Case Study 10: Anonymous Business Services

Keywords: Training / Program Design / Metrics / Hazardous Environments / Other Organizations

For this study, "other organizations" are defined as organizations that do not fit in the other three categories (Transit, Trucking and Safety Organizations). The definition included organizations employing other types of professional drivers, as well as employees who drive for their work, but who are not professional drivers. Examples from the "Other Organizations" category can be helpful for all organizations who have the freedom and/or the need to implement new and creative ideas. They may also be helpful for those organizations who are growing and want to think outside the "standard safe driving" box to customizable proactive safety programs.

The target fleet is the approximately 200 sales and field services employees that use their personal or rental vehicles to conduct their business. The driver safety strategy and program is envisioned as a sequential process:

> *Policy => Training => Practice*

Training is basic defensive driving, delivered in two versions, based on the self-declared hours of driving per year:

- *< 20 hours per year => Basic Defensive Driving via 30 minute classroom / on-line video with recommendations and tips.*

- *> 20 hours per year => Advanced Defensive Driving via 2 hour on-line / classroom videos with details and suggestions appropriate to the geographic area and known "hazards" / risks.*

The training (both versions) is accomplished in-house developed eLearning protocol (developed by the respondent!). Micro-learning stations are set up to provide segments of the training to small groups (five) as they go from station to station. (Resembles an interactive poster session.) While the training is technically mandatory, participation is encouraged by offering a lottery for those that complete the course. The design of the micro-learning stations was explicitly based on research on education methods!

The content was developed in-house in response to the driver safety policy. The policy (really policies) are region specific in order to respond to the geographic and climate challenges of the region, as well as know hazards (broadly defined, e.g. traffic conditions, wildlife, etc.).

The policy involves the usual array of "don'ts" and requirements. These include the use of seat belts, hand free devices when mobile devices must be used (the use of which is "discouraged" but not prohibited), no texting, no speeding, obey local laws, and a pre-drive vehicle inspection.

There is also a fatigue table with "guidelines" regarding how many hours of driving constitute a risk and rest is recommended. Additional travel expenses incurred by this program element are considered appropriate and acceptable and are not challenged.

Regarding the success of this policy, incidents (aka "accidents" including minor ones) are monitored and recorded by type. However, the number of incidents is extremely low (there are only about 200 employees involved) and incidents average about one per year. These provide feedback into the program as examples, but are too few for a trend. (Though they "would if they could!")

Regarding Safety Culture: There is a strong safety culture framed as Twelve Life Saving Behaviors, of which Drive Safely is one. There is a public "Safety Pledge" (signing and posting) that is part of the life-saving behaviors program. This program has highly visible top down support. Management "leads by example." Safety culture is defined as "How we act when nobody is looking."

Regarding metrics and monitoring: The driver safety program is recognized as problematic because of the lack of monitoring. Program participation is mandatory. However, there is no monitoring. Incidents are reported voluntarily. This is recognized as not meeting the basic criteria of a system or process.

Plan => Do => Check => Act

Without monitoring, there is no "Check" step. Nominal enforcement consists of:

Coaching => Retraining => Refining program content

Incident monitoring is problematic since the "metric unit" (the incident) is infrequent and self-reported (i.e., unreliable). The next level would be in-vehicle monitors to identify incidents and triggers. However, this is pre-empted as a practical solution by the nature of the fleet (personal vehicles or commercially rented vehicles).

Comments & Takeaways

- The organization implemented their own programs customized for regional, geography, climate, and traffic.
- They also created micro-learning stations, like poster sessions, for certain aspects of their training.
- Everything is sequential and reinforces their beliefs – policy-training-practice, plan-do-(check)-act, coaching-retraining-refining.