



BUILDING A SAFETY CULTURE

FOCUS on Fleet Safety

FROM THE GLOBAL LEADERSHIP COUNCIL FOR FLEET SAFETY



Introduction

Every year, 1.35 million people are killed on the world's roads. Those people could be your people. Your friends, your family, your employees.

Small – to mid-size fleets account for roughly 88% of all commercial fleets on the road but if you're like most of these operators, you don't have the time and resources to devote to establishing premier fleet safety programs. Heck, some operators don't even have a written safety policy.

This program will give you what you need for compliance but better than that, it will take you beyond compliance. It is designed with the expertise of those with experience to help you create real and sustained changes that save lives on the road and in your organization.



Small - to Mid-Size Fleets



2– 100 Vehicles



Class 2 Fleets and Above

Acknowledgements

TSR was founded because as fleet leaders, we believe that it is time for more assertive action on road safety. We commit our combined knowledge, data, technology, and networks to promote road safety, and we invite other companies to do the same.

The Global Leadership Council for Fleet Safety's vision is to advance fleet safety by:

- Identifying, recognizing, challenging, and advancing organizations to go beyond basic compliance
- Delivering useful, easy-to-digest, voluntary standards and professional development content
- Encourage adoption of higher operating standards
- Embracing technology

Our thanks to the Global Leadership Council and our partners.



Focus on Zero

We all instinctually want safe roads, roadways that are free from the risk of fatalities and severe injuries. As a result of the Vision Zero Movement, we all understand why zero is important. Zero means everyone goes home at night. It means no one gets a knock at their door informing them of the loss of a loved one to a roadway crash. Vision Zero has changed everyone's view of how to think about roadway safety.

As organizations with fleets, small or large, we all acknowledge the risk our drivers face and want to do our best to work toward zero but what do we do? What does it even mean to *be* safe? And how do we build a safer fleet?

In our humble opinion it takes motivation and focus. The Focus program will help you and your organization build a safer fleet by Framing Our Common Understanding of Safety. We use the lessons learned and best practices from long-time fleet leaders to give you the tools you need to make positive and lasting improvements to your safety culture.

How?

Given the experience of our Council Champions, we believe there are three main aspects of organizations that, when focused on safety, can improve outcomes. In this program, we will help you focus your safety efforts through a series of three "lenses."



Leadership

Leaders set and maintain the culture of the organization. An organization's culture is the glue that keeps an organization together. It is the silent code of conduct; it's more about how things get done, rather than what gets done. Building a safety culture begins with leadership and is sustained by everyone. There a lot of views on what makes a "safety culture" we believe it comes down to a FOCUS on five elements:

Fairness

This means the organization recognizes that humans make mistakes and are not 100% perfect all the time. It means that when crashes and incidents and unsafe behavior occurs, management will not automatically blame the driver or operator. It also means that drivers and operators will not automatically be punished if it turns out the behavior was unintentional or could have been prevented with organizational controls.

Openness

This means everyone in the organization feels comfortable reporting unsafe acts or conditions. It means honest and transparent communication regarding safety data and issues. It means everyone feels comfortable discussing safety anytime, anywhere, with anyone.

Capability

This means everyone in the organization has the skills, knowledge, and resources to perform their job safely. This includes understanding safe workplace expectations and having the required skills and equipment to perform the job effectively and safely.

Unity

This mean everyone shares this common understanding of safety. It means working together and watching out for everyone in your *community*. When everyone understands safety, everyone gets home every night.

Sustainability

This means the safety systems put in place are "living" system designed to sustain the safety culture indefinitely. It means adapting, if needed, to improve safety and to never make decisions or processes that might dilute safety culture efforts.

We'll help you focus on Safety Leadership in Four Easy Steps

1. This program begins with us taking a snapshot of your organization's strengths as it relates to your safety systems and your safety culture through a short survey distributed to you and your drivers. We'll use this data to help you create action plans and sharpen your Focus on zero.
2. Next, you'll attend a one-day Safety Leadership Workshop where we make the case for understanding safety through Vision Zero-aligned lenses. You'll hear from experienced safety leaders on why leadership is so important for building a safer organization and what you, as a leader, can do to strengthen your culture and become a safety role model.
3. After you return from the workshop, you'll get busy choosing and implementing a few of the best practices. The data we gathered will help you choose which best practices may be best to start with. Don't worry though – we're going to be there, offering help when you need it, every step of the way.
4. We'll also boost your safety culture-building efforts by sending you monthly materials designed to provide safety training and remind everyone how to be open and honest about important safety topics.

Training and Development

Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Your drivers likely all know how to drive when you hire them but being a professional driver is a learned skill.

Every professional driver should be given the knowledge and skills they need before starting on their first journey or route. Key to this is learning about defensive driving techniques in order to recognize and react to hazards before they turn into crashes.

Development is a broader concept that focuses on employee growth and future performance rather than just knowledge and skills required for the current job role. Most fleet companies stop at training. Great fleets, those with strong safety cultures, understand that spending time on employee development is the best way to create long-term safety engagement, get better performance, and establish a more dedicated workforce.

We'll help you focus on Professional Development and Training in Four Easy Steps

1. We'll help you by helping you train drivers and operators on defensive driving techniques. Having a well-trained and capable workforce is key to building a safety culture.
2. To make sure the training of your drivers is a success, we'll also help you train your managers and internal trainers with a train-the-trainer program designed to strengthen the skills of managers and supervisors when it comes to training employees.
3. We will use telematics data to coach and improve performance.
4. We'll also boost your development efforts with monthly safety campaign. These monthly materials are designed to provide safety training as well as facilitate open and honest conversations about important safety topics.

Technology

No human being is perfect. We all make mistakes. For this reason, we need to establish controls and mechanisms to catch errors and mitigate risks before they turn into deadly crashes.

Advances in fleet technology have been helping improve driver safety for years. Through the use of warning and alerts, collision mitigation systems, and telematics and driver data, organizations have dramatically improved safety and created more “quality miles” through the use of the data this technology provides.

We believe this technology should be easily accessible to all fleets, no matter the size. We all share the roadways; we all face the same risks, and we all care about reducing roadway fatalities.

We'll help you focus on Safer Fleets through Technology in Three Easy Steps

1. We have put together a guide to selecting the right technology to improve the safety of your fleet. The guide includes “tiers” which categorize offerings based on basic technology, best practice technology and exploratory offerings for you to consider.
2. We will provide expert consultation to help you decide on a technology and a provider. Further, we help you source and install the technology in your fleet of vehicles.
3. We'll also give you guidance on launching the technology in your organization. This includes guidance on communicating the change with your drivers, gaining buy-in, and establishing a coaching and reward system, if applicable.

Program Milestones

PROGRAM MILESTONE	STARTS	TIME
One-on-one call with TSR team! <ul style="list-style-type: none"> □ Learn about what you can expect from the program □ Receive a link to the safety culture survey 		45 mins
TAKE ACTION: Survey your Employees <ul style="list-style-type: none"> □ Distribute the quick 10 minute survey to your employees 		10 mins
Meet the Group! <p>Pre-read: FOCUS on Fleet Safety Program Guide</p> <ul style="list-style-type: none"> □ Meet the cohort □ Discuss the program □ Learn how to access the Focus on Fleet Safety Portal 	Weeks 1 -2 (Start Date: Jan 13th)	1 hr
Workshop 1: Vision Zero Roadmap <p>Pre-read: Content</p> <ul style="list-style-type: none"> □ Establishing a vision zero mindset. Presenter: NYC DACS □ The business case for safety. Presenter: TBD <i>Craft a safety vision statement for your organization</i>	Week 3	45 mins
Workshop 2: Compliance, Culture & Leadership <p>Pre-read: FOCUS on Leadership Best Practices Guide</p> <ul style="list-style-type: none"> □ Compliance: SMS Standards. Presenter: Republic Services □ Culture: The FOCUS on Safety. Presenter: Qworky □ Leadership: Ensuring compliance by strengthening culture. Presenter: UPS <i>Apply the FOCUS model to your role as a leader</i>	Week 4	45 mins
TAKE ACTION: Complete the FOCUS Fundamentals eLearning modules Resources <ul style="list-style-type: none"> □ Access modules through the FOCUS on Fleet Safety Portal 	Weeks 5-6	30 mins
Workshop 3: Action Planning <p>Pre-read: Personalized Survey Report</p> <ul style="list-style-type: none"> □ Indicators of Performance. Presenter: Qworky or Council Champion □ How to read your report. Qworky <i>Construct an action plan (using survey results and best practices)</i>	Week 6	45 mins
Workshop 4: Technology & Telematics <p>Pre-read: FOCUS on Technology Best Practices Guide</p> <ul style="list-style-type: none"> □ Learn about available technology and telematics. Presenter: Volpe □ Discuss implementation with the specialists. Presenter: Action Auto Group 	Week 7	45 mins
TAKE ACTION: Form an Internal Telematics "Group / Team" <ul style="list-style-type: none"> □ Team Goals: Decide on vendor and work together to manage change 	Week 7	1 hr
TAKE ACTION: Decide on Vehicle Safety Technology Vendor Resources <ul style="list-style-type: none"> □ FOCUS on Technology Best Practices Guide □ Technology Quick Guide 	Weeks 8-9	approx. 5 hrs
Implement Technology with the help of our expert installers!	Week 10-13	approx. 10 hrs

Workshop 5: Training & Development <ul style="list-style-type: none"> Pre-read: FOCUS on Training and Development Best Practices Guide Learn about benefits of a well-trained workforce Discuss the implementation of your free development programs 	Week 14	45 mins
TAKE ACTION: Train-the-Trainer Development for selected Trainers / Mentors Resources <ul style="list-style-type: none"> eLearning modules: (1) Training Fundamentals (2) Coaching for Safety 	Week 14-15	30 mins
TAKE ACTION: Driver Development Training Program <ul style="list-style-type: none"> Begins with workshop Resources <ul style="list-style-type: none"> Online curriculum Optional skills course exercises and Behind-the-Wheel (BTW) training guide 	Week 16 - 21	2-3 weeks
TAKE ACTION: Start using the Technology to Coach your Drivers Resources <ul style="list-style-type: none"> Coaching guide Communication checklists 	Week 21	On-going
TAKE ACTION: Survey your employees	Week 23	5 mins
TAKE ACTION: Start the On-Going Safety Culture Campaign <ul style="list-style-type: none"> Begins with workshop Resources <ul style="list-style-type: none"> Safety culture kits (includes videos, posters, coaching cards) 	Week 16 or 24	Approx. 1 hr
Executive Coaching <ul style="list-style-type: none"> Structured coaching during weekly or bi-weekly sessions <ul style="list-style-type: none"> Sessions focus on strengths, progress, opportunities, and overcoming challenges On-call coaching <ul style="list-style-type: none"> Coaching consultants will be available for as-needed consultation and troubleshooting 	Weeks 6 - 48	20 mins per session
Peer-to-Peer Learning Opportunities <ul style="list-style-type: none"> Structured online engagement Access the portal to read and send messages related to specific topic areas On-call advice from peers Lunch and learns Participate in monthly lunch and learns via zoom (lunch will be delivered to you!) 	Weeks 16 - 48	
TAKE ACTION: Survey your Employees <ul style="list-style-type: none"> Distribute the quick 10 minute survey to your employees 	Week 48	10 mins



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