NAFMP
North American Fatigue Management Program

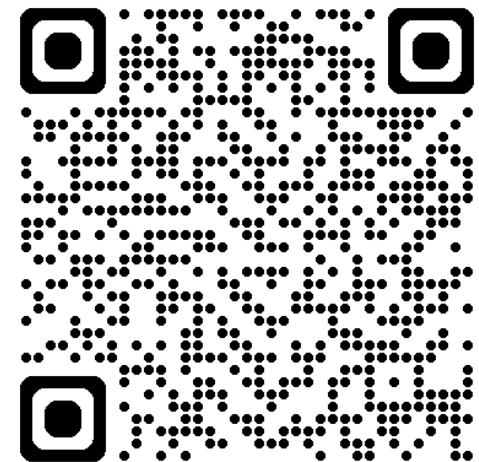COMMERCIAL VEHICLE SAFETY ALLIANCE
CVSA®

The Costs of Carrying Social Stigmas in Motor Carrier Culture

Annual Conference and Exhibition

Big Sky, Montana

September 9, 2024

Get this slide deck at the bottom of NAFMP.org/webinars

Overview

- Fatigue Management Program (FMP)
- Identify, costs and overcome social stigmas
    1. Sleep
    2. Obesity
    3. Mental health
    4. Substance use disorder
    5. Safety operations
- Resources

FMP

- Safety Culture
  1) Education
  2) Training
  3) Continuous communications – Including partnerships

- Fatigue Risk Management System
  1) Operations
  2) Identify risks with processes and controls
     - Predictive, proactive, reactive
     - Sound scheduling, sleep disorders program, fatigue detection technologies
  3) Risk assessment
  4) Measures and countermeasures
  5) Evaluation

Stigma

Negative attitudes, beliefs, and behaviors towards individuals or groups based on perceived or actual characteristics that are deemed undesirable or deviate from the norm

Types of Stigmas

- **Self-Stigma**: Internalized negative beliefs about oneself, leading to feelings of shame, guilt, and low self-worth

- **Social Stigma**: Negative attitudes and discrimination from others, creating a hostile or unsupportive environment

- **Structural Stigma**: Policies, practices, or systems that disadvantage certain groups or perpetuate stereotypes

Stigmas Causes and Roots

- Misconceptions about stigmatized issues can lead to fear, judgment, and discrimination
- Concerns about potential legal or financial repercussions can create a culture of silence around safety issues
- The demanding nature of the trucking industry can lead to a focus on efficiency over effectiveness
- The trucking industry is often associated with traditional ideas of masculinity, which can discourage vulnerability and seeking support
- Fear of crashes or liability
- Stereotypes about "unsafe" drivers or companies
- Lack of awareness about safety challenges
- Unequal power dynamics between management and drivers
- Discriminatory policies or norms within the industry

Social Stigmas in Motor Carrier Culture

1. **Sleep**
2. **Obesity**
3. **Mental health**
4. **Substance use disorder**
5. **Safety operations**

- "Driving through the night" is praised, signaling commitment
- Early morning starts are seen as more productive & driven
- Taking breaks for rest is viewed as weakness or lack of ambition
- Discussing sleep issues is avoided, seen as unprofessional
- Drivers feel pressured to push their limits to prove their worth
- Flexible schedules that accommodate sleep needs are rare
- Success is often linked to sacrificing sleep, not prioritizing it
- Dispatchers may discourage breaks, focusing solely on deliveries
- There's a lack of open conversations about the importance of sleep for safety & performance

CVSA®

- "Real drivers don't need much sleep - they can push through fatigue"
- "Taking naps during breaks is a sign of weakness or laziness"
- "Drivers who complain about being tired just can't handle the job"
- "Sleep issues are a personal problem, not a safety concern for the company"
- "Reporting fatigue will just get you labeled as unreliable"
- "Needing more than 6 hours of sleep a night means you're not cut out for this industry"
- "Sleep apnea screening is just another way for the company to weed out drivers"
- "Only rookies struggle with irregular sleep schedules - veterans can handle it"
- "Discussing sleep problems with dispatch or management will hurt your career prospects"
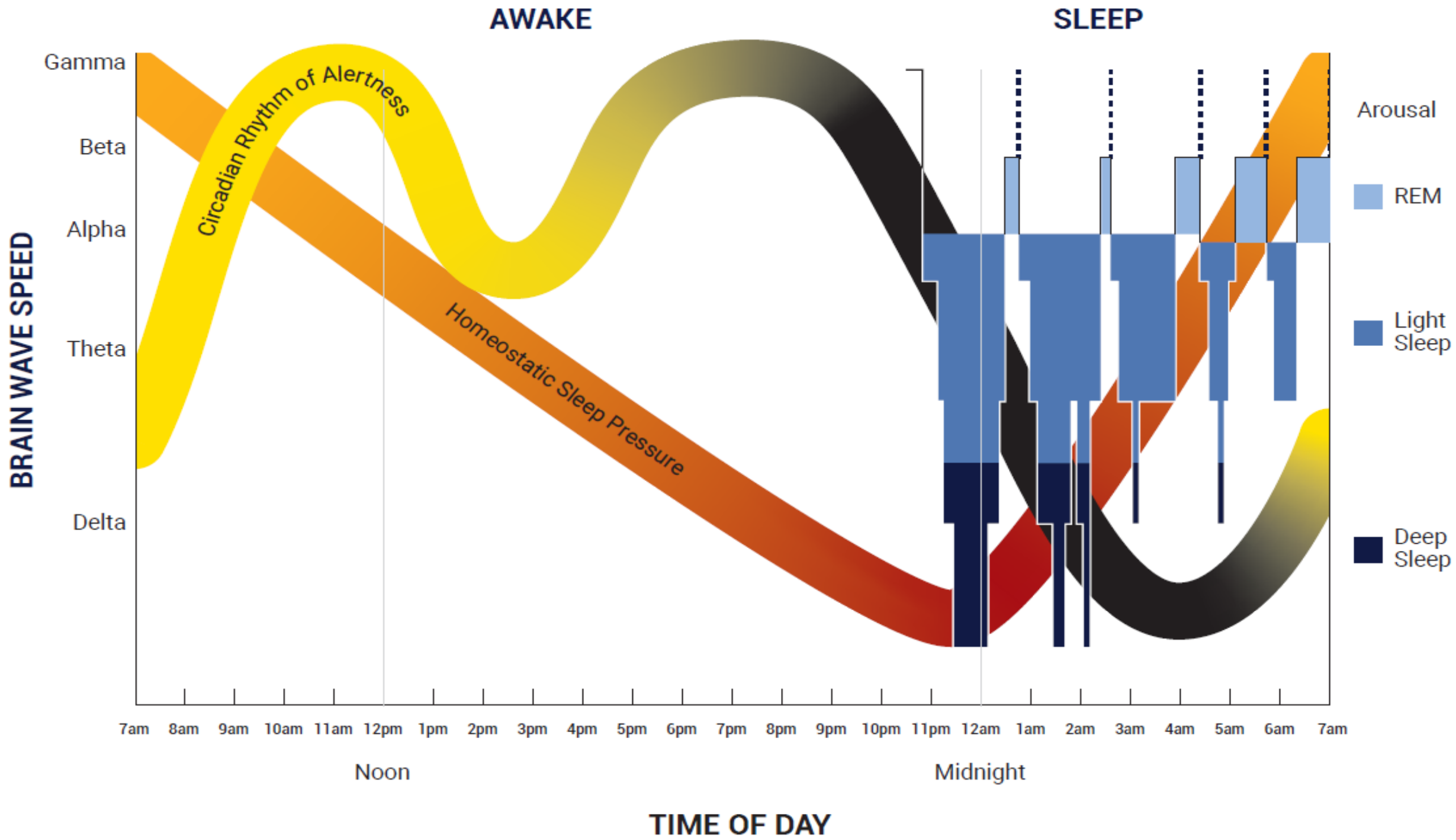
CVSA

- Sleep-deprived drivers are more likely to be involved in crashes, leading to potential lawsuits, insurance premium hikes, vehicle repairs, and lost business

- A culture that disregards sleep needs creates dissatisfaction and burnout, leading to higher driver turnover rates

- Fatigue impairs cognitive function and decision-making, leading to slower delivery times, missed deadlines, and potential customer dissatisfaction

- Sleep deprivation contributes to chronic health conditions like metabolic syndrome increasing medical costs and sick days

- Crashes and poor service due to driver fatigue can negatively impact the company's reputation, making it harder to attract new drivers and customers

- Non-compliance with hours-of-service regulations due to pressure to drive while fatigued can result in fines and penalties

- A history of crashes and safety violations due to driver fatigue can lead to significantly higher insurance premiums

- Crashes caused by fatigued driving can result in damaged or lost cargo and equipment, costing thousands of dollars per incident

- Sleep-related health issues and crashes can lead to increased worker's compensation claims

- A culture that neglects sleep creates a stressful and unhealthy work environment, leading to decreased morale and engagement

AWAKE **SLEEP**

BRAIN WAVE SPEED

Gamma
Beta
Alpha
Theta
Delta

Circadian Rhythm of Alertness

Homeostatic Sleep Pressure

Arousal

REM

Light Sleep

Deep Sleep

7am 8am 9am 10am 11am 12pm 1pm 2pm 3pm 4pm 5pm 6pm 7pm 8pm 9pm 10pm 11pm 12am 1am 2am 3am 4am 5am 6am 7am

Noon Midnight

TIME OF DAY

- "Losing weight will fix everything"
- "You just need more willpower"
- "Bigger drivers must be unhealthy"
- Discussing metabolic health is uncomfortable, seen as personal or accusatory
- There's a lack of understanding about the various factors contributing to metabolic disease, beyond just weight
- Drivers with metabolic conditions may feel stigmatized or blamed for their health status
- Support for healthy lifestyle changes is lacking, focusing solely on weight loss as the solution
- There's a lack of recognition that metabolic disease can affect anyone, regardless of weight
- Drivers may face assumptions about their work ethic or capabilities based solely on their size

- "We can't hire obese drivers - they'll increase our insurance costs and liability risks"
- "Fat truckers are more likely to fall asleep at the wheel due to sleep apnea"
- "Obese drivers are a safety hazard because they can't move quickly in emergency situations"
- "If a driver can't control their weight, how can we trust them to control a big rig?"
- "Overweight drivers give our company a bad image when they interact with clients"
- "We should implement weigh-ins for drivers to motivate them to stay fit"
- "Obese drivers are more likely to call in sick and be less productive"
- "If we start accommodating larger drivers, it'll just encourage unhealthy habits in our workforce"

- Obesity stigma can lead to delayed healthcare seeking and untreated metabolic conditions, resulting in higher healthcare costs for both the driver and the company

- A culture that stigmatizes obesity creates a hostile work environment, leading to dissatisfaction and higher driver turnover rates

- Untreated metabolic conditions can impair cognitive function, energy levels, and overall well-being, leading to decreased productivity and potential delays in deliveries

- Health complications related to metabolic conditions can lead to increased sick days and absenteeism, impacting scheduling and operations

- A company known for its stigmatizing culture can negatively impact its reputation, making it harder to attract and retain drivers and potentially damaging relationships with clients

- Obesity stigma can lead to discrimination claims, resulting in legal fees, settlements, and damage to the company's image

- A culture that stigmatizes obesity creates a stressful and unhealthy work environment, leading to decreased morale and engagement

- Focusing on weight rather than skills and qualifications can lead to missed opportunities to hire talented drivers who may be overlooked due to bias

- A company with a reputation for obesity stigma may struggle to attract new drivers, especially in this competitive market

- Untreated metabolic conditions and the stress of stigma can impair focus and decision-making, potentially increasing the risk of crashes and safety violations

What Makes Up Our Body Weight?
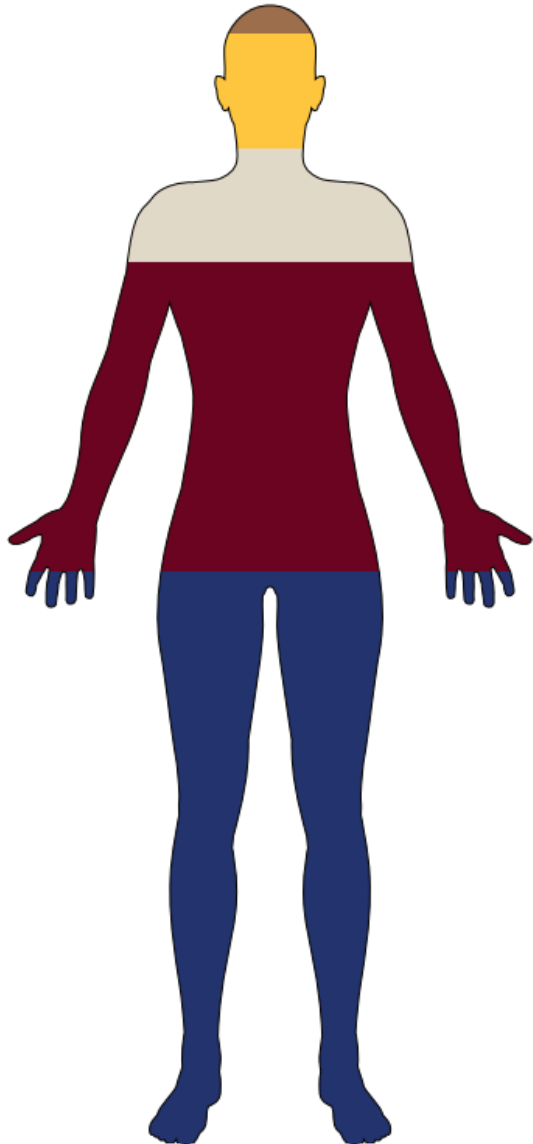
- LIQUIDS
- MUSCLE
- BONES
- SUBCUTANEOUS FAT
- VISCERAL FAT

- "Professional drivers don't need therapy - they can handle stress on their own"
- "If you can't handle the stress, find another job"
- "Taking time off for mental health is just an excuse"
- Discussing mental health is avoided, seen as a sign of weakness or incompetence
- Drivers are expected to "suck it up" and push through any emotional difficulties
- There's a lack of resources and support available for drivers experiencing mental health issues
- Seeking help for mental health concerns is seen as a career risk, potentially leading to job loss
- Success is often associated with stoicism and emotional suppression, rather than healthy coping mechanisms
- Managers may lack training or understanding of how to support drivers with mental health needs
- There's a pervasive silence around mental health, preventing open conversations and access to help

CVSA®

- "Talking about feelings is a sign of weakness in this industry"
- "If a driver admits to depression, they're probably not fit to be behind the wheel"
- "Mental health issues are just excuses for poor performance"
- "Seeking help for anxiety means you can't handle the pressures of the job"
- "We don't need 'touchy-feely' wellness programs - drivers should just toughen up"
- "Discussing mental health concerns with dispatch will get you labeled as unstable"
- "Only weak-minded individuals struggle with the isolation of long-haul trucking"
- "Taking medication for mental health issues makes you a liability on the road"
- "If you can't manage your mental health on your own, you're not cut out for this career"

- Mental health issues can impair focus, judgment, and reaction times, leading to a higher risk of crashes
- An unsupportive environment can lead to driver burnout and dissatisfaction, resulting in higher turnover rates
- Mental health challenges can affect focus, motivation, and decision-making, leading to delays, missed deadlines, and decreased efficiency
- Untreated mental health issues can lead to more sick days and absences, impacting scheduling and operations
- The stigma around seeking help can lead drivers to self-medicate with drugs or alcohol, further impairing their ability to drive safely and increasing health risks

- A company known for neglecting driver mental health can suffer reputational damage, making it harder to attract and retain drivers and potentially impacting client relationships

- Untreated mental health conditions can worsen over time, leading to higher healthcare costs for both the driver and the company

- A culture that stigmatizes mental health creates a stressful and unsupportive environment, leading to low morale, decreased engagement, and potential conflict

- In severe cases, neglecting employee mental health could lead to legal repercussions, such as workers' compensation claims or lawsuits, resulting in significant financial and reputational damage

- Ignoring early signs of mental health struggles can lead to more severe issues and crises down the line, resulting in higher costs and greater disruptions to operations

Mental Health Resources

- The **National Suicide Prevention Lifeline** provides free, confidential support 24/7 to anyone in distress (in English and Spanish). The Lifeline can be reached at **988**

- **Mental Health America** provides a range of resources and information on mental health, including screening tools, self-help resources, and support groups. Anyone can access these resources through the MHA website or by calling its toll-free number at 1-800-969-6642

- **NAMI's HelpLine** (800-950-6264) is a free peer-support service available by phone, text, or chat. It's not a crisis line: Callers are given empathy, respect, support, and referrals to resources and local services. NAMI's website (nami.org) also provides a wealth of mental health support and treatment information, and the organization has free peer-led support groups (many of them virtual)

- **Crisis Text Line**: If you're in a crisis, you can text HOME to 741741 to connect with a crisis counselor

Identify the Substance Use Disorder Stigma (1 of 2)

- "Everyone uses something to get by on the road"
- "A little speed never hurt anyone"
- "A few drinks help you unwind and sleep better"
- Discussing substance use, even for seemingly "functional" purposes, is met with silence or dismissal
- Drivers may fear seeking help for substance use, worried about losing their jobs or facing judgment
- There's a lack of education and awareness about the dangers of relying on substances to manage fatigue or sleep
- The culture may subtly encourage self-medication rather than seeking healthier solutions for sleep and stress
- Success in the industry is sometimes linked to the ability to push through fatigue with stimulants
- Managers may overlook signs of substance use as long as deliveries are made on time
- There's a reluctance to address the root causes of fatigue and sleep issues, leading to a reliance on potentially harmful substance

- "People with substance use disorders are just looking for excuses for their behavior"
- "They are dangerous and unpredictable; we can't trust them"
- "Substance abuse is a moral failing, not a health issue"
- "If they wanted to stop, they would; addiction is a choice"
- "We shouldn't hire someone with a history of substance abuse"
- "People with addiction problems are lazy and unmotivated"
- "They should just pull themselves up by their bootstraps"
- "Substance users are criminals and deserve to be punished"
- "Recovery is impossible for someone with a drug addiction"
- "It's better to keep distance from anyone with a substance use disorder"

Substance Use Disorder Stigma Costs (1 of 2)

- Substance use, even when perceived as "functional," impairs judgment, reaction time, and coordination, drastically increasing the risk of crashes

- A culture that stigmatizes substance use discourages drivers from seeking help, leading to burnout, dissatisfaction, and higher turnover rates

- Substance use can impact focus, energy levels, and decision-making, leading to delays, missed deadlines, and decreased efficiency

- Substance use disorders can lead to various health complications, increasing healthcare costs and absenteeism due to illness or treatment

- Substance use can lead to failed drug tests and violations of safety regulations, resulting in hefty fines and penalties

- A company known for ignoring or stigmatizing substance use can suffer reputational damage, making it harder to attract and retain drivers and impacting client relationships

- If a crash occurs due to driver impairment, the company could face significant legal liabilities, potentially resulting in lawsuits and substantial financial losses

- Crashes related to substance use can lead to damaged or lost cargo and equipment, further adding to the financial burden

- A culture that stigmatizes substance use creates a stressful and unsupportive environment, impacting overall morale, engagement, and productivity

- In this competitive market, drivers may choose companies that offer supportive environments and resources for substance use prevention and treatment

Substance Use Resources

CVSA®

- https://findtreatment.gov/

- The **Substance Abuse and Mental Health Services Administration** (SAMHSA) provides resources and information on mental health and substance abuse treatment. SAMHSA's National Helpline can be reached at 1-800-662-HELP (4357). It's a free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental and/or substance use disorders

- CDC List of resources at https://www.cdc.gov/mentalhealth/tools-resources/index.htm

- "If you report every little thing, you'll never get anything done"
- "We have a zero-tolerance policy for crashes, no matter what"
- Discussing potential safety improvements is met with defensiveness or dismissal, as any suggestion implies a current lack of safety
- Employees may feel they need to hide mistakes or near-misses to maintain their "safe" image
- There's pressure to appear perfect, even if it means sacrificing honesty and transparency about safety challenges
- Safety training becomes repetitive and tedious, focusing on compliance rather than fostering a genuine safety culture
- Success is measured solely by a spotless safety record, potentially at the expense of other important metrics
- Management may prioritize avoiding any negative safety reports over addressing underlying issues
- There's a lack of trust and open communication about safety, hindering the ability to learn from mistakes and improve
- There's a lack of open communication and collaboration on safety issues, creating a culture of silence and complacency

CVSA

- "If you admit to making a mistake, people will think you're not cut out for this job"
- "We have a reputation for being the safest; don't jeopardize that by reporting anything"
- "You'll be seen as a risk to the team if you raise concerns about safety practices"
- "No one wants to be the one who brings up safety issues and tarnishes our image"
- "If you're too vocal about safety, you might get labeled as someone who can't handle the job"
- "Everyone knows we have a perfect safety record; don't be the one to ruin it"
- "Complaining about safety will make you look like you're not committed to our standards"
- "Drivers who focus too much on safety are just trying to cover their own mistakes"
- "We need to maintain our safe reputation; don't rock the boat with unnecessary concerns"
- "If you report a safety issue, you might be seen as someone who isn't a team player"

- Discouraging safety reporting or creating a culture of fear can lead to underreporting of hazards and near-misses, increasing the likelihood of accidents

- An environment where drivers feel pressured to hide mistakes or concerns can lead to burnout and dissatisfaction, increasing turnover rates

- Overemphasis on safety to the detriment of efficiency can lead to delays, missed deadlines, and decreased overall productivity

- A culture that discourages open communication about safety can lead to unreported hazards and maintenance issues, increasing the risk of breakdowns, crashes and equipment damage

- A climate of fear and mistrust around safety can lead to low morale, decreased engagement and potential conflict among employees

CVSA®

- Suppressing feedback and suggestions for safety improvements can hinder the company's ability to learn from mistakes and proactively address potential risks

- Focusing on compliance and rote learning rather than fostering a genuine safety culture can lead to disengaged employees and wasted resources on ineffective training programs

- A history of crashes or safety violations, even if underreported, can lead to increased insurance premiums

- A company known for prioritizing appearances over genuine safety practices can suffer reputational damage, impacting its ability to attract and retain both drivers and clients

- In extreme cases, a culture of hiding safety concerns could lead to legal repercussions if negligence is proven in the event of an crash or injury

Solution: FMP

- **Safety Culture**
  1) Education
  2) Training
  3) Continuous communications – Including partnerships
- **Fatigue Risk Management System**
  1) Operations
  2) Identify risks with processes and controls
     - Predictive, proactive, reactive
     - Sound scheduling, sleep disorders program, fatigue detection technologies
  3) Risk assessment
  4) Measures and countermeasures
  5) Evaluation

- Provide comprehensive education, training and resources on stigmatized issues to promote understanding and reduce bias

- Create a safe and supportive environment where drivers and employees feel comfortable discussing concerns without fear of judgment or repercussions

- Implement policies that prioritize driver well-being, including flexible scheduling, access to mental health resources, and accommodations for health conditions

- Recognize and reward safe behaviors and proactive safety reporting to create a positive safety culture

- Leaders must actively promote a culture of compassion and understanding, setting an example for others to follow

Strategies to Overcome Stigmas (2 of 2)

- Implement company-wide fatigue management program that includes a safety culture focusing on shared values

- Provide education to reduce stereotypes about "unsafe" drivers

- Use inclusive, non-stigmatizing language in policies and communications

- Create supportive environments for reporting safety concerns without fear

- Address systemic issues contributing to crashes, violations and other incidents rather than blaming individuals

CVSA's Guardian Magazine
https://www.cvsa.org/guardian-issues/

GUARDIAN
A Publication of the Commercial Vehicle Safety Alliance

Volume 31, Issue 3
3rd Quarter 2024

EFFECTIVE COURTROOM TESTIMONY

FOR COMMERCIAL MOTOR VEHICLE ENFORCEMENT OFFICERS AND INSPECTORS

How My Nosiness Helped Catch a Kidnapper

2024 HTAI Campaign Spreads Human Trafficking Awareness and Intervention Messages Across North America

The Hazmat Crossword Puzzle Challenge

PART ONE
Nailing the Top Ten Industry Issues Through Fatigue Management
By Rodolfo Giacoman, Fatigue Specialist, Commercial Vehicle Safety Alliance

This is part one of two. Part two will be published in Guardian Q4 2024.

In compiling the 2023 Top Industry Issues, ATRI worked with CVSA to survey commercial vehicle enforcement professionals. They identified three top issues highly related to driver fatigue:

1. Driver Distraction
2. Hours of Service
3. Driver Training Standards

Check the NAFMP FAQs and download the NAFMP Implementation Manual at www.nafmp.org/faqs/

You may be surprised to learn that driver fatigue has not been explicitly identified as one of the top 10 industry issues over the last decade, per the annual American Transportation Research Institute (ATRI) "Critical Issues in the Trucking Industry" report, also known as the "Top Industry Issues." (View the 2023 edition, which includes a table ranking the top issues from 2014-2023 online: www.truckingresearch. org/atri-research/top-industry-issues). One may argue that when hours-of-service (HOS) regulations, the electronic logging device (ELD) mandate, or driver health and wellness concerns make the ATRI Top Industry Issues list, they are stand-ins for driver fatigue. However, the last time HOS and ELD made ATRI's annual list was in 2019. Driver health and wellness were last identified in 2018. Does that mean driver fatigue is not a top industry issue, thus fatigue management should pack its bags?

Absolutely not. The industry would be better served by recognizing that driver alertness is what holds together the various components of safe, efficient and profitable commercial transport. So where is the disconnect? You may have heard of "Maslow's hammer," a term based on famous American psychologist Abraham Maslow's observation in 1966: "If the only tool you have is a hammer, it is tempting to treat everything as if it were a nail." In 2003, historian Robert Kagan wrote a corollary to Maslow's hammer: "When you don't have a hammer, you don't want anything to look like a nail." Kagan's corollary may illustrate why driver fatigue is not explicitly identified as a top industry issue: the industry has not standardized a fatigue management program (FMP) – the hammer – so it does not identify driver fatigue – the nail – as a significant issue.

According to the North American Fatigue Management Program (NAFMP) at www.nafmp.org, an FMP requires having both of the following in place:

- **A safety culture** that places alertness as a non-negotiable value through education, training and fostering partnerships with all those involved in the supply chain.
- **A fatigue risk management system (FRMS)** composed of several predictive/ proactive/reactive risk identification/ control processes that, at minimum, include sound scheduling practices, a sleep disorder management program and fatigue detection technologies.

While you won't find driver fatigue among the 2023 Top Industry Issues, we have illustrated how it affects every aspect of the industry, along with how a solid FMP can directly improve each of the 10 issues. Check out the first five below and stay tuned to see the remaining five in the Q4 2024 Guardian.

The NAFMP Module courses referred to below are available for free at lms.nafmp.org.

1. The Economy

Improve Safety and Reduce Crash Costs
Fatigue is a significant factor in many crashes. By implementing an FMP, motor carriers can reduce the number of crashes, leading to lower costs associated with vehicle repairs, insurance premiums, legal fees, medical costs and driver retention. Reduced crashes also means fewer injuries and fatalities, which lowers the company's healthcare costs and supports the overall well-being of drivers.

Increase Productivity and Efficiency
Well-rested drivers are more alert and productive, leading to more efficient operations, resulting in faster delivery times and better-quality service. Fewer crashes and health issues also mean less downtime for vehicles and drivers, keeping more trucks on the road and generating revenue.

Lower Operational Costs
Fatigue leads to poor driving practices, which increase vehicle wear and tear and fuel consumption. Proper fatigue management may help maintain vehicles in better condition and promote more efficient driving behaviors, reducing maintenance, repair and fuel costs.

Encourage Greater Compliance and Penalty Avoidance
Adhering to HOS regulations helps carriers avoid fines and penalties associated with non-compliance. This may also prevent lower safety ratings and a potential loss of customers. A strong safety record enhances the reputation of the motor carrier, potentially leading to more business opportunities and partnerships.

Enhance Employee Retention and Satisfaction
Dispatchers using sound scheduling practices suggested by the NAFMP Module 9 are less likely to overwork drivers, who, in turn, are more likely to be satisfied with their jobs. This leads to higher retention rates, reducing costs and downtime related to hiring and training new drivers. Using FMP best practices to prioritize driver health can also decrease

ATRI American Transportation Research Institute

2024 Top Industry Issues Survey

The American Transportation Research Institute (ATRI) is conducting its 20th annual Top Industry Issues Survey to identify critical issues confronting our industry and develop strategies for addressing those issues now and in the future. Your opinion is vital to stakeholders who are working to ensure the long-term vitality of our industry. Please take a few minutes to fill out the following survey.

Next Steps

1. Complete FMP Template Now

2. Have drivers take Module 3: Driver Education & Training

3. Register for live courses and webinars and watch recordings

All resources available from nafmp.org

Rodolfo Giacoman

Fatigue Management Specialist
Commercial Vehicle Safety Alliance
99 M Street SE, Suite 1025
Washington, DC 20003

Rodolfo.Giacoman@CVSA.org
+1-202-998-1830

CVSA®

Thank You

May you be safe, well & happy!