



THE EUROPEAN CHEMICAL TRANSPORT ASSOCIATION

ECTA

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**Mini-Conference and Annual General Meeting 2003
Monaco, October 29, 2003**

**Panel Session Theme :
“Behaviour-Based Safety”**



Luc Haesaerts

INDEX

- 2 1. Introduction
- 3 2. The new SQAS Tank Cleaning Scheme
- 4 3. CIDX and Chem eStandards
- 5 4. Behaviour-Based Safety Panel Session
 - 4.1 Introduction
 - 4.2 Development of Behaviour-Based Safety Standards
 - 4.3 The View of a Shipper
 - 4.4 The View of a Haulier
 - 4.5 Discussion and Conclusions
- 7 5. ECTA Annual General Meeting - Board Members

The 5th Annual Meeting of the European Chemical Transport Association (ECTA) took place in Monaco on October 29, 2003. The 2003 Annual Meeting was held in conjunction with a mini-conference whose principal panel session focused on the theme of “Behaviour-Based Safety”. Presentations on the new SQAS Tank Cleaning scheme and the Chemical Industry Data Exchange (CIDX) network comprised the other two important elements of the meeting. The event was attended by some 40 delegates, most of whom were ECTA members and invited guests.

ECTA Chairman **Luc Haesaerts** of **Haesaerts Intermodal** introduced the mini-conference by reporting that this year’s event provided a good opportunity to take stock. ECTA has made good progress since its formation in the latter half of the 1990s, not least in drawing up a series of guidelines which have now become the industry standards and in steadily strengthening its status as the central voice of Europe’s chemical logistics service providers (LSPs). While LSPs have devoted considerable energies in recent years to the short-term problem of how to survive in a very competitive market, they have nevertheless also found the time and the resources to work together towards the longer-term goal of continuously improving the service they offer to chemical producers and their customers and to promote themselves as professional, proactive industry leaders promoting harmonised, pan-European solutions and standards.

Luc Haesaerts said that the subject of the first presentation, the new, revised Safety and Quality Assessment System for Tank Cleaning, i.e. SQAS Tank Cleaning, represents another important milestone for the Association. A key turning point in this drive towards effective industry-wide assessment systems was the Association’s 2001 Annual Meeting in Berlin when the revamped SQAS Road scheme was unveiled. In developing that much-strengthened scheme, ECTA and the European Chemical Industries Council (CEFIC) showed how they could work together effectively for the benefit of the entire industry.

The following paragraphs provide an overview of the key issues discussed at the ECTA’s 2003 Annual Meeting and mini-conference.





2. THE NEW SQAS TANK CLEANING SCHEME

Jos Verlinden

Jos Verlinden of **CEFIC** reported to delegates on the new SQAS Tank Cleaning scheme. Shortly after the inaugural tank cleaning scheme was introduced as a paper system in 1998, users acknowledged that it had its weaknesses. Only 80 cleaning stations have so far been assessed under the original SQAS scheme and the average number of assessments each year, at 15, is comparatively low. Furthermore, the responsibilities of the various parties are not as clearly defined as they should be.

Drawing on the experience gained and the model used in the revamp of SQAS Road two years ago, ECTA, CEFIC and the European Federation of Tank Cleaning Organisations (EFTCO) have now revised SQAS Tank Cleaning. The key elements of the new scheme are a revised questionnaire, assessor training and accreditation and electronic data input, storage and retrieval. Assessors are currently being trained, the questionnaire and accompanying guidelines are being translated into five European languages and the first electronic report was placed on the database on October 8, 2003. Everything is in place for full start-up of the new system on January 1, 2004. The database comprises two parts - those valid, paper assessments carried out prior to October 1, 2003 and not older than three years and new reports entered electronically from October 1, 2003 onwards.

In the new assessment process it is up to the individual cleaning station to go for an assessment. Once the decision is taken, the station selects an accredited SQAS Tank Cleaning assessor from a list posted on the web site and pays him to carry out an assessment. Upon completion of the assessment, the assessor sends his report to the security-protected database electronically.

The report can be accessed by transport (road tanker/tank container) operators which are members of the ECTA SQAS Cleaning User Group when considering a cleaning station for their tank. The transport company can then send feedback to the cleaning station which the station can use as the basis for implementing improvements. Chemical companies which are members of the CEFIC SQAS Service Group also have access to the database, and they are able to specify their expectations to the transport operator. Cleaning stations are permitted access to their own report only; they also have the option of excluding certain transport operators and chemical companies from being able to access their report.

Uniform cleaning document

“It was realised early in the revision process that the new SQAS Tank Cleaning scheme would be most effective if it was backed by a harmonised, standardised, pan-European cleaning document,” Jos Verlinden told delegates. “The provision of such a uniform document and its central control will facilitate verification at the loading point that the tank meets chemical company requirements for the product to be loaded. It will also minimise the possibility that the document has been falsified.”

Currently, six countries in Europe have national cleaning documents but there is no uniformity between them. In addition, it is difficult to verify prior load information with the present system. An initial attempt in 2000 to create a uniform European cleaning document was unsuccessful due to general lack of support. However, in 2002, with work to revise SQAS Tank Cleaning getting underway, CEFIC, ECTA and EFTCO decided that a harmonised document was needed. A joint working group is in the process of preparing a draft Uniform European Cleaning Document by the end of 2003 and it is intended to implement this document by July 1, 2004.

Although the content and format of the document will be the same across Europe, it will be available in local languages and continue to be administered by national cleaning associations. The use of a unique numbering system will help prevent document falsification. The cause of European harmony has recently been given a boost by the decisions of Germany and Sweden to establish national cleaning associations for the first time.

The aim is that all European tank cleaning stations will have been subject to an SQAS Tank Cleaning assessment by July 1, 2004. EFTCO has said that possession of such an assessment will be a condition for membership of a national cleaning association. Also, chemical companies and transport operators should only recognise and use SQAS Tank Cleaning stations. As part of this latter effort, transport operators which have not already done so are being encouraged to join the ECTA SQAS Cleaning User Group.

3. CIDX AND CHEM ESTANDARDS



Jeffery Frayser

In summarising the Chemical Industry Data Exchange (CIDX) service, the non-profit organisation's executive director **Jeffery Frayser** said that the **CIDX** mission statement is a straightforward one - to improve the ease, speed and cost of securely conducting business electronically between chemical companies and their trading partners.

CIDX has been engaged since July 2000 in developing Chem eStandards, a broad set of non-proprietary eXtensible Markup Language (XML) standards to facilitate business-to-business data exchange across the chemical industry worldwide. CIDX is funded by chemical companies, chemical marketplaces and service providers and Chem eStandards are freely available to all. The initial focus was on the North American market but, since late 2001, workshops and forums have been carried out in Europe, Asia and Latin America with the backing of regional documentation and implementation support. So far, eight categories of Chem eStandards transactions have been developed, and emphasis is placed on streamlining the logistics function wherever appropriate.

New in 2004

The fourth version of Chem eStandards is due to be introduced in the first quarter of 2004 and this new set will include coverage of the various modal dangerous goods regulations for the first time. CIDX is also continuing its work on business process and data standardisation. As part of the latter initiative, the order-to-cash (OTC) component is nearly complete and the supply chain collaboration (CPFR) draft guidelines are now available. In addition, a logistics framing team has been formed to scope further opportunities in chemical logistics and transport.

The other main role of CIDX is cyber security under its Cyber-Security Practices, Standards & Technology Initiative. Stemming from the September 11 attacks in the US and the country's new Homeland Security Act, this activity has had a North American focus until now. For CIDX the emphasis in this sector in 2004 will be on embedding the standards developed to date and on looking at new cooperation opportunities, including in Europe.

Next year also promises to be a busy year for CIDX on the Chem eStandards front, not least with the introduction of Version 4. In addition, Europe will be a primary focus and higher visibility with international bodies such as the European Union and the European Standards Organisation will be promoted. There will also be broader communication of CEFIC-endorsed CIDX standards by means of collaboration with national chemical associations in Europe.

"In addition, there are opportunities for collaboration between CIDX and CEFIC, ECTA and CDI in the area of logistics," Jeff Frayser told delegates. "This includes the wider promotion of existing Chem eStandards for logistics transactions, and in the electronic communication of dangerous goods data and LSP assessments."





Hans-Jörg Bertschi



Serge Cosemans

4. BEHAVIOUR-BASED SAFETY PANEL SESSION

4.1 Introduction

In introducing the discussion on the new CEFIC/ECTA behaviour-based safety (BBS) initiative for chemical logistics service provider (LSP) drivers, **Hans-Jörg Bertschi** of **Bertschi AG** and chairman of the panel session said that the European chemical industry, having primarily focused on plant safety in the past, is now extending its safety remit more beyond the plant gates. There are still perceived weak points in the distribution chain.

Notwithstanding the good safety record established by transporters of chemicals, the roads are a hazardous place, viz the 10,000 deaths on Europe's roads each year. Hans-Jörg Bertschi quoted Didier Baudrand of BP Chemicals who had stated at the 30th EPCA Logistics Meeting held in Monaco immediately before the ECTA Annual Meeting that so far this year 18 people had been killed while working for the BP Group worldwide. Of this total, 12 had died on the roads.

Hans-Jörg Bertschi informed delegates that the behaviour-based safety panel session would commence with a description of the new behaviour-based safety programme, and the Guidelines for Safe Driving of Road Freight Vehicles developed by the joint CEFIC/ECTA Working Group. This would be followed by views on the initiative from both a shipper and a haulier. The session would conclude with an open panel discussion.

4.2 Development of behaviour-based safety standards

Serge Cosemans of **Dow Belgium** and chairman of the joint CEFIC/ECTA Behaviour-Based Safety Working Group said that the new behaviour-based safety initiative for drivers is the next logical step following the revision of the SQAS Road scheme. The initiative, and its new guidelines, are also part of the European industry's drive to secure continuous improvement in the safety, quality and performance of chemical logistics activities. The behaviour-based safety concept is not new to the chemical industry, said Mr Cosemans, as it has already been implemented by manufacturing companies.

An analysis of chemical transport accidents over the past decade shows a marked overall reduction, from 0.82 per 10,000 shipments in 1994 to 0.29 in 2003. In fact, the most dramatic improvement was made in the first half of the decade and the 0.05 accidents per 10,000 shipments in 1998 was a record low. Since 1998, however, there has been a slow, but

nevertheless worrying, increase in the accident rate. An analysis of the accidents showed that a high percentage were due to human error and that up to 90 per cent could have been avoided.

Against this background, CEFIC and ECTA agreed that it is possible to increase safety by positively influencing the behaviour of European chemical transport drivers through observation, coaching and communication. The carriers and chemical companies on the CEFIC/ECTA Behaviour-Based Safety Working Group believe that the new BBS standards and driver guidelines will not only lead to fewer accidents but also reduced fuel consumption, emissions, maintenance costs, insurance premiums and fines.

New driver training

Central to the BBS programme currently being developed by the joint working group will be a new, ongoing, standardised system of driver training that is more rigorous than any existing system. Transport operators will need to ensure that all drivers receive individual training from qualified trainers (either internal or external), and training observations/records will be kept in a central filing system along with other driver information. Drivers will be able to consult their individual record. Key performance indicators will be monitored and analysis of trends will provide the basis of improvement programmes.

A new SQAS scheme will assess the implementation of the BBS standards and relevant BBS requirements will be incorporated in the next revised edition of SQAS Road in 2004. Implementation of the BBS requirements and their integration into internal systems will be the responsibility of senior management at the transport operator companies. The one-on-one driver training session will be of at least one-half day's duration and be repeated every 1 to 3 years. The programme will include a verbal introduction, a vehicle check, a driving session and a final debriefing encompassing an overall evaluation and a description of where there is room for improvement.

Serge Cosemans concluded by pointing out that the BBS programme, complete with safe driver guidelines, is another good example of industry being proactive and that it may fulfil the requirements of the upcoming EU Directive relating to driver training.



Wim De Wulf



Yves Decourchelle

4.3 The View of a Shipper

A shipper's view of the new BBS initiative was provided by **Wim De Wulf** of ExxonMobil Chemical Europe. ExxonMobil has a large operation in Europe from which to draw experience. Some 2,000 drivers and 7,000 trucks are employed delivering the company's products and approximately 4 million motorists visit the 9,000 ExxonMobil petrol stations in the European Union (EU) each day. Although approximately 95 per cent of the drivers delivering ExxonMobil products are contracted, they nevertheless must meet the company's high standards.

The oil spill from the tanker *Exxon Valdez* in 1989 was a defining moment in the company's history and led to the development of the Operational Integrity Management System (OIMS) which uses key performance indicators to measure company performance. Furthermore, business managers bear the overall responsibility for safety and are not permitted to delegate this function. A measure of the success of the rigorous regime is given by the fact that in Europe the ExxonMobil accident average is only one per 2.2 million km driven by the huge fleet of vehicles.

In-house BBS

Wim De Wulf told delegates that ExxonMobil is not only a member of the joint CEFIC/ECTA Behaviour-Based Safety Working Group, it also already implements a BBS-style programme through its loss prevention system (LPS). Under a refinement of this programme introduced at the end of the 1990s, each driver is required to complete a defensive training session every 24 months, during which a senior colleague accompanies the vehicle and makes constructive comments on the driver's performance.

An analysis of ExxonMobil road vehicle accidents over the past decade shows a steady reduction in the number throughout the period. Unlike the accident record for the industry as a whole, there has been no worrying increase in accidents since 1998 and ExxonMobil management is confident that the implementation of its LPS programme has resulted in the company's better than average performance.

Whilst fully supporting the CEFIC/ECTA project on BBS, Exxon is pushing ahead with its own programme of continuous improvement in order to make its already exemplary transport safety record even better. The three elements in the road transport programme are infrastructure, vehicles and people. While some progress can be expected to

derive from, for example, choosing better roads and improving vehicle design, ExxonMobil has identified people and behavioural change as offering the most scope for improvement in safety performance.

4.4 The View of a Haulier

Yves Decourchelle of Groupe Samat then took up the baton and explained to the ECTA Annual Meeting delegates what the new BBS initiative will mean to one of the leading French LSPs in the chemical sector. Due to the scale of the operation - Samat has 2,300 employees and operates 4,000 trucks and trailers from 30 separate sites - the implementation of the BBS programme represents a major undertaking.

Samat has carried out a rigorous self-assessment on the extent to which it already adheres to the BBS philosophy. The assessment considered functions such as notification, implementation, data collection and followup corrective action. The conclusion of this initiative is that Samat is only about 46 per cent of the way to the goal of full BBS programme implementation, and that much needs to be done, starting with a complete revision of the group's quality management system in order to accommodate the new requirements and responsibilities. In addition, a communications policy is being established, and the additional resources required are being defined. Finally, the training of drivers to BBS standards will be carried out, backed by observation, coaching and corrective action.

Samat acknowledges that there is a considerable gap between what is stipulated by the BBS guidelines and their full implementation by the company. Extra expenditure will be needed and the company does not expect a return on investment in the short term. Nevertheless, said Yves Decourchelle, Samat is fully committed to behaviour-based safety. Emphasis is being placed on creating the mindset needed to ensure its success and on imbuing a top-down commitment to the initiative throughout the company.

4.5 Discussion and Conclusions

The 5th ECTA Annual Meeting concluded with an open panel discussion on behaviour-based safety. On the important question of resources, Wim De Wulf commented that, because of the other benefits offered by BBS, the costs of implementing such a programme at ExxonMobil had been recouped within 2-2.5 years.

One delegate asked how long it might take to implement the BBS programme across Europe, given

5. ECTA ANNUAL GENERAL MEETING - BOARD MEMBERS

the fact that the joint CEFIC/ECTA Working Group only has eight haulier members while there might be over 300 haulage companies to which the BBS regime is applicable. Serge Cosemans stated that Dow has already talked to 23 of its hauliers about implementation and the response has been universally positive. In any case, because BBS is to be integrated into SQAS Road, the regime will be adopted by default.

Haulage subcontractors were identified as a potential weak point, as the size of some of the operations concerned might be so small that they do not have sufficient resources available to enable implementation. Wim De Wulf mentioned that contract hauliers need to help drive the initiative amongst their subcontractors. Some chemical companies require contract hauliers to list their subcontractors.

The question of data protection and driver liability was raised. The panellists pointed out that the driver records will stay with the transport operators and that it will not be possible to use the data in any legal action against a private individual. Nor will drivers in non-compliance with the requirements be punished in any way. Chemical companies will only want to make use of data to analyse industry trends. It was acknowledged that the guarantee of privacy is a key priority.

Panellists and delegates agreed that the recognition of the work of drivers and their achievements was an important point. The certificate awarded to drivers upon completion of their BBS training will be a great motivator as will the way that the overall BBS initiative recognises how important drivers are to the safe and efficient functioning of the industry. There may also be ways that the implementation of BBS could be controlled to save time and money. For example, training qualifications could be imprinted on driver "credit cards" at some stage in the future to facilitate access to specific facilities or to enable the carriage of certain products without the need for a long paper chase to verify eligibility.

Hans-Jörg Bertschi concluded proceedings by stating that the improvement of driver performance on a sustained basis represents a tremendous challenge for the industry. However, if the programme is successful, it holds the potential to yield important benefits. A continuous improvement in safety performance is the key driver but building a stronger, top-down safety culture across the industry and providing drivers with a greater sense of purpose will be major side benefits.

At the ECTA Annual General Meeting immediately following the mini-conference, the existing serving members of the ECTA Board were re-elected to their posts for a further three-year term. Thus, amongst the senior board members, Luc Haesaerts continues as ECTA Chairman, Horst Kubek as Vice-Chairman, Alfred Talke as Treasurer, Cathy Demeestere as Secretary and Paul Evertse as EPCA Logistics Committee Member.





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