TBT branding, creating several professional truck driver and manager personas, which were tested with the HVTBTWG, to inform their brand approach. The TBT branding uses a four second active approach, integrating branding with common features and signs seen on the road to produce a purposely colourful and fresh output to draw viewers in.

The promotional styling incorporated the colours yellow, for awareness, and black, for the road tarmac, which could also morph into a snake and strike out unexpectedly if the driver was not paying attention. To ensure authenticity, a standalone 60 second promotional TBT video was developed and narrated by and featured Henry Leanna, a truck driver from Holcim, whose humour, easy-going nature and infectious personality engaged viewers.



[Fatigue teaser - Heavy Vehicle Toolbox talk](#)

Communication Strategy

(Include fatigue promo, snippet of Cuz, Soapbox Helen)

The Swinburne Bureau also developed a Communication Strategy for the TBT project, which identified key target areas to maximise awareness among target stakeholders, including:

- Peak industry associations.
- Specific Facebook page with key focus area for reaching drivers.
- LinkedIn to reach managers.
- Twitter and Instagram for general awareness raising.
- NRSPP Bulletin and Core Funder networks.

The release of the TBT commenced during May 2022 as part of National Road Safety Week, with monthly releases each month thereafter, except January.

The release took place as part of the NRSPP monthly bulletin, with the topic anchoring the theme for that month's content. A further promotional video focusing on the monthly theme was developed by the Bureau, a 30 second animation featuring lines provided by truck drivers during the interviews.

Following the release of the TBT, a video snippet of a driver providing an insight or learning was released on social media each Wednesday, linking back to the TBT released for that month.



The Packages

No.	Topic	Production order	Finalised	Batch	TBT Development group							
					Batch 1	Batch 2	Batch 3	Batch 4	Batch 5	Batch 6	Batch 7	
					Driver Impairment	Operational	Mental & Physical wellbeing	External Factors on Road	Driver Support	Operational Part 2	TB	
1	Distraction - Sensory overload	1	Dec-21	1*								
2	Fatigue	2	Dec-21	1A	1							
3	Pre-start checks	6	Mar-22	2A		1						
4	Loading / load restraint / axle	7	Mar-22	2B		2						
5	Shift workers	3	Dec-21	1B	2							
6	Fitness-for-duty	8	Mar-22	2C		3						
7	RUOK	9	May-22	3A			1					
8	Road conditions	13	Aug-22	4A				1				
9	Mental Health	10	May-22	3B			2					
10	Third parties on the road and interactions	14	Aug-22	4B				2				
11	Diet – eating and drinking related	11	May-22	3C			3					
12	Fitness / stretching / well-being of drivers	12	May-22	3D			4					
13	Habits – complacency / In-cab distractions / Reaching	4	Dec-21	1C	3							
14	Journey Management	19	Dec-22	5C					1	4		
15	Anger	16	Oct-22	5A					2			
16	Building Resilience	17	Feb-23	5D					3			
17	Empower Drivers	18	Oct-22	5B					4			
18	Maintenance	5	Oct-22	6A						1		
19	Fatigue/distraction correlation	20	Dec-21	1D	4							
20	Tyres and hot nuts on wheels	15	Dec-22	6B						2		
21	Environmental – heat / sun	21	Jun-23	4C				3				
22	Roll over risk	22	Jun-23	6C						3		
23	Three Points of Contact	23	Jun-23	6D								1
	NHVR Completed by											

Figure 2: Toolbox Talk Topics and Development Batches

Flow-on Benefits

There were several flow-on benefits as a result of the TBT project, with four standouts as outlined below.

1. Victorian Department of Transport and Planning

The TBT project methodology was replicated by the Victorian Department of Transport and Planning, in collaboration with NRSP and Swinburne University, where three TBT were produced focusing on:

- Blind Spot
- Pedestrian
- Cyclists.

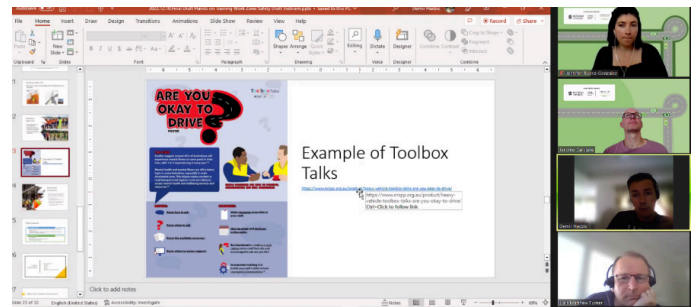
Links From Other Member/Program Websites

The TBT are all housed on the NRSP website but to assist with outreach and awareness, NatRoad added direct links to each topic in the member section of their website and Construction Logistics and Community Safety – Australia featured them on its public outwards facing site.

The TBT also acted as a catalyst for NatRoad to become a formal NRSP Program Partner. This two-way relationship will maximise sharing and collaboration and contribute to NatRoad members being safer, with safer trucks and drivers benefiting all road users. This will be achieved by drawing on NRSP, through Monash University Accident Research Centre, to explore risks, identify solutions and create more TBT where NatRoad members identify gaps.

2. International sharing and Promotion

Due to the TBT being evidenced-based and free for anyone to download from the NRSP website, Blair Turner, a consultant to the Global Road Safety Facility at The World Bank and who has a close association with the NRSP, has been promoting them broadly as a free and open resource to be utilised by any organisation in any country. Many countries would not usually have access to such resources.



3. Humanising Truck Driver Campaign

Due to the TBT being evidenced-based and free for anyone to download from the NRSPP website, Blair Turner, a consultant to the Global Road Safety Facility at The World Bank and who has a close association with the NRSPP, has

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Look beyond the truck

Trucks keep Australia moving. Behind every wheel, there's more than just a driver.



The 'Look Beyond the Truck' campaign was created to remind and recognise that within every heavy vehicle is an individual and a professional, trucking for what they love. Our truck drivers play an important role in keeping the country moving, and their stories and safety matter. 'Look beyond the Truck' aims to encourage other roads users to drive alongside truck drivers with respect and compassion. Let's look beyond the trucks and share our roads responsibly to keep everyone safe.

Geotab, the leading global telematics provider and fleet management solutions, is proud to be a sponsor of the Humanising Truck Drivers Campaign. The sponsorship stems from the strong alignment of Geotab's core values and safety pillars with the campaign's focal themes. Geotab acknowledges all truck drivers are highly skilled and professional individuals and admires the love and pride that truck drivers have for their job.

Understanding that their safe return home is of utmost importance, Geotab understands that everyone sharing the responsibility for safety around them is crucial.

By sponsoring this campaign, Geotab aims to reinforce its commitment to fleet safety by implementing customised driver behaviour reports, crash analysis, camera solutions, and audible driver warnings. Geotab's focus on identifying trends through driver safety reports further ensures that potential risks are promptly addressed. Geotab's sponsorship of the Humanising Truck Drivers Campaign demonstrates its dedication to the well-being and recognition of truck drivers while working towards a collective goal of making every journey a safe one.

Visit our campaign web page on the NRSPP website and watch our campaign videos to learn more:
<https://www.nrspp.org.au/look-beyond-the-truck/>



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4. SoapBox

The truck driver interviews enabled NRSP to utilise snippets from these as socials as part of key events through the year. The aim being to raise awareness of how these events impacts drivers by allowing them to share their insights first hand.



[Soapbox- International Women's](#)



[Soapbox: Valentine's day](#)

Key Learnings and Recommendations

The TBT project identified several key learnings:

1. Professional drivers are eager to share their insights and, through a conversation-style interview process, felt empowered to share with confidence that their input is valued. Importantly, they also felt that their contribution would be effective in helping to improve safety.
2. Trust drivers to provide simple catch lines that relate to the topic.
3. How and which components of the packages were utilised by companies varied significantly, depending on the most effective mechanism to engage their drivers. For example, some played videos in lunchrooms, others utilised the PowerPoint presentation with the videos and discussion, and another integrated the TBT into online program like Lightspace.
4. The TBT project had a consistent brand but each TBT had its own unique style and design helping make them engaging, memorable and clearly recognisable for drivers.
5. A diverse industry peer group is crucial to ensure content is appropriate for industry and relevant to drivers.
6. Being evidence-based, the topics can be adapted and transferred across states and countries.

Recommendation

The TBT should be translated into other major languages of professional drivers, taking into consideration cultural sensitivities to properly resonate.

Acknowledgements

Project Team

- *Jerome Carslake – NRSP*
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Swinburne Communication and Design Interns

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- *Adam Ritzinger - Heavy Vehicle Industry Association*
- *James Zarb – Viva Energy*
- *Mark Nobel – Holcim*
- *Mike Mulligan - Qube*
- *Mike Wilson – Bingo Industries*
- *Peter Johansson – Zurich Insurance*
- *Steve Power - Heavy Vehicle Industry Association*

Industry Partners

- *Alex Fraser*
- *Daryl Dickenson Transport*
- *Bingo Industries*
- *Eather Group*
- *Holcim*
- *Qube*
- *Ross Transport*
- *Toll Group*

Sponsors of the Humanising Truck Driver Campaign

Brisbane Truck Show, Geotab and Heavy Vehicle Industry Association