Motive

Building a World Class Safety Program

A Guide for Fleet Managers

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Introduction

There are more than 8.7 million commercial motor vehicle drivers in the U.S. today, with over 5 million holding commercial driver's licenses (CDLs).[1] Whether your fleet has two or 2,000 drivers, managing their safety performance and, where appropriate, their compliance with safety policies and rules is as important as it gets. This document is intended as an introduction to strategies for building a world-class safety program, identifying the key elements for managing driver safety performance and outcomes, and, where applicable, how Motive can augment your safety program.

Why a strong safety program matters

Here's a look at 2019 by the numbers:

510,000	Police reported crashes involving large truck and buses

This includes:

4,696	Fatal crashes in which 5,327 people died
127,000	Injury crashes in which 182,000 people were injured

These statistics have been trending in the wrong direction since 2009.[2]

Increase in Nuclear Verdicts (Cases exceeding $1MM)
2005-2011 **79**
2012-2019 **265**

This situation hasn't gone unnoticed by plaintiff attorneys either. Nuclear verdicts, defined by the American Transportation Research Institute as those which exceed $1 million, pose an existential risk to many motor carriers. From 2005 to 2011, 79 cases saw verdicts over $1 million. From 2012 to 2019, the number ballooned to 265 verdicts over $1 million, an increase of 235%.[3] Over the last 10 years, insurance premium costs per mile have been on the rise too, in large part because of rising accident numbers. ATRI reports that since 2012, insurance costs have risen by 47%.[4] Preventable accidents are costly, both in the deaths and injuries, and in rising jury verdicts.

[1] Registration Statistics Dashboard, Federal Motor Carrier Safety Administration, Accessed March 25, 2022, https://ai.fmcsa.dot.gov/RegistrationStatistics

[2] Large Truck and Bus Crash Facts 2019, Federal Motor Carrier Safety Administration, Accessed March 25, 2022, https://www.fmcsa.dot.gov/safety/data-and-statistics/large-truck-and-bus-crash-facts-2019

[3] Understanding the Impacts of Nuclear Verdicts on the Trucking Industry, The American Transportation Research Institute, June 2020, Arlington, VA. Available: https://truckingresearch.org/2020/06/29/understanding-the-impact-of-nuclear-verdicts-on-the-trucking-industry/

[4] An Analysis of the Operational Cost of Trucking: 2021 Update, American Transportation Research Institute, November 2021, Arlington, VA, Available: https://truckingresearch.org/2021/11/23/an-analysis-of-the-operational-costs-of-trucking-2021-update/

Other financially damaging risks that come with poor safety performance may include moving violations and citations, as well as poor or failed roadside inspections. Roadside interaction data is used to calculate motor carrier's Compliance, Safety, Accountability (CSA) scores. The scores are used by law enforcement to target intervention resources and by shippers and insurers when calculating rates based on safety performance and regulatory compliance.

The numbers make it abundantly clear, a world-class safety program is not just good for business and the bottom line; it saves lives and helps drivers get back to their families safely.

Primary components of a great safety program

Successful safety programs are complex, multifaceted, and interact with all other parts of the organization. Creating and managing such complicated programs can seem like an overwhelming undertaking. However, by breaking it down and focusing on the primary elements, an overwhelming task can become manageable and actionable.

Developing a strong safety culture

Recent research by the Virginia Tech Transportation Institute's National Surface Transportation Safety Center for Excellence examined factors that impact fleet safety to determine which are the most effective. The study followed nine fleets, ranging in size from less than 50 vehicles to over 1,000. Of the nine, six identified developing a strong safety culture as a top strategy for improving safety.[5] Practical experience by many successful fleets confirms that the most important starting point for managing fleet and driver safety is by creating a strong safety culture.

Every organization, big and small, has a unique culture, one that sets expectations and determines what behaviors are acceptable for a group, or for someone in a particular role (e.g., driver or manager) within the company. Companies can have good safety policies, procedures and related training programs, but they won't be effective if the company culture doesn't reflect the safety beliefs and goals of its leaders.

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[5] Effective Strategies to Improve Safety: Case Studies of Commercial Motor Carrier Safety Advancement; National Surface Transportation Safety Center for Excellence, April 30, 2019, Blacksburg, VA, Available: https://vtechworks.lib.vt.edu/handle/10919/89323

As the VTTI report makes clear, a strong safety culture is one where every employee – from the owner to the president to a part-time worker – puts safety before everything else. Every decision, from the driver hiring criteria to the technology adopted and used throughout the fleet, is made with safety in mind. When safety is the priority, great safety performance follows.

While there is no standardized approach, fleets can create a strong safety culture by:

Putting it in writing - Create a safety contract that everyone, regardless of their title, must sign. In the safety contract include the provision that all policies and procedures put safety at the forefront of all operational decisions.

Consistently demonstrating the commitment to safety – This starts at the top of the organization and is accomplished by empowering every person to make decisions that preserve safety, without retribution, even when it means a possible reduction in operational efficiency.

Promoting an environment that reinforces personal accountability for safety – Holding people accountable for safety is the only way to ensure safety is an organizational mission. While drivers are the front line for road safety, this accountability cannot rest on their shoulders alone. Managers, dispatchers, load schedulers and front office personnel must be held to the same standard.

Incentivizing and rewarding good safety behavior and performance – Safety incentives have long been popular among fleet managers to encourage safe behaviors. These incentives include both monetary and non-monetary benefits.

Fostering an environment where everyone can freely raise safety issues and concerns – Open door policies are a common component to successful safety programs, but in practice are often unused. An open communication environment should include multiple communication channels that allow for confidential conversations without negative consequences. Management should also consider proactively asking for feedback on various programs and trends to encourage this communication. Consideration should be given to establishing formality to this feedback, providing a mechanism for employees at all levels – especially drivers – to have a voice in the success of the company.

The challenge is knowing whether a company's safety culture is practiced and shared at all levels.

The strong safety culture checklist

- ☐ High retention numbers
- ☐ Safety and operations teams value safety over operational efficiency
- ☐ 100% safety training completion rates
- ☐ On-time or early completion of pre- and post-trip safety inspections
- ☐ Safety messages communicated on a regular basis

- ☐ Drivers following company safety policies
- ☐ Near-perfect government-imposed safety rules and compliance
- ☐ Driver input on safety-related issues and concerns
- ☐ Reviews of driver-specific data to identify both successes and challenges

- ☐ Celebrating safety success for individuals and for the company
- ☐ On-going, proactive driver coaching
- ☐ Making safety a discussion topic, even in causal conversation
- ☐ Team members practicing safe behaviors even when they know no one is watching

Safety management responsibilities and strong safety policies

Evaluating a fleet safety program begins with understanding the roles and responsibilities of personnel and the safety policies of a company. They are the foundation of a fleet's safety culture and key to good performance.

Safety management program roles and responsibilities

Another important aspect of successfully managing driver safety is to have one or more persons designated as safety leaders – ideally with the word safety in their titles – who have clearly defined safety management roles and responsibilities. Responsibilities related to managing driver safety might include, hiring, training, ensuring ongoing qualifications, following company policies, communicating, coaching, rewards, disciplining and others. Fleet management should also clearly and consciously define each person's safety management-related responsibilities, and the criteria or measures against which their success will be judged.

Responsibilities should clearly define the goals, measures and safety outcomes for safety managers. These could include consistently improving safety performance measures like injury rates, crash rates, and CSA measures and scores.

When safety management roles and responsibilities are clearly defined, each person will know their part in managing driver safety outcomes, and how their success is defined.

Strong safety policies

Another important component of managing driver safety is having clear, consistent safety policies on numerous driver-focused topics and programs, including regulatory compliance. Safety policies and procedures are a fleets' playbook for reducing crashes and violations. They are also key for implementing new safety technologies and programs. Without them, a fleet manager won't know if they're being successfully implemented OR if they're achieving the desired results.

Company policies should address

- Driver screening and hiring criteria

- FMCSA driver qualifications, including medical certifications

- FMCSA and company drug and alcohol testing (if applicable)

- Driving/operating a commercial vehicle, to include the use of devices and distractions

- Hours of service rules compliance

- Electronic logging device compliance, including a policy on authorized special driving categories (if applicable)

- Proper use of driver safety assistance technologies (if applicable)

- Daily vehicle inspections and safety defect reporting

- Incident reporting, including crashes, roadside inspections, breakdowns, and traffic stops

A best practice in the motor carrier industry is for fleets to create, train on, and consistently follow policies that govern all driver safety and compliance areas. These policies are important guideposts and help set expectations for drivers and all those involved in safety and compliance matters. They also keep safety and compliance managers accountable and let drivers and other employees know where they can turn for guidance and help.

Driving buy-in and building trust

The best policies and procedures are only as effective as the people to which they apply. That's why gaining organizational buy-in and building trust among drivers and management is key to the organization's success.

Driver Buy-In: Building a Safety Contract
A growing safety practice in the motor carrier industry is the use of safety pledges or contracts with managers and drivers. The concept is to have managers and drivers sign a safety pledge that demonstrates their commitment to safety as a core value and establishes accountability.

Fleets often have drivers sign a document acknowledging their understanding and receipt of a driver policy manual which includes the company's safety-related policies. A safety pledge or contract is different, it goes beyond a simple acknowledgement. It is an agreement (i.e., a contract) between the driver and fleet management that holds both parties accountable for safety practices like:

- Training and coaching
- Safe vehicle operation
- Inspecting and maintaining equipment
- Complying with safety policies and rules
- Supporting and working collaboratively in a safety-focused environment

When done sincerely and professionally, a safety contract is a great way to obtain driver buy-in and to show drivers that management is committed as well.

It bears mentioning that a layer you may wish to consider adding to your safety contract is around dash cam usage. Getting dash cam buy-in can be difficult given drivers' privacy concerns, but there are few measures more effective in creating a culture of safety than the dash cam.

If you're including dash cam-related provisions in your safety contract, make it clear that they are there to protect the driver as much as they are to protect the organization.

How to build positivity around the safety benefits of dash cams

- Be transparent
- Educate drives on the value of safety technologies
- Communicate often
- Keep it positive

- Listen to and act on driver feedback
- Identify safety "champions"
- Show drivers how safety technology can advocate for them

To address any privacy issues, point out that there are dash cams, like Motive's, that include an "Activate Driver Privacy Mode" feature to disable the driver-facing camera for select drivers. Fleet admins can choose to turn on the camera only when drivers are on the job to maintain privacy when off duty.

Paying it forward: The importance of a safety incentive program
Strong leaders understand which tools are best deployed to recognize and motivate behavioral change, and understand when to use the carrot versus the stick. Both can be effective, but one without the other reduces the benefit of either. Furthermore, a leader whose sole focus is doling out consequences to rulebreakers is unlikely to motivate anyone to improve safety except him or herself. This is why a strong safety incentive program can hold tremendous value.

Safety incentive programs are good for the driver and the fleet. Fleets benefit through improved safety (fewer accidents) and improved CSA and Inspection Selection System scores. Programs can also provide benefits for cost-saving measures like idle time reduction or fuel efficiency improvements. These benefits can far outweigh the cost of providing the recognition and rewards your most important assets – the drivers – deserve.

The best way to sustain good behavior is to encourage wanted behavior by providing an incentive. Incentive programs can range from monetary bonuses for operating accident free to those based on driver scorecards using a customizable suite of metrics designed to address unique and important safety challenges. While monetary incentive programs are the most common, many find greater success by motivating people through personal or public praise of desired behavior. This can mean public recognition programs or even sending a personalized note to the family of a top performer. Other non-monetary benefits, like extra time off to be home with their families, are also great motivators. What the best fleet managers in the industry are realizing is that most people want to perform well and that recognizing this performance can be more important than that free company swag or a pay bonus.

Another popular safety incentive policy is publishing data metrics that demonstrate company and individual performance. Publishing company safety performance metrics helps people see how their role in the company is key to achieving success and helps foster a greater team atmosphere. For fleets with multiple locations, creating competitions among terminals also engenders a team environment and can be motivational. Publishing driver scorecard data helps drivers know where they stand among their peers and may motivate them to improve.

Finally, Motive's safety solution is a great tool for those looking to build and easily manage an incentive program. Motive's turnkey coaching workflow provides managers with continuous development and training opportunities, during and after trips.

No coachable opportunity is missed. While on the road, Motive's AI Dashcam alerts drivers when they're distracted, initiating hard braking incidents, following too close and more. Post trip, drivers are automatically notified of their coachable behaviors and can review footage in the Driver App.

Managers can also "gamify" their incentive programs using easily accessible data points. For example, awards or incentives can be based on:

· **Most miles without an accident**
· **Least amount of time driving over the speed limit**
· **Most miles without a traffic violation**
· **DRIVE risk score range**
· **Safest/most improved driver lists**
· **Driver consistency**
· **Performance engagement/number of hours spent training**

To promote the competitive spirit, drivers can track their achievements and those of their colleagues, resulting in wider adoption of safety best practices and a safer fleet.

Accountability: Disciplinary polices and action

Another way to demonstrate and maintain a successful safety culture is to hold everyone accountable for their actions and behaviors. All employees – drivers, supervisors, operations personnel, maintenance personnel and others – who engage in behavior that is either unsafe or runs counter to the safety values of the fleet must be held accountable. This is especially true for drivers, since the roadways are their workplace and unsafe behaviors can have tragic and lasting consequences. Having a sound and progressive disciplinary policy in place, and following it consistently, provides many benefits to fleets and sends a strong message to all employees that safety is a top priority at all times.

It's important to think about a progressive disciplinary system and subsequent actions as a means to correct, and not punish, unsafe or undesirable behavior. It should be viewed as a teaching and improvement tool. Good discipline helps drivers, and others in your organization, to improve performance and create lasting and sustained safe behaviors. The purpose of discipline should be, at least initially, to alert drivers to their actions and behaviors, and help them understand how their actions impact their own safety and the safety of others. If an educational approach doesn't get the desired result, a progressive disciplinary system clearly identifies next steps for fleet managers and how drivers will be held accountable. Every step in the process is progressively more serious.

Typically, progressive discipline starts with a verbal communication, moves on to a written communication or warning if the desired behavior isn't achieved, and is followed by either a suspension or termination. Any progressive discipline program should be paired with ongoing driver training and coaching to provide drivers the tools they need to improve. This approach gives structure to managing driver performance and takes the guesswork out of determining when the company should end the employment relationship. Progressive disciplinary systems are a best practice in the motor carrier industry.

The value of Crash Preventability Determination Programs

Every accident should be evaluated as an opportunity to learn and grow. A Crash Preventability Determination Program organizes this opportunity into actionable feedback, establishing a standardized process by which each accident can be evaluated. Whether this process is conducted by a single safety director or manager, or involves a committee of committed safety professionals, the goal is the same: to determine what, if anything, could have been done differently, that could have avoided the crash.

The purpose of this process is not to assign fault. In fact, it should be explicitly stated in company policy that the program is focused on whether any actions could have prevented the crash – not if the driver was at fault, but to determine if a driver was able to recognize an emerging hazard that could have been avoided.

The value of this program is the opportunity to identify and deliver progressive or remedial training to drivers involved in accidents and to share those lessons with other drivers in the fleet.

Additional benefits of a Crash Preventability Determination Program

- Holding drivers accountable to a high standard of safety

- Promoting fairness and transparency among drivers

- Creating a standard by which to administer safety incentive programs

- Developing more meaningful definitions by which to measure the effectiveness of your safety programs

Crash Preventability Determination Programs take many forms. Internally, carriers have developed different governance models to administer their programs. Externally, the FMCSA has also developed a program that allows carriers to ask FMCSA to make a crash preventability determination on crashes meeting specific circumstances. This FMCSA program has been used by carriers to reduce their Compliance, Safety Accountability Crash Indicator BASIC score, or to have their record noted that certain crashes were not preventable.

Using safety technology to lower risk and eliminate crashes

Humans are fallible. They make mistakes in judgment and action. That's why 90% of crashes are attributable to driver behavior. In addition, fleet managers know that the poor driver behavior is often attributable to the casual motorists, not the actions of the professional driver. That's where onboard and back-office technology can come into play.

On-board safety technologies

One of the most prominent onboard technologies is the dash cam. AI dash cams help reduce distracted driving and prevent accidents. The cameras are mounted on the windshield and use artificial intelligence to detect unsafe driving behaviors and road conditions. Once detected, the cameras notify drivers with in-cab audio and visual alerts to help drivers modify their behaviors. Companies that use Motive's AI-powered dash cams, combined with frequent coaching, saw 22% fewer accidents and 56% fewer unsafe driving incidents.

For a dash cam to be truly effective, consistent coaching is imperative. Simply identifying poor performance or behavior will not prevent crashes. Many drivers don't recognize when they've done something improper. By allowing the driver to review the video and present their perspective on the incident, then discussing the specifics of the situation, why the behavior is dangerous and strategizing ways to avoid it in the future will improve driver behavior and build trust. Using the dash cam footage to reward good behavior and exonerate drivers post-crash can also go a long way in building trust.

The positive effects of dash cams on driver safety

90%
of unmonitored crashes are attributable to driver behavior

22%
fewer accidents with dash cam

56%
fewer unsafe driving incidents with dash cam

Back-office safety technologies

Back-office technology can be helpful, too. These technologies work to consolidate and visualize data to help identify concerning trends or to reward desired behavior before a crash occurs. One technology that is quickly rising in popularity is the driver scorecard.

Measuring return on investment for adopting safety technologies requires input from several parts of the organization to determine how quickly the investment will be paid back in terms of reduced crashes and safety critical events. Fleets should work with their technology vendors to understand the ROI calculation. Consulting with third-party calculators like the one hosted by the Virginia Tech Transportation Institute is another option.

Managing driver data and scorecards

In the recent past, the focus of safety programs has shifted from one-size-fits-all safety solutions and problem specific training to using data to understand the root causes of various safety situations and challenges. The challenge is collating, analyzing and prioritizing the tremendous amount of data that's available.

Data can come from sources both inside and outside your company. Sources include background screening, ongoing driver, vehicle and telematics, and internally generated and governmental data. All of this data arrives at different frequencies and is of different value depending on what is being measured. Some data is just noise and some points to critical safety issues.

Many fleet management solutions require safety managers to pore through all dash cam footage to assess an incident and determine which are the most important behaviors to coach. Motive's event intelligence and in-house safety team analyze and prioritize every dash cam video within seconds of an event, filtering out videos that don't represent risk.

Additionally, every dash cam video is put into context by Motive's safety team. The in-house team will inform you if roads were slick or pedestrians were nearby when an event occurred.

Safety managers should start small by focusing on key performance indicators (KPI's) used to measure compliance with the safety objective being investigated. Often, the best place to start is evaluating lagging indicators to address obvious problems that could be considered "low hanging fruit." An example here could be trends of common vehicle maintenance violations that are easily discovered through proper pre- and post-trip inspections. As those problems are corrected, the manager can begin moving toward leading indicators that can be used to predict emerging problems or trends. Examples of leading indicators include examining lane road performance data captured by onboard monitoring systems in real-time to identify unsafe behavior before a crash occurs.

Understanding what the data is saying can be an onerous task. That's where data visualization techniques can be very helpful. Most technology vendors offer dashboards to display their data and identify gaps. Motive offers Safety Hub where you manage your safety program in one place for full visibility into driver safety. Identify your riskiest drivers and take the actions necessary to prevent accidents.

One effective way to visualize data is to create a driver scorecard. Here, various driver data is combined based on carrier priorities, and creates a score (or multiple scores) which are then used to assess and rank driver performance. Driver scorecards should be a tool to encourage improvement, not to punish or shame poor performers. They should be transparent, meaning drivers know what data is being used and how a score is being calculated. Drivers should also be able to see their ranking among their peers, which can motivate improvement. Many companies combine their driver scorecards with their safety incentive program to motivate drivers to improve.

Assembling the data and footage necessary can be a time consuming, complex task. Motive's DRIVE risk score automatically tracks coaching impact over time, presenting a complete view of fleet driver safety. The DRIVE risk score can be used to identify safety trends, reward safe behavior, and increase driver retention.

Additionally, Motive's DRIVE risk score is five times more accurate at predicting accidents than the industry's leading safety score. DRIVE benchmarks all behavior across Motive's network of 550,000+ vehicles to provide an objective measure of driver risk.

Building trust through training, coaching and ongoing safety communications

Hiring the right workers is a challenging and time-consuming endeavor. In the motor carrier industry, it's even tougher given the regulatory barriers for driver qualification. Fleets need to do everything they can to make sure the qualified drivers they find and hire are given the opportunity to succeed.

Driver training
Drivers are a fleet's most valuable asset. The better a company is at training drivers and helping them develop crucial safety skills and behaviors, the more successful the company. A good onboarding program that includes comprehensive training is very important. Every company has a unique approach to their business, and even the most experienced drivers need to be onboarded and trained on the company's policies and practices. A fleet's commitment to ongoing training is one of the best ways to ensure great performance from its drivers. Ongoing training helps to fill job-specific skills or knowledge gaps drivers.

How to build positivity around the benefits of driver training

- Understanding and remaining compliant with changing regulations rules and policies

- Staying up-to-date on new company practices and/or industry best practice

- Raising awareness and comfort level with new technologies (e.g., driver assistance technologies, the company's new dash cam program, etc.)

- Boosting job satisfaction levels

- Setting a pathway and increasing opportunities for internal promotions (e.g., to driver-trainer, safety department, etc.)

Fleets should view initial training, and ongoing training, as an investment in both the individual driver, and in the company itself.

One way to achieve a faster return on dollars spent on ongoing training is to invest in Motive's Live Stream capabilities. Companies use live streaming to onboard new drivers, perform virtual ride-alongs, and provide remote training. When the situation demands, you can even troubleshoot issues live.

Ongoing communication
Ongoing safety communications keep the company's safety messages and commitment to safe operations in front of drivers and company personnel. Regular safety messages on a variety of current safety topics, using any number of communication channels, is an industry best practice.

Driver coaching
While training seeks to inform drivers about the rules of the road, proper defensive driving techniques, company policies, and state and federal requirements, driver coaching attempts to address specific observed driver behavior deficits. Successful driver coaching may be the single most important component of developing a strong safety culture. It's not enough to track and rank your drivers; and a safety incentive or disciplinary policy, on its own, is less likely to improve safety if not accompanied by strong driver coaching.

By developing a respectful, ongoing program that delivers valuable trainings and friendly reminders, drivers will quickly get the message that safety is the highest priority. A successful driver coaching regime includes:

Strong driver performance measurement
Before drivers can be successfully coached, they must first be monitored and measured against an appropriate benchmark.

Targeted coaching
Drivers are more receptive to coaching if it is in response to specific data points or recent events. For example, providing specific data points or video recordings of unsafe practices may help a driver realize change is necessary. Otherwise, they may tune out training as not applicable to their own habits.

Two-way communication
Asking a driver what motivated the risky behavior may help a safety manager dig beneath the surface to better target future coaching needs. It also provides the driver an opportunity to be heard and feel like a part of the solution.

Commitment to a solution and a metric by which to measure it
If coaching is effective, it will result in a behavioral change that will improve safety. The ideal scenario is for the driver and the safety manager to agree on an approach and determine how to measure its success. While driver/manager agreement may not always be possible, determining how to correct the diagnosed problem and how to measure its success is imperative.

Continued assessment
Measuring improvement and holding drivers accountable for that improvement, is an absolute must and important part of the feedback loop.

Technologies like Motive's automatic coaching workflow uses recorded driver performance to identify drivers in need of improvement then provides personalized, video-based coaching. Motive's automated coaching workflow coaches drivers at the completion of their trip while the experience is fresh in their memory. Drivers can see their driving performance, making for more productive conversations with fleet safety managers.

Building trust: Driver reporting and feedback

As mentioned earlier, a key component to a strong safety culture is buy-in from all levels of your organization, especially the driver. Building trust and a strong rapport with the driver will pay dividends in helping reinforce the strong safety culture. One way to do that is to develop programs that encourage drivers to proactively report, without retribution, when they or their peers violate safety policies or principles. These programs allow drivers the opportunity to recognize an unsafe practice within themselves or others and offer an opportunity to address it without fear of punitive action.

A strong program will be structured with clear limits for drivers to correct their errors and receive training to improve their performance, but does not allow for perpetual errors or violations. These programs can be an olive branch that kicks off a progressive disciplinary program.

An example of a program that some companies employ allows a driver to admit to alcohol and/or controlled substance use. Special care should be taken with programs related to drug and alcohol admissions to preserve safety however, and many companies that employ them have strict one-strike policies. 49 CFR §382.121 lays out required program elements and, while not applicable to other areas of safety, offers a model on how similar programs in other safety areas could be structured.

Driver and company regulatory compliance responsibilities

Since professional drivers share our nation's highways and byways with the motoring public, driver and fleet safety is in the public's interest. As such, federal and state government agencies play an important role in establishing and enforcing safety laws and regulations with which fleets and drivers must comply. At the federal level, the Federal Motor Carrier Safety Administration (FMCSA) is the primary regulatory body overseeing fleet and driver safety on interstate operations. At the state level, it can vary, but it is often the State Police, Highway Patrol or Department of Transportation, or a combination, that issues and enforces regulations that apply to intrastate operations.

Fleets must manage and document driver compliance with a host of applicable regulations including:

- **Federal and state licensing and license endorsement rules**
- **State and local traffic laws**
- **State and local parking laws and anti-idling ordinances**
- **Periodic medical exams and certification documentation**
- **Drug and alcohol testing under varying circumstances**
- **Hours of service and electronic logging device rules**
- **Pre- and post-trip vehicle inspections**
- **Safe loading and load securement rules**
- **Crash and incident reporting**

The number and type of rules that apply to drivers often results in fleets creating a matrix of compliance management responsibilities that cut across different parts of the company. A good example is the need for the human resources and safety departments to communicate and collaborate on driver screening, hiring, training and ongoing qualification requirements. Best-in-class fleets have cross-functional teams to manage overall regulatory responsibilities, a big part of which is driver safety and regulatory compliance.

Conclusion

Developing a world-class safety program requires a two-pronged approach. The first approach starts by recognizing that drivers are a fleet's most important asset. Helping them to succeed begins with building a strong safety culture and, if successful, ends with improved safety outcomes.

The second starts with the adoption of an integrated fleet management solution. Motive's AI-powered safety platform provides fleet managers with a data-driven approach to driver safety that uses dash cams and coaching to identify and modify high-risk behavior.

Of course, these outcomes must be measured and tracked over time. All fleets can do this using traditional measures like roadside violation and crash rates, which can provide good insight into the success of the safety program. Unfortunately, these are trailing metrics that measure outcomes that have already happened and impacted a fleet's public safety metrics. More sophisticated fleets can use data from onboard monitoring systems to get real-time feedback on driver behavior and actions, allowing them to address poor behaviors before they result in a violation or, even worse, a tragic accident. These fleets should work with their vendors to unlock true potential and analytic power of these technologies.

Unlock
Potential

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About Motive

Motive builds technology to improve the safety, productivity, and profitability of businesses that power the physical economy. The Motive Automated Operations Platform combines IoT hardware with AI-powered applications to automate vehicle and equipment tracking, driver safety, compliance, maintenance, spend management, and more. Motive serves more than 120,000 businesses, across a wide range of industries including trucking and logistics, construction, oil and gas, food and beverages, field services, agriculture, passenger transit, and delivery. Visit **gomotive.com** to learn more.

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