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Digital Advancing Best Practices

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Market Research and Analysis

Brian Whitaker

Brian@qworky.io

1-828-719-6540

Objectives

In order to obtain the above, this project will determine:

- The target audience for best practices content and their related behavioral characteristics
- What best practices content should be produced, procured, curated, and/or shared and the outcomes associated with each
- Preferred media consumption channels and how to design information architectures so that audience(s) can quickly and easily access content
- Development and testing of a cost-effective, user-friendly, accessible method for aggregating and delivering best practices content

Introduction

Every year, 1.25 million people are killed on the world's roads. The coalition recognizes safer roads are a shared responsibility and TSR members are in a unique position to help. TSR members have spent decades and millions of dollars improving safe road outcomes resulting in actionable programs that reduce risk and save lives. It is thought that by sharing these practices with smaller fleet operators who may not have the time or resources to develop such sophisticated programs that we can improve road safety outcomes. This research study was commissioned to assess the viability of creating a digital best practices series to meet the needs of the small-to-midsize fleet operator.

Goals and Objectives

To obtain the above stated goal, we will need to conduct research into "who" our target audience is and what their specific needs are. Next, we will need to determine the best way to translate existing content into actionable programs that can be implemented with limited time and resources characteristic of these operators. We will subsequently determine how best to effectively reach these fleet operators. Lastly, it will be important to understand the market for the proposed digital best practices solution to ensure the proposed solution add values and delivers an ROI.

SMALL-TO-MIDSIZE FLEET RESERACH

Research Strategy

Participants were selected using a combination of purposive and snowballing sampling. Potential interviewees were approached via LinkedIn and invited to participate based on their association with, or employment within, small-to-midsize transportation carriers. Recruits were asked to provide the researchers with contact information of any network contacts that would have interest in contributing to this study.

Participants were interviewed over the phone using a semi-structured interview. The survey was constructed based on prevalent frameworks for building and maintaining a safety management system within transportation carriers (BASICS under FMC-SA and ANSI/ASSE Z15 standards). Interview questions were approved in advance by members of the Digital Best Practices Series committee. A copy of the interview form can be found in the Appendix.

Confidentiality was assured and pseudonyms are used to protect participants' identity.

Data analysis followed best practices for interpretative phenomenological analysis (Smith, Flowers, & Larkin, 2009). Accordingly, we analyzed the data using a grounded theory approach. In this framework, analysis of a single case is conducted to formulate a theory of participant's experiences and uncover initial patterns of findings. Subsequent iterations of analysis involved developing axial codes to begin categorizing meaningful themes emerging from the data using qualitative data analysis software (NVivo). Techniques for identifying themes, patterns, and relationships included word and phrase repetitions, primary and secondary data comparisons, and probing for missing information. While themes were being identified, key quotes were recorded to provide simple, clear reference points that were grounded in the data. This process was carried out for each subsequent case. Analysis was complete when themes unique to each case were identified and shared experiences between participants crystallized. For example, Figure 1 shows the iterative progression of a raw transcribed quote to its associated code, category, and theme.

Figure 1

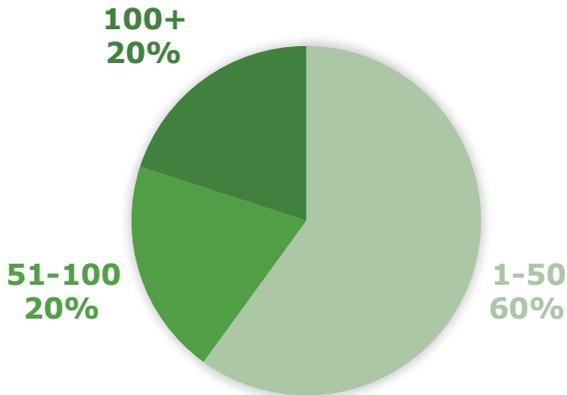


The Sample

Twenty interviews in total were conducted over the course of 4 weeks. The majority of the participants represented long-haul carriers, but we also spoke to beer distributors, grocery distributors, and oil & gas support services fleets. Interviews averaged 61 minutes in length. An incentive of \$50 cash or donation was offered for participation. 15 % of respondents took the incentive.

For this study, small fleets were defined as 1-50 vehicles, mid-size Fleets were defined as 50 – 100 vehicles, and large fleets were defined as 100 power units +. The average size of the fleets interviewed were less than 50 vehicles

Fleet Size



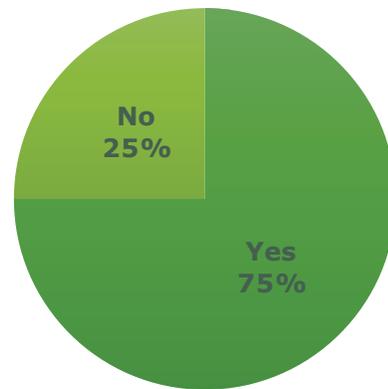
Three-quarters of carriers have someone serving in a dedicated fleet safety role in their organization. Because smaller fleets rarely have dedicated fleet safety managers, we did not restrict our interviews to fleet or operational managers. As is often the case, we found fleet responsibilities were split among several employees.

Job titles included:

- Owner / CEO
- Director of Operations

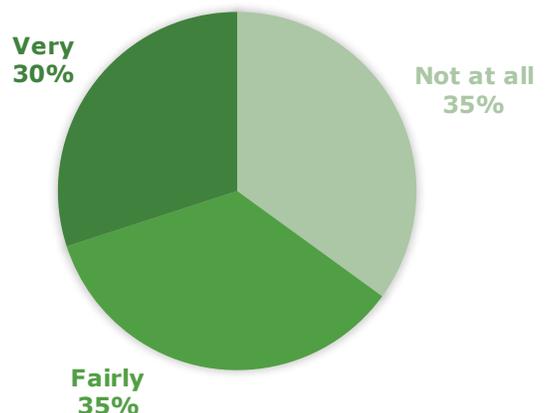
- Operation Manager
- Director of HR
- Safety Manager
- Driver
- Fleet Safety Consultant
- Fleet Maintenance Consultant

Do you have a dedicated Safety Department or Manager/Director of Safety?



After obtaining demographic data we began the interview by asking about the carrier’s safety culture, the extent to which everyone participates in safety and actively improves safety outcomes. A strong safety culture shapes the decisions, values and behaviors of everyone in the organization. For

How fraternal is your safety culture?



instance, drivers may know how to drive safely but during the rush of the day as they hit traffic, check messages, and try to make appointments will they continue to make safe choices? One method fleet managers use to ensure this is through training, of course, but more importantly it is through an established safety culture.

A small minority of the operators interviewed had a positive safety culture. The comments indicate the culture is itself being defined not by the leaders of the organization but by individual Drivers and Supervisors. This could be because the concept of creating and sustaining a positive safety culture is not well understood at the leadership level. Beyond understanding the importance of fostering a positive culture, many leaders have very little practical experience with executing a cultural change initiative. In other words, they don't even know where to start. It is important to stress that without a positive safety culture any effort to institute a "best practice" is likely fail because employees have a tendency to reject change if they do not interpret it as necessary or relevant to assisting in the performance of their work.

Relevant quotes:

- What I find is that a lot of times culture tends to be discussions that are had at the upper level and that's where they stay.
- They have a culture for the higher level managers and that culture is sort of managing the dysfunction below. Improving selection and actually identifying people that are good would help.
- Creating a culture of high performance because a lot of times what happens is that management is spending an inordinate

amount of time with the bottom third of the candidates of the employee base.

Only 30% responded favorably to the question, "How fraternal is your safety culture?"

-We need to create a culture of high performance as opposed to just managing the dysfunctions.

-Top performers will leave here quicker than a poor performer, if they're not being treated correctly.

-Trial and error with us and it's a culture change. And that's why I don't have any hair left.

-I've seen the culture and things change in in our industry and it's scary. I can tell you some horror stories.

-I fight production over safety, you know, they're going to run a truck with a flat tire because they can't be late.

Interpretation:

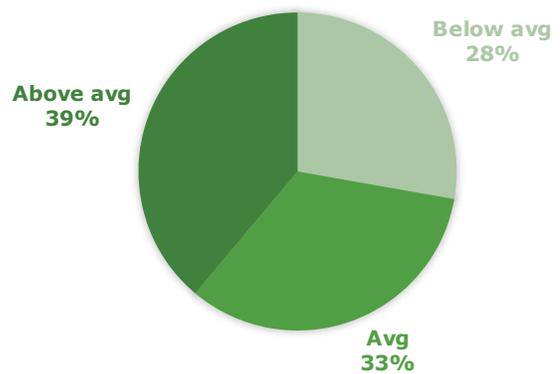
80% of our sample had a fleet size <100. There were more safety managers/directors than anticipated but how well are they performing? Do they understand the concepts of managing for safety or are they simply managing for compliance? Their experience seems to come in large part from field experience with no formal education or training in management practices.

Their Best Practices Needs

Question: How do your safety issues compare with safety issues of your competitors?

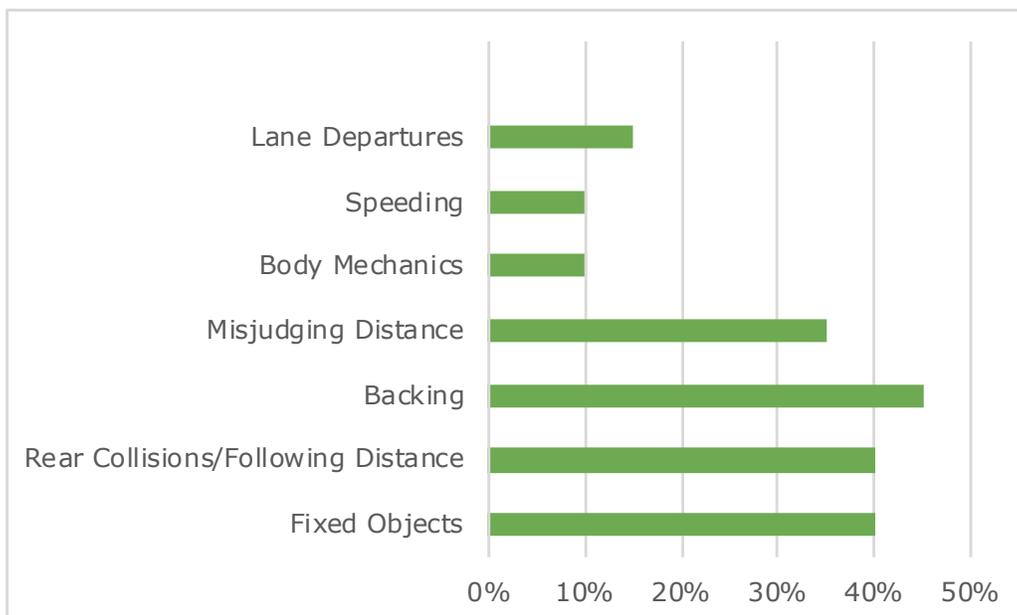
61% of interviewees described their safety record as average or below average when compared to their peers.

How does your safety record compare to your competitors?



Question: What's the most likely kind of accidents that could happen here (not the most severe, the most likely)?

What's the most likely kind of accidents that could happen here?



The responses to the question “What’s the most likely kind of accident that could happen here” were anecdotal. When pressed on actual metrics respondents either declined to answer or provided vague responses. This indicates several potential causes for concern:

- The organization doesn’t track internal safety statistics
- Management and leadership don’t pay attention to internal safety statistics
- Management and leadership are nervous about / reluctant to share objective information with third parties

Aside from simply tracking frequencies, many do not have any formal process for data collection or analysis. When probed on why accidents occur, supervisor and driver/operator issues were by far the most common cause discussed, indicating a lack of root cause analysis at the organizational level. This is not surprising, given that many say they are strapped for time and resources already and likely do not have the skill to put such a process in place.

In fact, many respondents were quick to place blame for unsafe performance on drivers, third-parties and especially driver training schools.

Relevant quotes:

-Tractor-trailer schools..are all about money...they don't even teach the basics.

-I'm scared to be on the road with the new guys.

-You look at some of these community colleges. They're doing 6-week training. But it's just all about the revenue.

-We've done away with the cell phone use in the truck. They can only use it when parked

in a safe location.

-6 of my last 7 crashes were caused by other drivers (3rd party) being distracted.

-We'll only hire people within two hours of our terminal so they're not exhausted when they get in.

-We tell our guys if you're sick, stay at home. We don't want you to drive a truck.

-Did you have a good night's rest before work or did you run all weekend and party all weekend?

-We have sleep patrols b/c there are guys who will sit in their trucks and watch TV and text all night without getting rest.

-Drivers with 12-15 years get complacent.

-It's unfortunate. It takes a major incident in their career to shake them, sort of scared straight and I don't want that. I want to avoid that. Sure. And that's what I do when I do my training with these drivers, you know, and a lot of them are old school they look at me like I'm stupid.

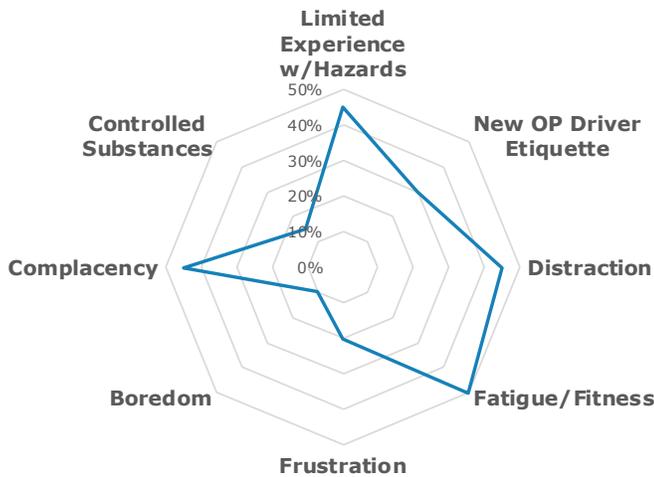
Interpretation:

A sizable proportion of drivers are inexperienced, prone to distraction, and lack driving basics and road etiquette. A separate population of older drivers is prone to complacency and fatigue (although fatigue and fitness-for-duty might be more evenly spread across drivers). Small-to-midsize operators need help understanding how to effectively handle performance issues with both groups because the answer is likely different for inexperienced drivers than it is for experienced ones.

Operators:

Interviewees indicated the most common operator factors responsible for crashes as fatigue, complacency, distraction and limited experience with hazards. Limited experience with hazards was defined as a route readiness issue where drivers had no prior experience with their route or the hazards associated with it.

Operator Factors



Relevant quotes:

-Our trucks are governed at 65MPH. They're not able to run 80, 85 MPH.

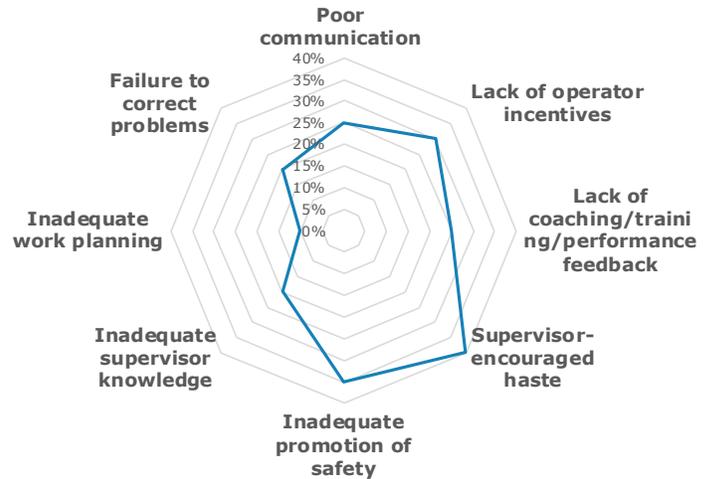
-If you have a fatality hasn't going to be the guy that's going to cause it because he's going too fast and he does take time to stop and look around.

Supervision:

Drawing out interviewee responses revealed that they understand that managing risk goes beyond the driver – it encompasses effective management, efficient operations, and strong culture.

With respect to supervision, it is clear from the graph below that supervisor encouraged haste is an issue for a significant amount of operators, in addition to inadequate promotion of safety and lack of incentives.

Supervisor Factors



Relevant quotes:

-They (supervisors) abuse the camera. They rely on footage too much. Corporate finds a violation and it's "catch me hurt me".

-In trucking you know you can you can have a, you know, let's say dispatch dealing with knuckleheads just doing crazy stupid stuff and then here comes a top performer who hiccups and he gets the same treatment.

-You get lazy management all it's all about the almighty dollar and you got lazy drivers that don't want to get off their butts to do pre-trip.

-Project manager shows you film and there's no corrective action or progressive warning. No appeals mechanism for violations even if it's a third-party error. Very high turnover b/

c it's frustrating. 30% of cases could be appealed.

-Yes, it's not that they're saying, don't worry about the pre trip. They got these drivers rushing to get everything done within a certain period of time in those situations they're so rushed there would be less accidents because they're going to pay closer attention. Everything is all about time.

-The carriers push them so hard to get these loads to their destinations. It's not fair to the driver.

-Supervisors are visible but they're only responsibility is revenue per mile. Safety is tertiary. Sups don't take the time to cultivate a relationship with drivers and act like drill sergeants. We have a high turnover in supervision, too. They come in unqualified.

-Owners and supervisors don't really understand how important safety is.

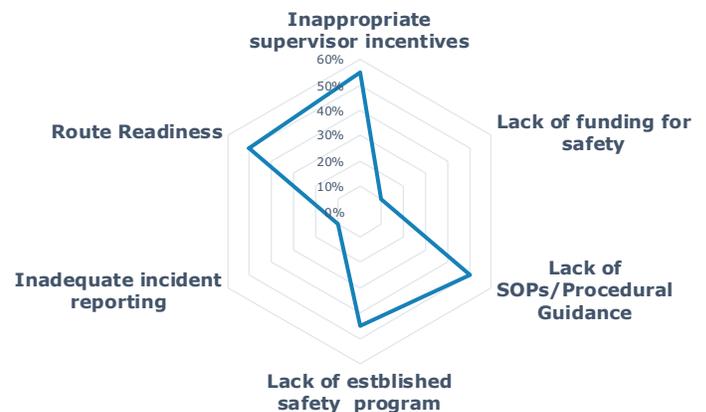
-Safety isn't a thing until there's an accident

not executed in a way that is perceived to be fair or consistent. The inconsistencies in performance management are likely to be exacerbated in times of severe driver shortages.

Operational and Cultural Factors:

When asked about what operational factors impacted safety performance, the top responses included inappropriate supervisor incentives, lack of SOPs / procedures, lack of established safety policies and route readiness issues.

Operational Factors



Lack of SOPs / Procedures and established safety policies:

A surprising number indicated their organizations did not even have an employee manual or safety handbook. While it could be argued that many individuals do not use or read such organizational materials and therefore are of little value, the absence of one sends a direct message that safety is not a priority. Without clearly articulated policies, procedures and expectations, it is no surprise that safety related data is not collected and performance management is inconsistent.

Inappropriate Supervisor Incentives

Supervisor/driver manager rewards and comp structure is misaligned with safety priorities as

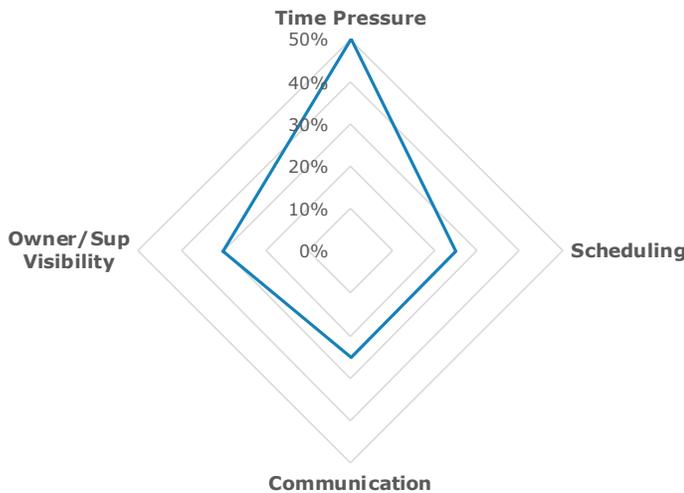
Interpretation:

Too much focus on short-term rewards results in time pressures that disrupt basic safety management functions like: Anticipating, identifying and evaluating hazardous conditions and practices; developing hazard control designs, procedures, and programs; implementing and coaching drivers on risk management programs; measuring, auditing, and evaluating the effectiveness of a safety program.

From the responses, it's evident the performance management systems are a source of tension among drivers, supervisor and leaders. The current performance management systems are often punitive and

outlined by the FMCSA. Supervisors are incentivized according to number of deliveries/loads, influencing how they schedule, staff, and manage driver performance. Safety, however, is left mostly up to the drivers.

Culture



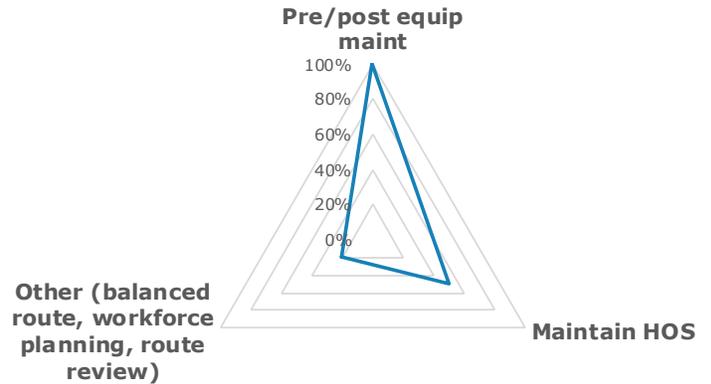
Route Readiness:

In addition to and likely as a consequence of time pressures, interviewees reported significant issues related to route readiness, specifically with operating vehicles without following proper pre-post trip inspections or regular vehicle maintenance.

Relevant quotes:

- It's always about the bottom line.
- It's all about the dollar amount this many loads because this many dollars and we're going to make sure that our driver managers are completely compensated for this and doing their job and make sure these drivers are at the right place at the right time.
- Supervisors are aware of these problems but accountability (for crashes) always falls on the driver.

Route Readiness



-If you drove an 18 Wheeler for a company and they never gave you a bonus for a no violations discovered citation. They never upgraded you in a truck a nice truck. They kept telling you to run, run, run, why would the driver even want to stay? He's making he's making a little bit of money, but look at the risks he's taking. What's the carrier doing for him, not a damn thing. Yeah, that's why you have turnover.

-You have to tell them what you expect. Most places don't have employee handbooks and good policies and procedures and good practices in place and that's what it takes to change a culture is you got to not only put them in place, but you have to discipline your drivers and keep these policies and procedures in place and set examples for the other people in the drivers. Carriers don't do that.

-Our drivers understand our expectations about safety.

-It would have to be hours of service, even though they have a log mandate. It's still the hours of service because these drivers are out there exhausted and destroying themselves and if they need family time they're not getting it or somebody passes away,

they're not getting enough grief time.

-I think it is the scheduling. I think they place too much stress on the driver to get it there. Get it on time and by this I mean it's all about what time you have it there is the whether or not the customers going to accept the shipment or deny it.

Interpretation

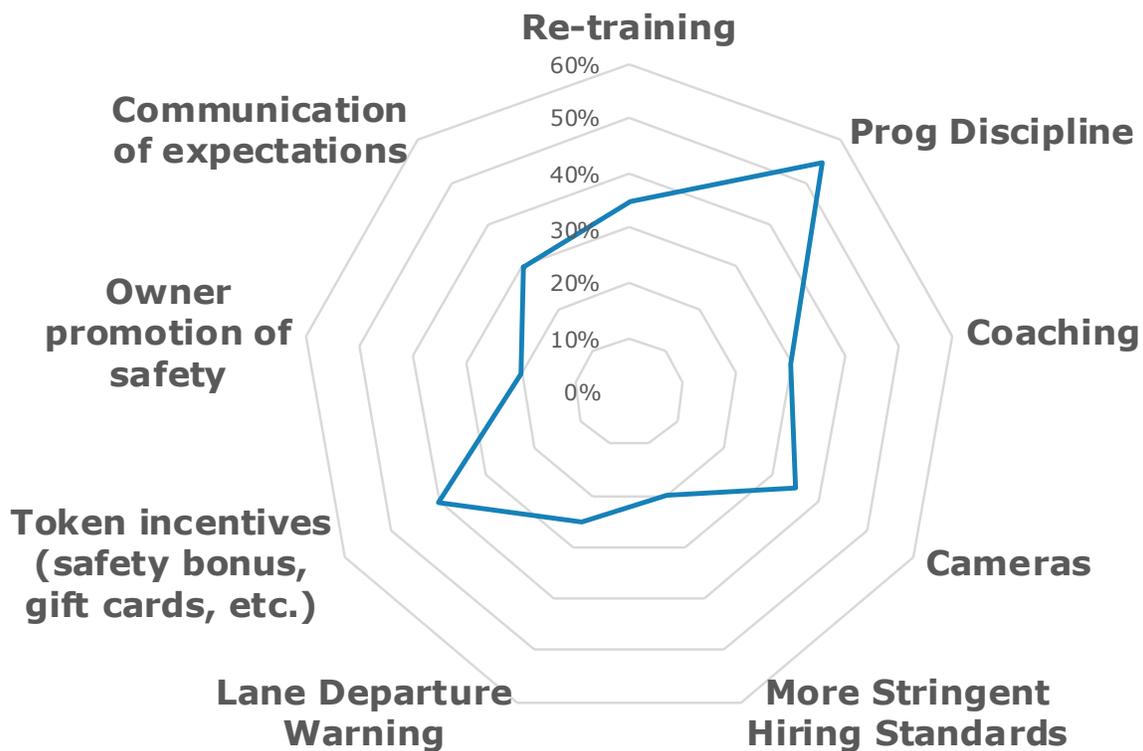
At the operational level, small-mids aren't formulating prescriptive, administrative controls meant to identify and eliminate hazards and reduce the probability of loss events. Very few have developed basic safety, health, and environmental policies to integrate safety performance into operational goals. They're disengaged from the planning, design, development and implementation of systems or programs involving hazard controls. Further, very few spend time coaching drivers. Supervisors and driver managers have not developed the mind set to manage responsibly.

Question: What are you doing that's working for you?

In order to wrap up this section on a positive note and to try to gather some best practices of their own we asked why specific practices were working for their organization. Unfortunately, the most common responses were progressive discipline and safety incentives. Most who were providing safety incentives were likely unaware of the OSHA rule that makes clear that all incentive programs must be structured in a way that encourages safety in the workplace without discouraging the reporting of injuries or illnesses.

In addition, much of the information managers are likely receiving on progressive discipline (at least the sources we found online) are based on old theories of employee performance and not likely to make a significant impact on the reduction of crashes or the establishment of a positive safety culture.

What's Working for You?



Interpretation

The resources used by small-to-midsize operators to identify best practices are likely outdated and not based on sound theoretical principles or research. As evidenced in the responses here and the content found online in our research, the programs and policies currently on the market are written by experts in the transportation industry (former owners, operators, drivers, and manages) rather than experts in the fields of human performance or safety and health.

Where do they go for best practices content?

Question: Which information outlets, trade associations, trade publications, web portals do you use to get information about best practices?

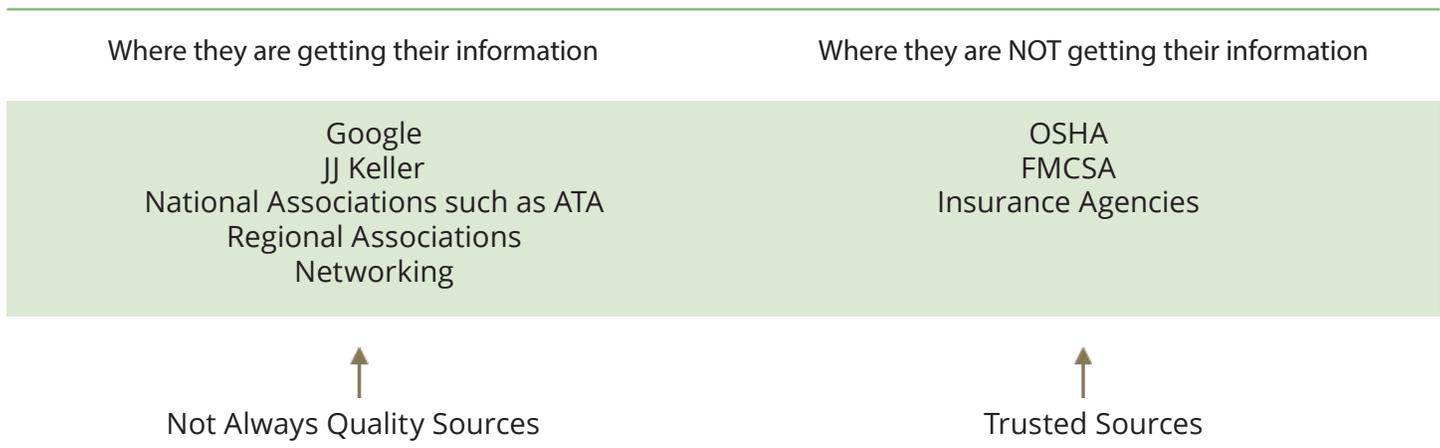
The number one answer to the question above was google. Whether it's to find a policy or content for required OSHA training, most admit to simply doing a google search for information that "looks good". They often borrow from a number of sources and customize the material to their organization.

A majority also use organizations such as JJ Keller for off-the-shelf products such as VCRs.

Almost half report utilizing materials supplied by national or regional trade associations.

The most popular form of information gather was networking. Many like hearing what others in their field are doing and attend local / regional conferences and workshops.

Most interesting, is where small-to-midsize operators are not going for information. Although almost all report having questions regarding federal regulations no one reports utilizing them as a resource and only 1 in 20 report using their insurance broker as a resource of information. Most respondents report being afraid to contact these entities for fear of the consequences. Specifically, they fear even the bare minimum interaction between regulators or insurance brokers.

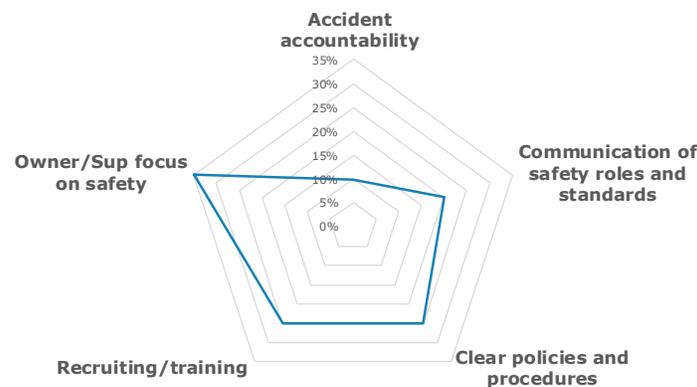


More detail on sources for best practices can be found in the Benchmarking Report section.

Addressing the need

What one thing, if everyone here did it differently, would make the biggest difference for safety?

What one thing, if everyone here did it differently, would make the biggest difference for safety?



Relevant quotes:

-Let me say something - there's something wrong with the system that we have here. There's no consistency in the way these troopers are interpreting the (FMCSA) law and it pisses me off.

-You got to have a good safety guy onboard to work in this system to keep your (CSA) points down.

-The FMCSA is trying to reduce accidents. I think they're doing a good job partially but I think there's a lot of fixing that needs to be done.

-It's the way they interpret the law man - they all interpret the law different.

-And when I came in, it was atrocious (written safety policies). There was nothing in place.

-You have to tell them what you expect. Most places don't have employee handbooks and good policies and procedures and good practices in place and that's what it takes to change a culture is you got to not only put them in place, but you have to discipline your drivers and keep these policies and procedures in place and set examples for the other people in the drivers. Carriers don't do that.

-Our biggest thing is documentation - inspection reports and incidents reports, that's one of the biggest things that befalls a lot of the small mom and pop shop. Something simple as not even logging a fuel stop

will get you a big fine.

-A lot of carriers, I believe, feel skeptical about calling the highway patrol or the FMC-SA. If you don't build that rapport with those groups, then you're scared to call them.

-Trucking companies hire their own problems by hiring on drivers with drug issues, testing positive for marijuana, lots of speeding tickets.

-We were three years driving experience for our supervisor positions. Then we dropped two years. So our standard or drivers are quality drivers and the driver pool has gone down tremendously.

-If a driver's out of work, you don't want him.

-If I had a good driver to leave. I would call back in a month and I'll say, Hey, are you satisfied where you're at? And that's just because it's so hard to get good quality drivers now.

-I really need to fire him but I but I can't. I don't have any other drivers.

-There are some idiot truck drivers out there, Brian. I'll be the first one to admit it. And I want them off the road just as bad as everybody else does but we have to train people when they come into these new carriers. You can't just put them in a seat and behind a steering wheel will and not train these people on how you want your services done.

-Some guys will hire drivers that have five speeding tickets and or, you know, several violations and your insurance is going to go through the roof. Because, you know, be-

cause this guy's got so much on him.

-What we want to be able to do is bring in consistently good people that are going to perform at a high level.

-It's not just the supervisors, though the supervisors are pushing the driver managers to push the drivers because driver manager's incentives and bonuses for whatever their drivers do so if they haul this many miles within this certain amount of time they get about, so of course the driver managers are going to push the issue.

-I believe every single supervisor or driver manager should be required to spend a week in a truck with one of their drivers so they actually can see what the drivers are having to deal with on a daily basis, while their driver managers are pushing them and pushing them.

-There's always conflict between safety and as people who are doing operations and the reason being is because safety is trying to do it. The proper way whereas owner's/driver managers are trying to make the money.

-They say they care about safety and the driver. We want to be safe and we're here to make sure that the public is safe, but it never ends up that way at the end of the day.

-If drivers started feeling like they were actually important to the company then we would do a lot better and they would do a lot better.

-They talk a good game with respect to safety culture, but they don't really enact any policies.

-The biggest bang for the buck is going to come from modifying supervisor mindset and the way they're approaching staffing and scheduling, and compensating drivers.

-The FMCSA came out with what they call the no coercion rule. It is huge right now, if a carrier says, hey, if you don't take this load you're fired. That's coercion and you're seeing more of it.

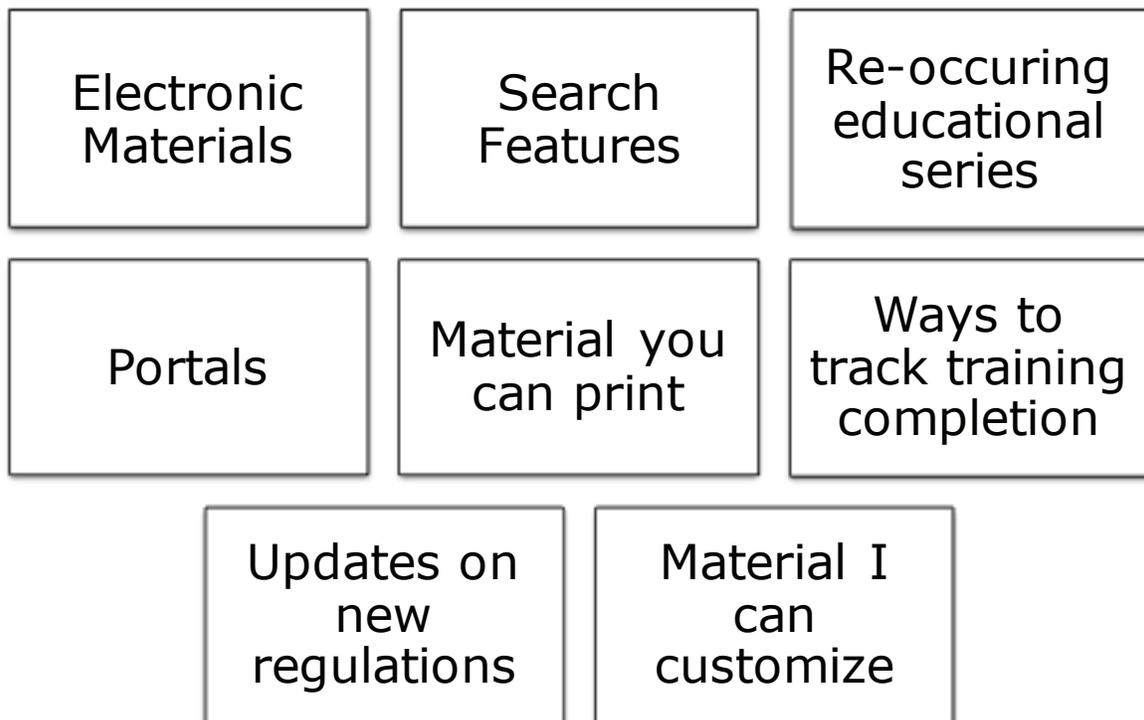
-The issues are top management and its

owners. Every other trucking company is outlaw truckers and they are running so illegal and they're waiting to get caught.

-Give the incentives when they do good and train them the right way you do that you're going to keep a driver. Give him good equipment to drive. Make sure he's doing his pre-trip and his post trip every day.

-80% of small carriers don't even know what CSA 2010 is.

Preferred Product Features and Media Consumption Patterns



BENCHMARKING REPORT

Research Strategy

Data was collected on associations and groups providing “best practice” advice, services and products. The initial review included researching the identified 23 national fleet and/or trucking associations.

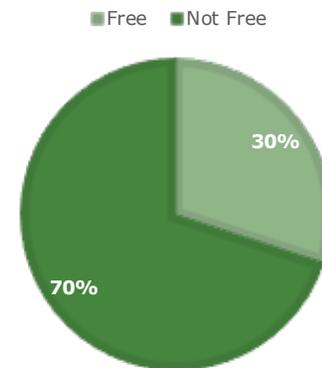
Prior to the study, we had not considered insurance agencies as a “free” resource. After discussing the project with AIG as well as one of our respondents we included a search of commercial insurance carriers to find out what level of safety consultation services they provided.

Additional research was conducted on private companies who provide products or services as identified in the interviews conducted.

Summary Findings

While there are a number of for-profit-organizations and open source content available online, our goal with the benchmarking analysis was to find whether small-to-midsize fleet operators had a single resource for quality, free, best practice materials. The short answer is no. While there are a number of national and regional associations and even governmental bodies that cater to the commercial vehicle industry, none offer a comprehensive source of information, strategies and resources and even fewer offer anything for free. For example, ATA's best practices document retails for \$3,330.00.

Paying for Content

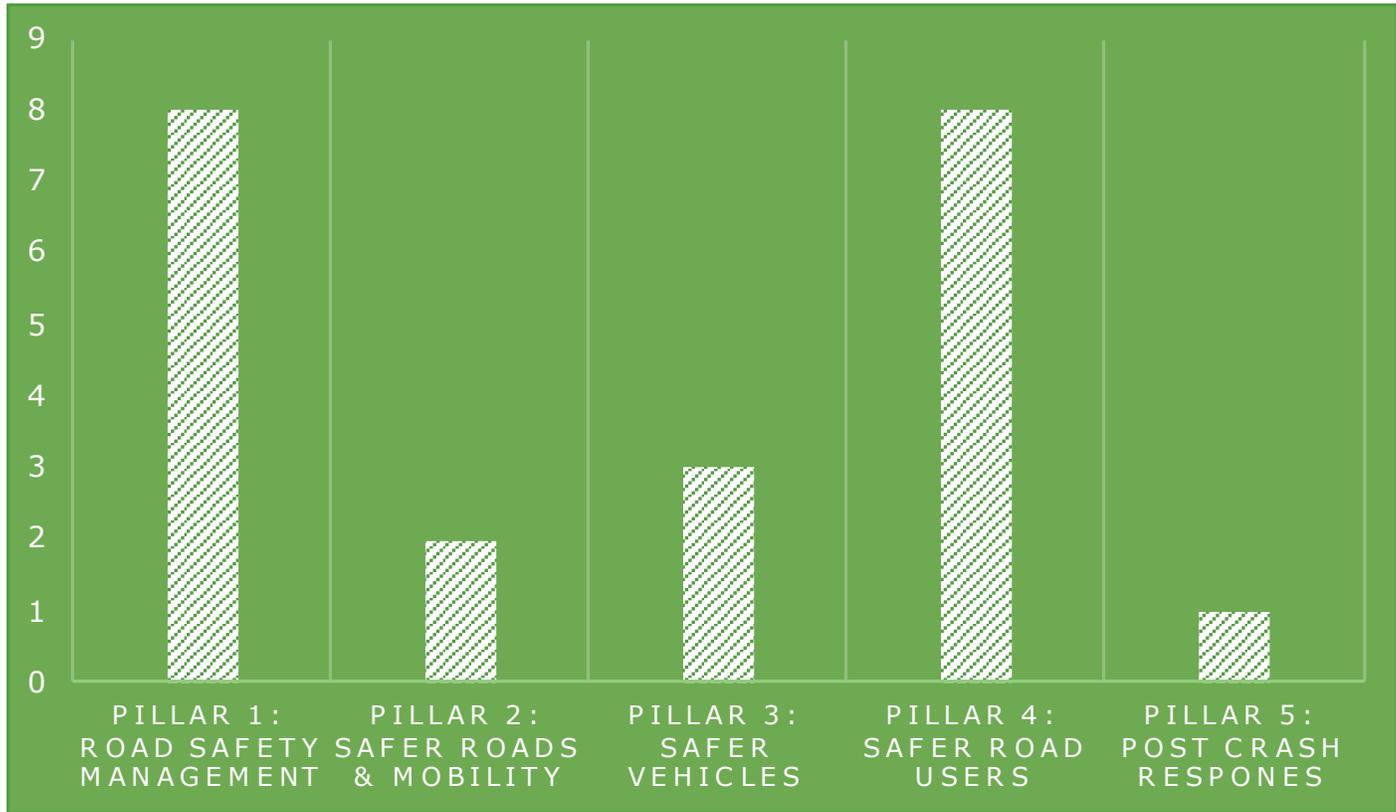


Aside from price we were also concerned with quality. Overall, we found a majority of the materials (the ones we could view) to be outdated and not based entirely on sound theoretical principles or research.

The majority of the resources we found provide guidance on the elements required for a safety management system but do not provide any actual tools or supporting material to execute those elements. The next largest area of content coverage was with respect to training of drivers. A number of resources and programs exist in various formats to train professional drivers.

In relationship to these two pillars, content coverage for journey management, safe vehicle technologies, and post-crash response was significantly lacking among the major regional and national associations.

Content Coverage



This table describes (in general) the various attributes of the free resources available from associations, insurance agencies and for-profit organizations.

	Associations	Insurance Agencies	For-Profit Organizations
Relevant Information	Highly relevant	Highly relevant	Highly relevant
Regularly accessed by Small to Mids	Sometimes	Hardly Ever	Often
Quality Information	Sometimes	Most always high quality	Sometimes
Breadth of Information	Focuses on CSA related information	Focuses on CSA and Technology related information	Wide
Up to Date Information	Sometimes	Usually	Usually
Implementation Ready	No	Yes	Yes
Digital Delivery	Sometimes	Yes	Yes
Cost Structure	Rarely Free	Free	Never Free

Detailed Findings

National and Regional Associations

National Fleet Management Association (NAFA)

Description:

NAFA is the “world’s premier” non profit association for professionals who manage fleets of sedans, law enforcement vehicles, trucks and buses of all types and sizes and a wide range of military and off-road equipment for organizations across the globe. NAFA reports to provide a range of products and services including statistical research, publications, regional chapter meetings, government representation, seminars, online information and an annual expo. NAFA has several thousand members.

Deliverable:	Description	Cost	Rating
Publications	These publications are basically white papers that serve as high-level general guidelines for safety processes and procedures	\$39 to \$150 dollars a guide	
Webinars	60 minute Webinars: <ul style="list-style-type: none"> • Fleet • Asset • Business • Financial • Information • Maintenance • Risk • Vehicle Fuel 	Most always high quality	Sometimes

American Trucking Association (ATA)

Description:

Since 1933, American Trucking Associations has been the leading advocate for the trucking industry. Through a strong federation of state associations, affiliated conferences and individual members, ATA is committed to developing and advocating innovative, research-based policies that promote highway safety, security, environmental sustainability and profitability.

Deliverable:	Description	Cost	Rating
Best Practices Publication	PDF Document	\$3,333.00	
Book	Safety for the Long Haul	\$159.00	
Podcasts / Radio Trucking America	Appears to be geared toward ATA's lobbying efforts rather than providing best practices	Free	

America's Independent Trucker's Association (AITA)

Description:

America's Independent Truckers' Association, Inc. (AITAonline.com) serves the independent truckers and small fleets with a NO CHARGE program that provides members with volume buying power and discounts from nationally known vendors, as well as necessary information for OTR travels.

Deliverable:	Description	Cost	Rating
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Commercial Vehicle Safety Alliance

Description:

The Commercial Vehicle Safety Alliance (CVSA) is a nonprofit association comprised of local, state, provincial, territorial and federal commercial motor vehicle safety officials and industry representatives. The Alliance aims to achieve uniformity, compatibility and reciprocity of commercial motor vehicle inspections and enforcement by certified inspectors dedicated to driver and vehicle safety.

Deliverable:	Description	Cost	Rating
Safety Publications			
Training Videos			

Commercial Vehicle Safety Alliance

Description:

MTA is the “eyes and ears” of its members. MTA provides a wide range of membership services including federally-mandated drug and alcohol testing, licensing and title searches, self-funded workers comp and training and education.

Deliverable:	Description	Cost	Rating
Publications	Monthly magazine with articles related to new laws and regulations	Free	
Webinars and training meetings	Meetings are focused on interpreting new laws and regs	Not sure	
Library of training videos	Videos on a variety of topics	Free with the exception of shipping and handling	

National Private Truck Council

Description:

MTA is the “eyes and ears” of its members. MTA provides a wide range of membership services including federally-mandated drug and alcohol testing, licensing and title searches, self-funded workers comp and training and education.

Deliverable:	Description	Cost	Rating
Institute	Private Fleet Management Institute is a 5 day "graduate level" program that covers five core disciplines, Strategic Components of the Private Fleet, Financial Strategies, HR, Safety and Compliance, Equipment and Maintenance	Free	

Advancing Corporate Fleet Worldwide (AFLA)

Description:

Federal government agency responsible for regulating and providing safety oversight of (CMVs), FMCSA's mission is to reduce crashes, injuries, and fatalities involving large trucks and buses.

Deliverable:	Description	Cost	Rating
Whitepapers		Free with cost of membership	

North American Transport Association

Description:

North American Transportation Association (NTA) is your one-stop resource for US DOT compliance. NTA maintains a staff of highly trained and experienced professionals from the transportation industry. NTA provides a wide range of business, safety and health products and services to transportation-related organizations, private fleets, motor carriers and independent contractors.

Deliverable:	Description	Cost	Rating
Tech Guides	Technology Product Guidelines on the following topics: Collision Mitigation Systems, Forward Collision Warning Systems, Lane Departure, On-Board Brake, Rear Object, Side Collision, Tire Pressure, Vehicle Stability and on-board security systems.	Free	Low
ELD System	System for electronic logs	Not sure	
TruckersU	University for	Not sure	
Safety Training		Not sure	

National Association of Small Truck Companies

Description:

Serves as an advocate for, a consultant to, and a source of collective buying power for its member companies. NASTC leads a strong lobbying effort on behalf of small trucking companies and, like our members, is committed to safety, compliance and technological advancements that improve and simplify the transportation industry.

Deliverable:	Description	Cost	Rating
Management and Safety Program (MSP)	Includes Driver Plus Audio Magazine, PDA Driver Monitoring, Drug and Alcohol Testing, FleetWatch MVR Monitoring, CSA Monitoring, DriverCare Online Driver Training (Fatigue and Unsafe Driving Basics), Dispatch Management Module, Compliance Oversight.	\$38.00 to \$99.95 per truck, per month with a \$100 - \$200 set up fee.	
New Entrant Survival Program		Undetermined	
Connections to Vendors	University for	Not sure	
Recruiting Assistance		\$5.00 per lead	

Truckload Carriers Association

Description:

Serves as an advocate for, a consultant to, and a source of collective buying power for its member companies. NASTC leads a strong lobbying effort on behalf of small trucking companies and, like our members, is committed to safety, compliance and technological advancements that improve and simplify the transportation industry.

Deliverable:	Description	Cost	Rating
Driver Connect	Subscription based online learning platform tailored to training professional truck drivers.	Per Driver Monthly Fee ranging from \$3.75 to \$6.25 per driver, per month	

Network of Employers for Traffic Safety (NETS)

Description:

Deliverable:	Description	Cost	Rating
National Conference		\$1,590.00 membership fee, other offerings may be additional cost	

Road Safety Leaders Forum

Strength in Numbers Report

Access to Data

Post-Incident Coaching Toolkit

Commentary Driving Toolkit (coming soon)

Leadership Road Safety Playbook (coming soon)

Various campaigns (sober driving, seat belts, guides to defensive driving)

Federal Motor Carrier Safety Administration

Description:

Federal government agency responsible for regulating and providing safety oversight of (CMVs), FMCSA's mission is to reduce crashes, injuries, and fatalities involving large trucks and buses.

Deliverable:	Description	Cost	Rating
Safety Publications	PDFs targeted toward what CSA defines as "Safety Management Cycle" 1. Policies and procedures 2. Roles and responsibilities 3. Qualification and hiring 4. Training and communication 5. Monitoring and tracking 6. Meaningful action	Free	
Get Road Smart – Driver Training	Training Video for training new drivers	Unknown – inquiry wasn't returned	

American Society of Safety Engineers (ASSE)

Description:

Federal government agency responsible for regulating and providing safety oversight of (CMVs), FMCSA's mission is to reduce crashes, injuries, and fatalities involving large trucks and buses.

Deliverable:	Description	Cost	Rating
Safety Publications	PDFs targeted toward what CSA defines as "Safety Management Cycle" 1. Policies and procedures 2. Roles and responsibilities 3. Qualification and hiring 4. Training and communication 5. Monitoring and tracking 6. Meaningful action	Free	
Get Road Smart – Driver Training	Training Video for training new drivers	Unknown – inquiry wasn't returned	

Insurance Agencies

AIG

Description:

Provides consultation and Knowledge of the latest driving technologies and vehicle automation. Technical resources provide key FMCSA and DOT information and reports on specific loss drivers.

Travelers Insurance

Description:

Evaluation and consultation on fleet safety programs resulting in the development of individualized vehicle safety programs.

Also offers training in the following areas:

- Driver safety management practices
- Vehicle accident analysis

Also offers CBT modules on:

- Avoiding Rear-End Collisions
- General Defensive Driving
- Flatbed Load Securement
- Back injury prevention
- Utility Vehicles
- Light trucks and cargo vans
- Large-Passenger vans
- Heavy trucks

For-Profit-Organizations Offering Free Info:

Online Magazines:

- Trucking info
- Merchants Fleet Management

Online Blogs, Podcasts and Videocasts

- Fleetio
- Merchants Fleet Management
- WorkTruck
- Trucking Info

Best Practices – Target Audience Fit

This table draws connects the identified Small-to-Midsize Fleet Operator Needs with TSR Member Best Practices

Small to Mid Operator Need	Pillar	TSR Member	Name of Program	Salient Features	Scalability
Data Collection and Analysis	1	Ryder*	Safety Focus	Using Lean and Six Sigma to identify trends causing high frequency crashes	
Data Collection and Analysis	1	Chevron	MVS Policy	Elements for a comprehensive road safety management process	Offer a generic version for download and use
SOPs / Policies / Procedures	1	Republic Services	SafeBook	Provides an detailed outline of Safe Actions Drivers should take to avoid crashes and injuries	Offer a generic version for download and use
SOPs / Policies / Procedures	1	Chevron	Hiring and Selection Requirements	Requirements for managing the hiring and qualification of drivers	Use as a template to create guidelines, application blanks, assessments and/or structured interviews for download and use
Data Collection and Analysis	1	Ryder	Data Collection and Analysis	Safety Scorecard for accountability	
Route Readiness	2	Wal-Mart	Journey Management Planning	Dispatch philosophy centered on drivers needs	
Route Readiness	2	Ryder	Hazardous Route Mapping	Routing software combined with Route Hazard Sheets	Develop a Route Hazard Analysis template for download and use Educate carriers on different Routing Software
SOPs / Policies / Procedures	3	AB InBev	Inspection Protocols	Concept of the “morning blitz” for inspecting vehicle and driver readiness	Develop a similar inspection template for download and use

Small to Mid Operator Need	Pillar	TSR Member	Name of Program	Salient Features	Scalability
Operator Fatigue / Distraction	3	AIG	Collision Mitigation	Use of software for mitigating hazards	Educate carriers on the technology available and the benefits
Operator Fatigue / Distraction	3	Ryder	Collision Mitigation and In-Cab Technology	Vehicle Specs, SmartDrive Systems and GreenRoad Technologies	Educate carriers on the technology available and the benefits Develop a guidelines for evaluating, testing and purchasing vehicle technology
Safety Culture	4	Ryder, WalMart, Frito-Lay	Safety Culture	Creating recognition programs to reward and motivate safe performance	Educate carriers on what types of recognition and reward programs work and what doesn't, including new laws that regulate those programs Develop guidelines and sample recognition programs including support materials (posters, awards, certificates, etc.)
Rewards and recognition	4	Republic Services & Wal-Mart		Truck Driving Championships	Develop guides and templates for hosting internal championships or Road-EOs
Rewards and recognition	4	Republic Services	New Driver Development	Comprehensive New Driver Training Program	Develop a generic program for download and use; program sophistication depending on funding
Safety Culture	4	Republic Services & AB inBev	Ongoing Safety Training	Program to keep safety top of mind	Develop a generic monthly safety program for download and use
Performance Management	4		Driver Monitoring		Educate carriers on the benefits of driver monitoring, pros and cons of monitoring and how to roll out such a process for success
Accident Investigation	5	Republic Services	Post Crash Response	Teaches drivers how to respond if in an accident	Develop a generic guidelines and training materials for drivers on post-crash response for download and use

Small to Mid Operator Need	Pillar	TSR Member	Name of Program	Salient Features	Scalability
Accident Investigation	5	Republic Services	Post Incident Analysis	HFACS data gather and analysis looks to what organizational factors contributed to incidents	Educate carriers on the need to look beyond the “unsafe act” to find the deeper organizational level cause of crashes and injuries

Content Gaps

This table describes the outstanding needs of the small-to-midsize operator population

Need	Pillar	Education	Tangible Products/ Solutions	Solution Description
Regulatory Literacy – Carriers report having a hard time understanding FMCSA regulations and how they impact their operation. They also report not knowing when new regulations take effect.	1	x	x	Policies and procedures which could be downloaded and customized relating to FMCSA regulations and CSA scores
Compensation Paradigms – Small carriers need help understanding how compensation can influence safety outcomes	1	x	x	Sample compensation plans / structures for use as guidelines
Maintenance Protocols – Carriers often report issues with fleet management. They recognize it has an impact on safety but do not know what to do to improve maintenance operations.	3	x	x	Develop VCRs for download and use Maintenance schedule for download and use Guidelines for putting vehicles out of service
Monitoring and Tracking Driver Development - Carriers have reported needed an easy way to provide training and track performance (mainly for compliance reasons)	4	X	X	Offer a low-cost LMS solution for small to mid-size fleet operators