Safety Culture: Transforming Fatigue Management from a Liability into a Competitive Advantage

May 14, 2025

Slides & Recording

Slides are available **now** at

nafmp.org/webinars/

Recording will be available afterwards also at
nafmp.org/webinars/

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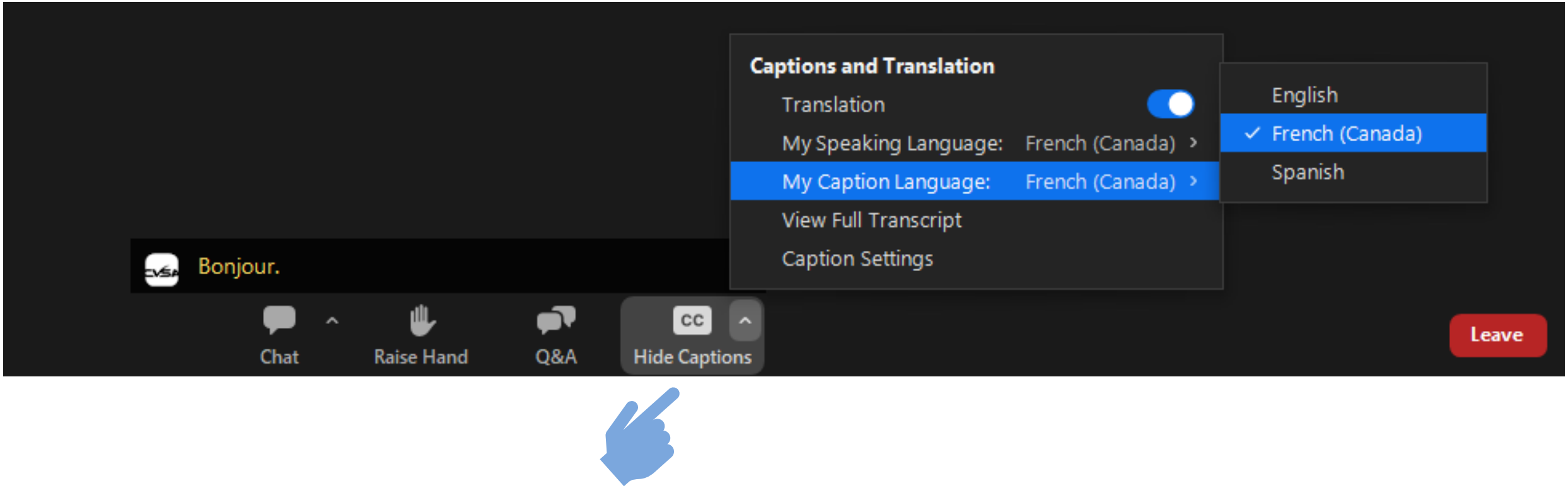

Presenter

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Overview

1. Challenges of a safety culture
2. Why a safety culture is needed
3. Definition of safety culture
4. From liability into a competitive advantage
5. Questions

Poll

Alertness and fatigue are like an on/off switch, you are either awake or asleep

1. True
2. False

Vigilance Spectrum

- **Delta brain waves:** Deep sleep. 1 to 4 Hertz
- **Theta brain waves:** Sleeping or daydreaming when awake. 4 to 8 Hertz
- **Alpha brain waves:** Awake and calm. 8 to 12 Hertz
- **Beta brain waves:** Awake, alert, busy, and focused. 12 to 38 Hertz
  - **Low beta waves:** Thinking. 12 to 15 Hertz
  - **Beta waves:** Performing or focusing. 15 to 22 Hertz
  - **High beta waves:** Excited or anxious. 22 to 38 Hertz
- **Gamma brain waves:** Highly alert and conscious. 30 to 80 Hertz

Poll

Why is high blood pressure called a "silent killer"?

1. It causes sudden death
2. Symptoms are noticeable pain and discomfort
3. Many people have it without knowing
4. It's only detected with costly tests

Fatigue Is a Silent Killer for Carriers

- Unaware of symptoms
- Gradual and cumulative damage
- Underlying and often unseen
- Significant and potentially fatal consequences
- Importance of early detection and management
- Hidden costs
- Difficulty in direct attribution
- Systemic issues

Poll

In truck/bus crash statistics, driver fatigue is…

1. The number 1 cause
2. Not a significant cause
3. Underrepresented

Crash Causation: 87% Driver Related

- **Non-Performance:** Driver fell asleep, was disabled by heart attack or seizure or physically impaired for another reason
- **Recognition:** The driver was inattentive, distracted by something inside or outside the vehicle or failed to observe the situation adequately for some other reason
- **Decision:** Driver was driving too fast for conditions, misjudged the speed of other vehicles or followed other vehicles too closely
- **Performance:** Driver panicked, overcompensated or exercised poor directional control

Crash Causation Associated Factors

- 14% Inadequate Surveillance
- 13% Fatigue
- 10% Felt Under Work Pressure From Carrier
- 9% Inattention
- 8% External Distraction
- **54% Total: Crashes where diminished vigilance was involved**

FMCSA Large Truck Crash Causation Study

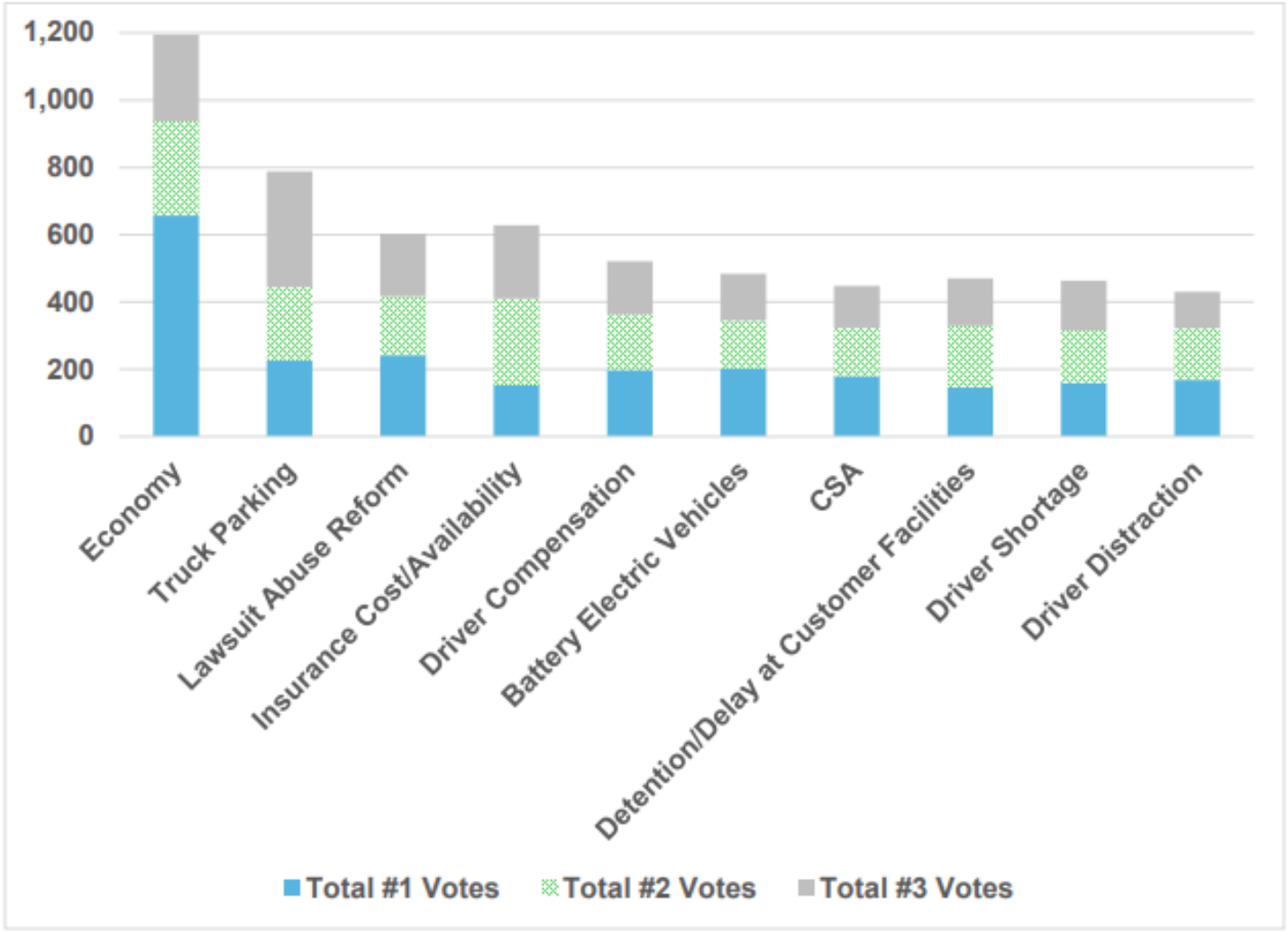
Poll

Why should a motor carrier manage fatigue?

1. To boost short-term driver wellbeing
2. To avoid all crashes
3. To fulfill a fiduciary duty for long-term viability
4. To cut immediate operational expenses

ATRI Top Industry Issues

Figure 1: Distribution of Industry Issue Prioritization Scores*



*The bars reflect total points from first, second and third place rankings. Issues that generate more second and third place rankings may appear to have a higher ranking than preceding issues.

CVSA's Guardian Magazine

cvsa.org/guardian-issues/

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

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.

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

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

CVSA's Guardian Magazine

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CVSA COMMITTEE AND PROGRAM NEWS

PART TWO

Nailing the Top Ten Industry Issues Through Fatigue Management

*By **Rodolfo Giacoman**, Fatigue Specialist, Commercial Vehicle Safety Alliance*

This is part two of two. Part one was published in Guardian Q3 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

The American Transportation Research Institute (ATRI) publishes a yearly report titled Critical Issues in the Trucking Industry, also referred to as the Top Industry Issues, available from ATRI's website at https://truckingresearch.org/atri-research/top-industry-issues. As we navigated the first five issues in the Q3 2024 issue of "Guardian," it became clear that driver fatigue is a pervasive yet often overlooked force within the trucking industry.

Do you recall Maslow's hammer analogy about the tendency to treat everything as a nail when all you have is a hammer? Robert Kagan offered a corollary: "When you don't have a hammer, you don't want anything to look like a nail." This captures why driver fatigue, despite its widespread impact, does not explicitly appear on the ATRI Top Ten Industry Issues list. The industry, lacking a standardized "hammer" in the form of a fatigue management program (FMP), struggles to fully recognize and address the "nail" of driver fatigue.

Yet, as described in Part One, fatigue has an abundant impact. It is behind issues like driver retention, where burnout and exhaustion contribute to high turnover rates. Fatigue influences crash rates, fuel efficiency, insurance costs and even the industry's ability to attract new talent. It is the hidden "nail" impacting the very foundation of the trucking industry.

In Part Two, we continue reviewing the remaining five top industry issues on ATRI's list, further illuminating how each is influenced by driver fatigue. This connection between driver fatigue and industry issues demonstrates why a fatigue management program, emphasizing risk management and safety culture, can provide the much-needed "hammer" to address these issues head-on. By acknowledging the "nail" and equipping folks with the right tools, the industry can pave the way for a safer, more efficient and more profitable future.

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

The first five issues were the economy, truck parking, fuel prices, driver shortage and driver compensation. Now, let's discuss the remaining five.

6. Lawsuit Abuse Reform

The relationship between lawsuit abuse reform (tort reform) and fatigue management for motor carriers involves several interconnected factors. FMPs can influence the frequency and severity of lawsuits, relating to the industry's broader need for tort reform.

- **Reduction in Crashes and Liability**
  FMPs reduce the incidence of driver fatigue, a significant factor in truck-related crashes. Fewer crashes result in fewer lawsuit opportunities, decreasing the effects of lawsuit abuse and reducing the potential liability for motor carriers. This can lead to fewer high-cost settlements and verdicts, often cited as reasons for seeking tort reform.
- **Insurance Costs and Availability**
  Reduced crash rates and liability directly impact insurance costs. A safe track record and fewer claims can lower insurance premiums, addressing one of the core issues tort reform aims to mitigate. Carriers with FMPs may find it easier to obtain insurance coverage as they present a lower risk profile to insurers.
- **Enhanced Safety Performance**
  Consistent implementation of FMPs can enhance a carrier's overall safety performance, providing a solid safety record that protects carriers from excessive litigation and associated costs. Using FMPs as part of their lawsuit defense demonstrates their commitment to safety and potentially reduces the likelihood of large verdicts against them.
- **Public and Legal Perception**
  Carriers that value fatigue management can build a positive public image, impacting jury perceptions in the event of a lawsuit. A reputation for safety and driver welfare can be advantageous in court, influencing legislative and regulatory bodies and supporting arguments for more balanced and fair legal standards, contributing to the tort reform agenda.

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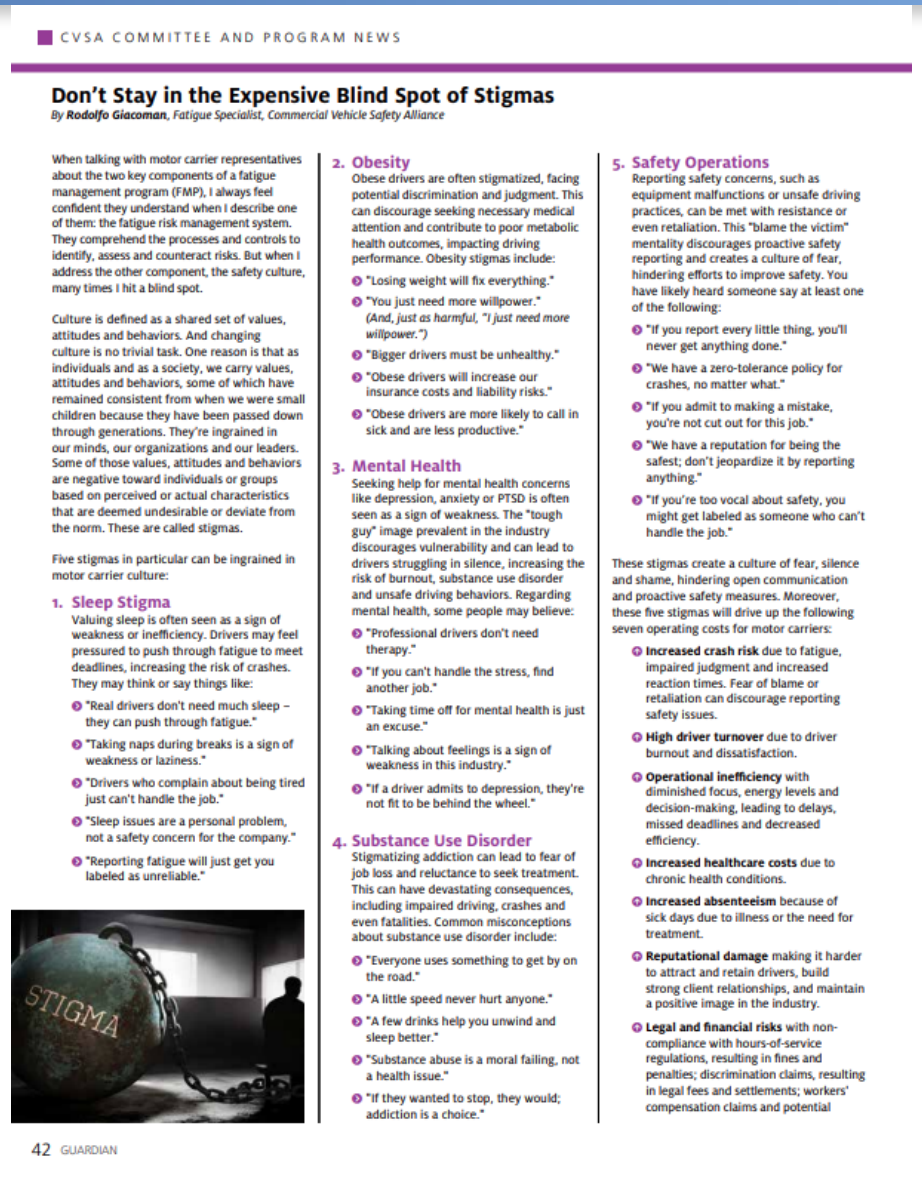


CVSA COMMITTEE AND PROGRAM NEWS

Don't Stay in the Expensive Blind Spot of Stigmas

*By **Rodolfo Giacoman**, Fatigue Specialist, Commercial Vehicle Safety Alliance*

When talking with motor carrier representatives about the two key components of a fatigue management program (FMP), I always feel confident they understand when I describe one of them: the fatigue risk management system. They comprehend the processes and controls to identify, assess and counteract risks. But when I address the other component, the safety culture, many times I hit a blind spot.

Culture is defined as a shared set of values, attitudes and behaviors. And changing culture is no trivial task. One reason is that as individuals and as a society, we carry values, attitudes and behaviors, some of which have remained consistent from when we were small children because they have been passed down through generations. They're ingrained in our minds, our organizations and our leaders. Some of those values, attitudes and behaviors are negative toward individuals or groups based on perceived or actual characteristics that are deemed undesirable or deviate from the norm. These are called stigmas.

Five stigmas in particular can be ingrained in motor carrier culture:

1. Sleep Stigma

Valuing sleep is often seen as a sign of weakness or inefficiency. Drivers may feel pressured to push through fatigue to meet deadlines, increasing the risk of crashes. They may think or say things like:

- "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."

2. Obesity

Obese drivers are often stigmatized, facing potential discrimination and judgment. This can discourage seeking necessary medical attention and contribute to poor metabolic health outcomes, impacting driving performance. Obesity stigmas include:

- "Losing weight will fix everything."
- "You just need more willpower." *(And, just as harmful, "I just need more willpower.")*
- "Bigger drivers must be unhealthy."
- "Obese drivers will increase our insurance costs and liability risks."
- "Obese drivers are more likely to call in sick and are less productive."

3. Mental Health

Seeking help for mental health concerns like depression, anxiety or PTSD is often seen as a sign of weakness. The "tough guy" image prevalent in the industry discourages vulnerability and can lead to drivers struggling in silence, increasing the risk of burnout, substance use disorder and unsafe driving behaviors. Regarding mental health, some people may believe:

- "Professional drivers don't need therapy."
- "If you can't handle the stress, find another job."
- "Taking time off for mental health is just an excuse."
- "Talking about feelings is a sign of weakness in this industry."
- "If a driver admits to depression, they're not fit to be behind the wheel."

4. Substance Use Disorder

Stigmatizing addiction can lead to fear of job loss and reluctance to seek treatment. This can have devastating consequences, including impaired driving, crashes and even fatalities. Common misconceptions about substance use disorder include:

- "Everyone uses something to get by on the road."
- "A little speed never hurt anyone."
- "A few drinks help you unwind and sleep better."
- "Substance abuse is a moral failing, not a health issue."
- "If they wanted to stop, they would; addiction is a choice."

5. Safety Operations

Reporting safety concerns, such as equipment malfunctions or unsafe driving practices, can be met with resistance or even retaliation. This "blame the victim" mentality discourages proactive safety reporting and creates a culture of fear, hindering efforts to improve safety. You have likely heard someone say at least one of the following:

- "If you report every little thing, you'll never get anything done."
- "We have a zero-tolerance policy for crashes, no matter what."
- "If you admit to making a mistake, you're not cut out for this job."
- "We have a reputation for being the safest; don't jeopardize it by reporting anything."
- "If you're too vocal about safety, you might get labeled as someone who can't handle the job."

These stigmas create a culture of fear, silence and shame, hindering open communication and proactive safety measures. Moreover, these five stigmas will drive up the following seven operating costs for motor carriers:

- **Increased crash risk** due to fatigue, impaired judgment and increased reaction times. Fear of blame or retaliation can discourage reporting safety issues.
- **High driver turnover** due to driver burnout and dissatisfaction.
- **Operational inefficiency** with diminished focus, energy levels and decision-making, leading to delays, missed deadlines and decreased efficiency.
- **Increased healthcare costs** due to chronic health conditions.
- **Increased absenteeism** because of sick days due to illness or the need for treatment.
- **Reputational damage** making it harder to attract and retain drivers, build strong client relationships, and maintain a positive image in the industry.
- **Legal and financial risks** with non-compliance with hours-of-service regulations, resulting in fines and penalties; discrimination claims, resulting in legal fees and settlements; workers' compensation claims and potential

NAFMP

North American Fatigue Management Program

nafmp.org

NAFMP Resources

nafmp.org

1. Implementation Manual
2. eLearning Platform
   - Safety Culture and Management Practices: Module 2
   - Train-the-Trainer: Module 5
   - PowerPoint Presentations
3. ROI Calculator
4. Webinars & Courses – Slides/Recording & Future
5. FMP Template

Fatigue Management Program (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

Effectiveness of FRMS

How Effective are Fatigue Risk Management Systems (FRMS)? A Review

The primary enablers of, and barriers to, the implementation of FRMS are a set of intra-organizational cultural requisites

One key requisite is the establishment of a shared responsibility framework, without which effective FRMS implementation is not possible

If workers feel they cannot report fatigue, or fatigue-related errors/incidents without punitive actions or stigma, implementation of FRMS are unlikely to yield positive results

NTSB Crash Investigation

NTSB Crash Investigation on Multivehicle Collision Involving a Milk Tank Combination Vehicle and Stopped Traffic Queue


1 mile
LAW ENFORCEMENT
AT PRIEST
EXPECT TO STOP
Dynamic Message Sign
10
202
Crash location
143
Priest Drive
Dynamic Message Sign
10
202

Source: NTSB

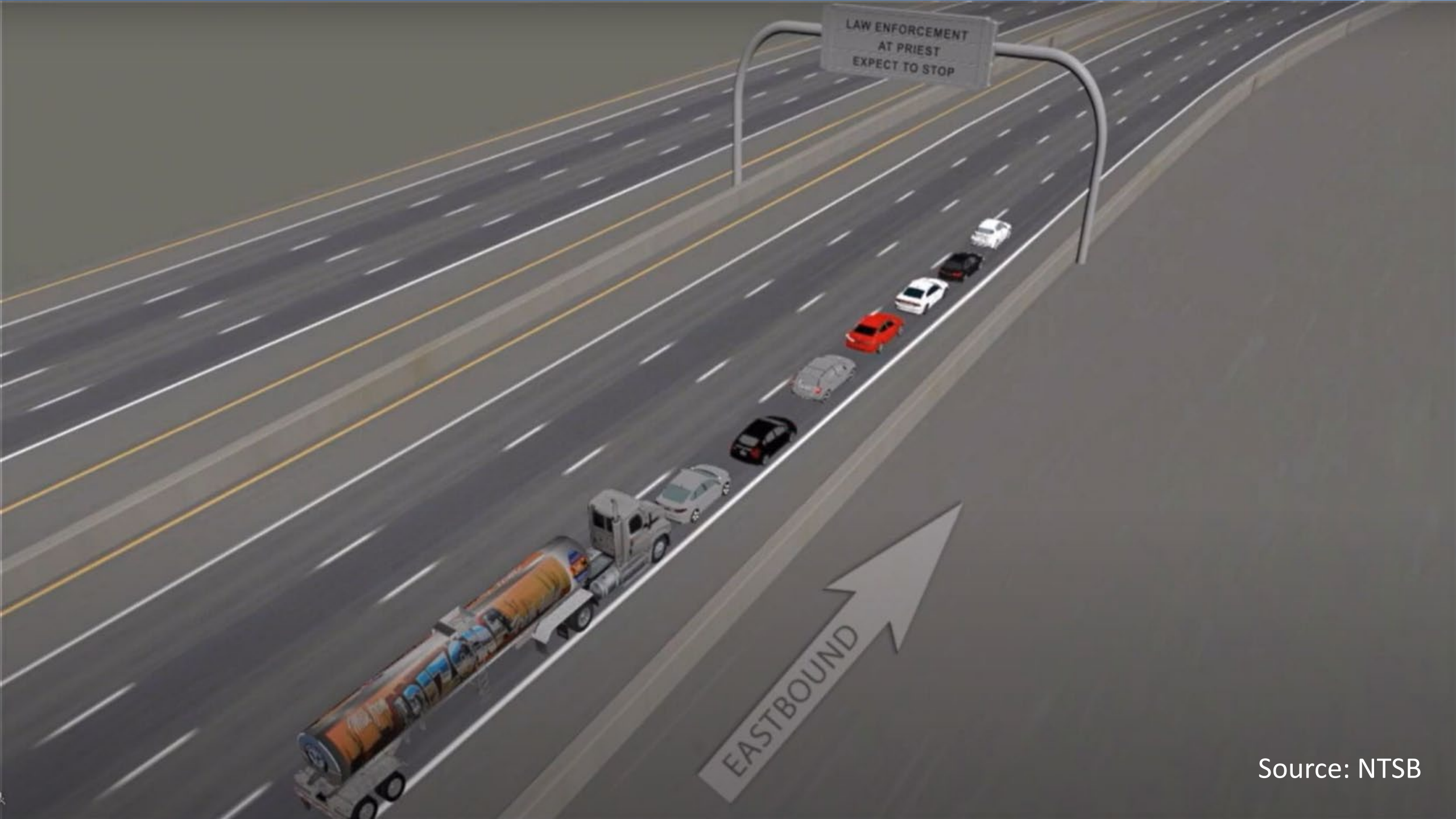
Source: NTSB

Source: NTSB

Source: NTSB


Source: NTSB

Source: NTSB



Source: NTSB


Tank trailer
Chevrolet
Truck tractor
Nissan
Lexus
Mercedes
Dodge
EASTBOUND
Toyota
Ford
Fatally injured: 4 persons
Hospitalized: 11 persons

Source: NTSB

Crash Vehicles

Final rest positions of vehicles

- 2016 Freightliner truck-tractor, tank-trailer
- 2016 Ford Fusion
- 2013 Toyota Prius
- 2021 Chevrolet Equinox
- 2015 Nissan Altima
- 2015 Dodge Charger
- 2018 Mercedes Benz C300W
- 2013 Lexus CT200H

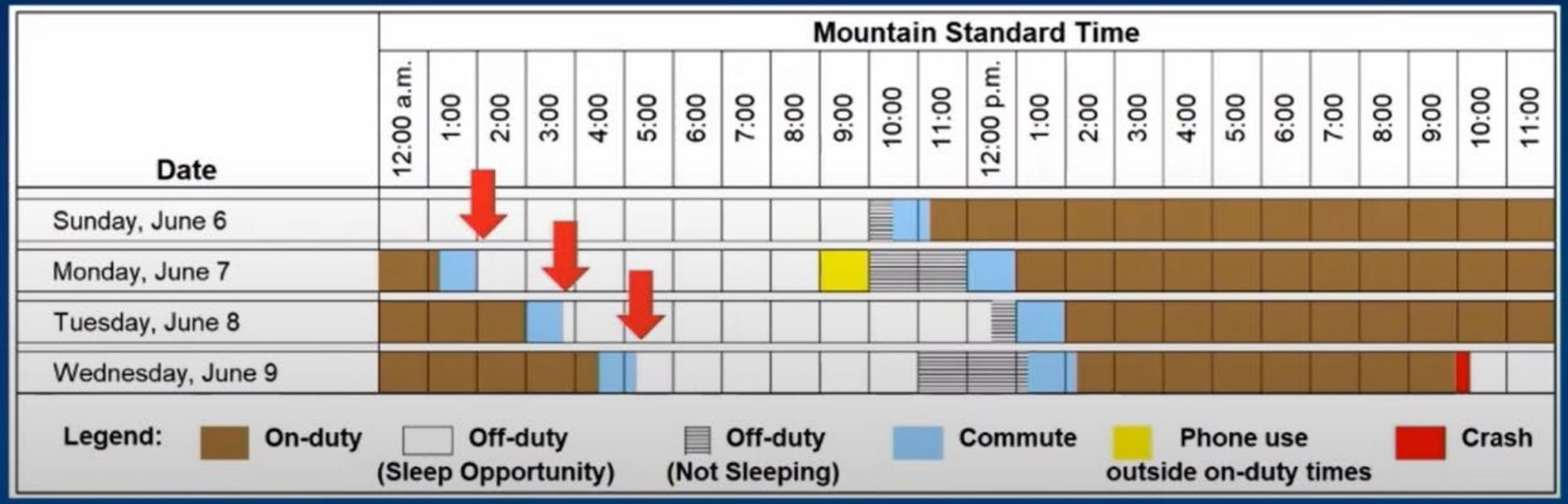
Source: AZDPS– NTSB overlay

Crash Investigation Results: Driver

- Expired CDL/Medical?
- Prior violations, convictions, crashes?
- Tested positive for alcohol or drugs?
- Speeding?
- New driver / New truck?
- Pre-existing medical conditions?
- Prescription drug use?
- Calling, texting, not facing the road?
- Not holding steering wheel?
- Kept a regular schedule?
- Responded to brake lights?
- Pressed the brakes?
- Died?
- How many signs of upcoming stopped traffic were before crash?
- How long were prior workdays?
- How long prior sleep opportunity?
- What was the time of day?

Driver Activities Before the Crash

- Worked between 13-14 hours per day
- He arrived home at an increasing later time, around 2 a.m., 3:30 a.m., and 5 a.m.
- Had about 5.5–6 hours of sleep opportunity on the day of the crash



Milk Tanker Crash Cause Determination

- NTSB determined that the probable cause of 2021 multivehicle crash in Arizona was the truck driver's failure to respond to the fully conspicuous traffic queue, likely **as the result of fatigue**

- Contributing to the crash was the carrier's
  - **Poor oversight of its drivers**
  - **Lack of fatigue management program**
  - **Failure to enforce its own policies, such as those regarding on-duty hours**

- All a consequence of the carrier's inadequate **safety culture**

Read NTSB press release

A program to manage driver fatigue in agricultural transportation and collision avoidance technology would have prevented a fatal 2021 multivehicle collision in Phoenix where a tractor-trailer carrying milk crashed into stopped traffic

Organizational Culture

- The way we do things around here
  - Shared values and beliefs
  - Attitudes
  - Perceptions
  - Competencies
  - Patterns of Behavior

Poll

- Which of the following best describes a safety culture?
  - A low number of reported accidents and incidents over a long period
  - Strict enforcement of safety rules and procedures by management
  - Frequent safety training sessions and distribution of safety manuals
  - A workplace where safety is seen as a core value, everyone feels responsible for it, and there's a shared commitment to safe practices

What Is a Safety Culture

- Shared behavior pattern and beliefs related to safety
- Safety is a value
- Safety is a part of company's identity
- Shared responsibility for safety
- Commitment to helping others perform safely

Module 2: Safety Culture

Safety Culture vs Crashes

- Crashes are usually the result of risky behavior
- Drivers' behaviors are influenced by environmental & personal factors
- Positive safety cultures attempt to change factors that occur before and after the occurrence of risky behavior
- Positive safety culture is necessary prior to implementing an FMP

Poll

- How should top management announce its FMP?
  - Sending a memo announcing the FMP and its mandatory nature
  - Personally leading the first FMP training session for all departments and sharing their own commitment to the program
  - Delegating the FMP rollout and training to the HR department
  - Including a brief mention of the FMP in the quarterly company newsletter

Top Management "Buy In"

- Employees often follow authority or top management and look to them for guidance in times of change
- Champion the FMP through face-to-face interactions
- Avoid lip service
- Attend and participate in all meetings concerning the FMP
- Emphasize the benefits of the FMP and beliefs in its success
- Provide positive feedback, praise, and recognition for all employees involved in the FMP
- Be actively involved in the development of the FMP

Poll

How should the FMP be developed?

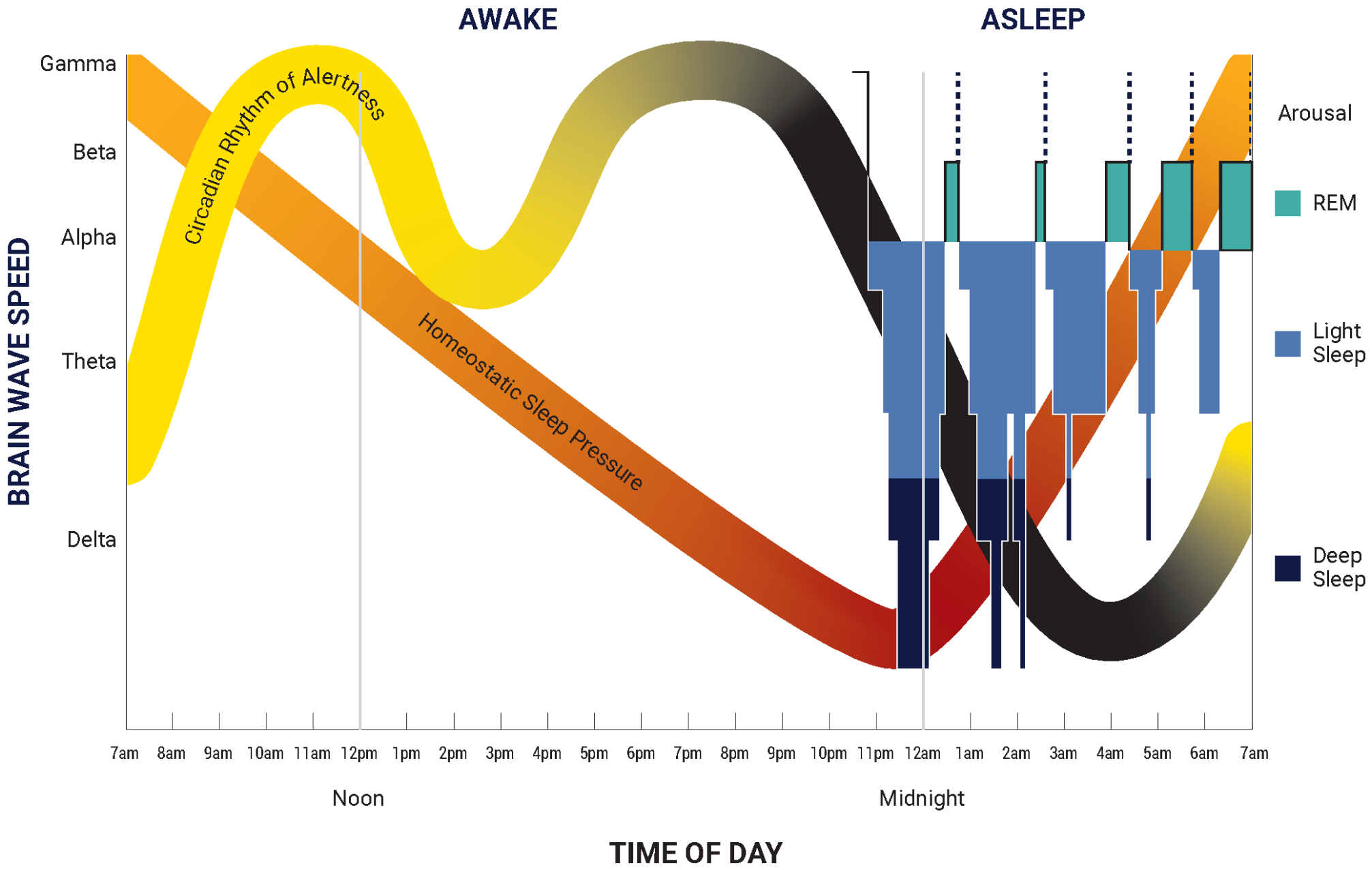
1. Safety managers design the FMP
2. Drivers attend mandatory FMP info sessions
3. Team of drivers, dispatchers and managers collaborate on the FMP
4. Upper management creates the FMP per the NAFMP online FMP template

Build Trust

- Involve employees from all levels of the organization in the development of the FMP
- Seek specific feedback about the FMP
- Actively listen to all concerns
- Provide opportunities for choice in the FMP development process among employees
- Consider CMV driver fatigue management a value and not a priority
- You should be expected to follow the FMP

Management Education and Training

- Critical for you to fully understand the concepts behind the FMP before developing the FMP
- Organizational culture change requires all employees to understand the basic principles behind change
- Management needs education & training in the best practices related to the FMP in order to champion the FMP


AWAKE
ASLEEP
Gamma
Beta
Alpha
Theta
Delta
BRAIN WAVE SPEED
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

Poll

How do you ensure compliance with the FMP?

1. Strict penalties for FMP violations
2. Publicly posting driver FMP compliance rates
3. Jointly setting SMART goals with drivers
4. Daily driver sign-off on FMP checklists

Develop Accountability

- Strive towards self-directed responsibility and accountability
- Recognize and acknowledge involvement in the FMP
- Hold employees accountable for things in their control
- Develop SMART (Specific, Motivational, Achievable, Relevant, Trackable) goals
- Feedback on progression toward goal accomplishment
- “Fact-find” not “fault-find”
- Focus on process measures instead of outcome measures

Poll

How should a motor carrier reward FMP compliant drivers?

1. Pizza party for high FMP compliance
2. Point system rewarding FMP training, feedback and adherence
3. "Safest Driver" bonus based on fewest incidents
4. Gift card for completing initial FMP training

Develop Policies for Recognition

- Specific behaviors
- Participation in FMP development, implementation, and evaluation
- Policies for recognition & rewards should be well defined & easily understood
- Achievable, but motivating
- Develop policies for both group and individual recognition
- Group recognition should not be contingent on an individual's failure(s)

Support the FMP

- Need to show continued support for the FMP
- Formal and informal communication to gather feedback regarding the FMP
- Follow through with pre-defined rules for reward and recognition
- Visibility and participation in all meetings related to the FMP
- Actively listen to all feedback and address issues with the steering committee
- Post weekly/monthly charts tracking progress of the FMP

Poll

Which of the following is an optimal FMP communication strategy?

1. Regular email updates on FMP metrics and policy changes
2. Face-to-face discussions, feedback, recognition and private coaching
3. An anonymous online forum for FMP concerns
4. Posting FMP info on the company intranet

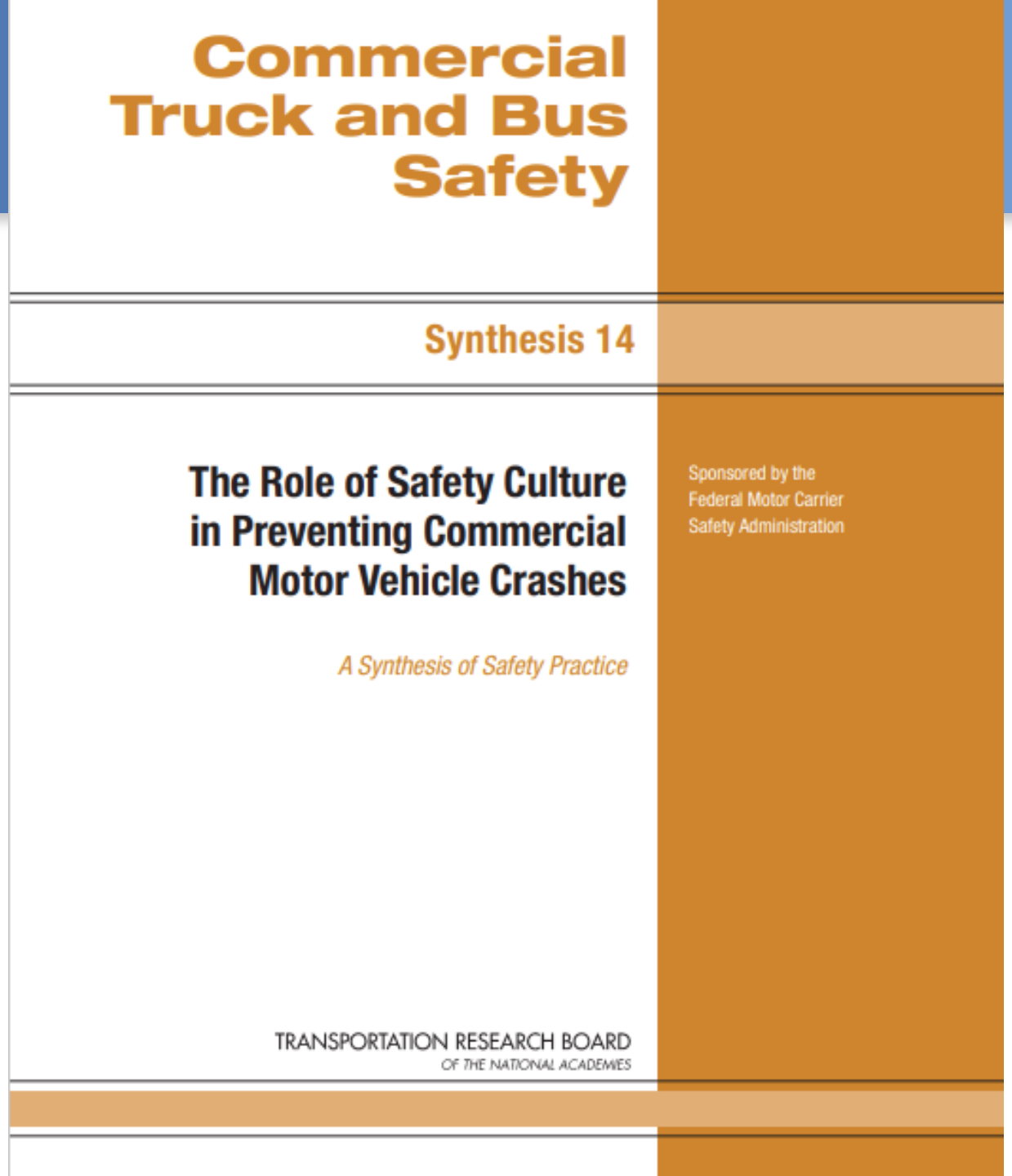
Provide Ongoing Communication

- Management
  - Maintain formal & informal communication channels
  - Remain active in fatigue related discussions
  - Actively listen and address all FMP-related feedback
  - Attendance at fatigue-related meetings to demonstrate FMP commitment
    - Change or align policies and procedures
    - Recognize and acknowledge drivers' efforts
    - Provide and receive feedback with/from drivers
    - Encourage correct fatigue management behaviors
  - Face-to-face meetings
    - Messages clearly stated, timely, and based on credible evidence
    - Opportunity to hear criticism directly from drivers & address their concerns
    - Opportunity to privately provide drivers with corrective feedback outside group
    - Opportunity to praise and recognize drivers actively involved
    - Opportunity for drivers to observe enthusiasm of management and reinforce FMP as a value

Next Steps Recap

- Register for free at the NAFMP eLearning Platform
  - Take Module 2 – Safety Culture and Management Practices
- Register for live free virtual courses
  - May 21 FMP Roadmap Course
  - June 24 NAFMP Train the Trainer Course
- Register for next webinar
  - The Scheduling Puzzle: Sleep Science and Driver Fatigue
- Download the NAFMP Implementation Manual

Further Reading



The Role of Safety Culture in Preventing Commercial Motor Vehicle Crashes

- *Culture and safety have a clear connection*
- *Safety culture is best defined and indexed by an organization's norms, attitudes, values, and beliefs regarding safety*
- *Effective top to bottom safety communication and interactions enhance safety culture*
- *Terms such as "accident" and "mishap" are often replaced with the terms "crash," "wreck," and other more appropriate, straightforward terms in many safe cultures*
- *In many instances, organizations, organizational subgroups, and professions may each have identifiable safety culture*
- *Recognition and certain rewards systems for safe behavior are an effective component of safety culture*
- *Driver experience enhances a safety culture, especially if that experience is with one carrier. Driver retention problems, however, have the potential for degrading a safety culture*
- *Many levels of communicating safety culture are necessary in "remote workforce" industries such as truck and bus operations*
- *Policies, procedures, employee safety responsibilities, and safety messages must be clear and simple*
- *Hiring practices, safety training and education, company orientation, and safety management are all key components of a safety culture*
- *Measuring safety performance of drivers and the organization as a whole are key components of a safety culture*

Questions

Additional questions?

Email additional questions to

Rodolfo.Giacoman@CVSA.org

Slide deck is now available at

nafmp.org/webinars

Recording will be available there afterwards

Feedback

Please complete anonymous survey on this session at the end of the webinar

Thank you!

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