



Moving Forward: Safety Culture & Partnerships

Commercial Vehicle Safety Summit

2019

***Culture eats strategy for
breakfast...***

(Peter Drucker)



Overview: Building a strategy through partnerships

- ▶ Who is motivated to act?
- ▶ Safety stakeholders
- ▶ Safety has many strategies
- ▶ What's the best way to align stakeholders and strategies?
- ▶ Do your current approaches enable you to meet future challenges?
- ▶ Options/Considerations/Examples



When is partnership valuable?

- ▶ Common interest
- ▶ Shared challenges
- ▶ Force multiplier
- ▶ Need to resolve conflict
- ▶ Need to synthesize actions
- ▶ Mutual interest



Getting Everyone on the Same Page- Who is everyone?

- ▶ Who is involved in your state? What missions? What masters? Who holds the purse strings? Who calls the meeting? Who is motivated to act?
 - Industry leaders, Innovation leaders (Trade Associations, Truck/Bus Associations, Companies)
 - State regulatory and operational agencies: DOT, State Police, Local/County Law Enforcement/Safety Programs, Emergency responders, Highway, Driver Licensing, Governor's Highway Safety, Special Commissions, Medical Regulatory Boards, Transportation providers (i.e. MBTA in MA)
 - Federal granting agencies: FHWA, DHS, NHTSA, FMCSA, DOJ, etc.
 - The Courts, Special Prosecutors, Court Clerks, Judicial/Prosecutor Trainers
 - Universities, Colleges, Community Colleges
 - Legislative Committees, key Legislators
 - Interest Groups: Motorcycle, School Bus Operators, Elders, Teens, AAA, MADD, Bike/Ped Advocates, Driver Trainers, Industry groups- camps, loggers, agriculture, Treatment programs, MROs, Insurers, etc.



Who has been missing?

- ▶ Who is not involved that you need to improve safety?
 - Company safety officials
 - Insurance representatives
 - Driver training programs
 - Key transportation customer groups? (Travel & Tourism)
 - Courts/Judges
 - Prosecutors
 - Transit authorities
 - EMS



Common Public Strategies/Programs

- ▶ Public Strategies often include the 5 (or 6) E's right:
 - Engineering
 - Education
 - Enforcement
 - Emergency Medicine
 - Encouragement
 - Evaluation

- ▶ Structures: (in addition to agency specific silo programs)
 - Strategic Highway Safety Planning Group
 - Traffic Records Coordinating Committees
 - Governor's Highway Safety Commissions
 - Public Private Safety Commissions
 - Industry specific associations and research programs
 - University Programs



What are Company/Industry Strategies?

- ▶ Understanding and implementing compliance standards/safety systems
- ▶ Staying current through association membership
- ▶ Implementing crash avoidance or other safety technology
- ▶ Developing data analytics to forecast risk- crashes, drivers, routes, loads
- ▶ Building relationships in the community



Elements of Strategy

- ▶ Topics: Inexperienced Drivers; New Business Models, Work Zone Safety, Toward Zero Deaths, Teens and Trucks, Elder/Disabled Transportation Options, Drunk/Impaired Driving, Bike/Ped Safety, Safety Belts, Fatigue, Distraction, Automated Vehicles, Opioids/Marijuana
- ▶ Tactics:
 - Road/sidewalk/bike path/signage/safety features
 - Strike Forces
 - Conferences/Training/Outreach Meetings/Websites/Wikis
 - Campaigns/Public Service Announcements/Media blitz/Visibility events
 - Conducting research and releasing reports
 - Proposing legislation
 - Improving data sharing and information
- ▶ Tools:
 - University Support: research, training, grant writing, data centers, data analysis, data quality management, sources of innovation, sources of future staff, transportation providers, build culture of safety on campus
 - Consultants/Volpe Center
 - Grants



How best to align efforts and meet future challenges?

- ▶ Develop a Safety Inventory- what are all the programs going on in your state?
- ▶ Understand the interests/motivation, expertise, and resources available from each
- ▶ Identify mutual dependencies and natural competition that may exist
- ▶ Address all modes (TRUCKS AND BUSES) across programs- mutually supportive messaging to reinforce themes 😊
- ▶ Make use of the data to understand the high leverage opportunities and gaps between programs
- ▶ Who is best positioned to help solve the emerging issues: autonomous vehicles, legalized marijuana, changes to legacy data systems, legacy enforcement systems, distracted driving?
- ▶ What is the best way to leverage scarce resources?



Options/Considerations/Examples

- ▶ Consider who is currently at your table and who needs to lead what?
 - Do you have the talent, resources, power you need?
 - Any adversaries you can win over by inviting them in?
 - How do you fill in the missing pieces?
- ▶ Where are your weak spots?
 - What are the lessons learned from the past?
 - What happens when things are person-driven v. structural?
- ▶ Who does the work?
 - Who convenes?
 - Who tracks progress?
 - How do work groups enhance the team?
 - Who is accountable- whose job description includes what?
- ▶ What makes your strategy sustainable over time?
 - Do you have a structure that can withstand political or leadership changes?
 - Do you have dedicated or reliable funding?
 - Do program plans tie into bigger state plans? Public and personal performance metrics?



Can I help?

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