



BUILDING A SAFETY CULTURE

**FOCUS
Fort Collins**

Sponsored by: Anheuser-Busch

Report by: TSR & Qworky



FOCUS on Fleet Safety

Fort Collins

EXECUTIVE SUMMARY

With the support of the Anheuser-Busch Foundation, Together for Safer Roads (TSR) and their workforce development partner Qworky implemented a local FOCUS on Fleet Safety intervention in Fort Collins, Colorado. For Anheuser-Busch, reducing road safety risks is personal. Their employees, their families, and their consumers travel the roads every day. Through their sponsorship, the FOCUS program has positively impacted the safety of 7 local fleets and countless road users whom they share the road within Fort Collins, a city in which Anheuser-Busch has operated in for over 30 years.

The FOCUS program offered small and mid-size fleets in Fort Collins access to and guidance in implementing safety best practices utilized by the world’s largest fleets. The program offered online eLearning and instructor-led education, benchmarking surveys, access to tools and templates, and coaching from industry experts.

The results, gathered from both participant perceptions and organizational data, show the program had significant, meaningful impact on participant fleets. This program has helped Fort Collins create real and sustained changes which will directly impact the safety of road users in and around Fort Collins.

THE PROGRAM



7 Organizations with over 150+ drivers



88 total hours of expert instruction and social learning across participants



2 Benchmark Surveys (Safety Culture / Safety Systems)



22 individual templates and toolkits available

THE RESULTS

90%

Of respondents rated the eLearning program 5 stars

100%

Of survey respondents agreed or strongly agreed that their safety culture had improved

19 of 20

Indicators of safety culture significantly improved after the program

p-value <.05

Data show the improvements in scores are statistically significant

DRIVERS AND ORGANIZATIONS IMPACTED

Seven individual organizations in Fort Collins, Colorado with a combined total of over 150 drivers were supported by the FOCUS program. Organizations ranged from small non-profits (Larimer County Food Bank, Vindeket Foods, and Loco Food Distribution) to small entrepreneurs providing community services such as (Colorado Iron and Metal and Flexx Productions) to public institutions serving the community (UC Health and CSU).

WORK COMPLETED AND ONGOING

Participants completed one hour of eLearning course work which focused on Best Practices in the areas of Leadership, Technology, and Training and Development. This work was followed by eight weekly one-hour virtual sessions consisting of expert instructor-led training, independent work, and social learning. The sessions culminated in the development of organization specific action plans. Organizations within the cohort were given access to FOCUS on Fleet Safety coaches to guide in the design, development, and implementation of their action plans.

DATA GATHERED

To establish organizational (and programmatic) benchmarks, participant organizations completed an initial safety culture survey prior to the start of the program and at the end of the program. Participants also completed a self-report safety systems survey to identify strengths and opportunities for future organizational development.

RESOURCES MADE AVAILABLE

Toolkits were made available on the FOCUS on Fleet Safety Portal for participants to download and tailor to their organizational needs. These templates and toolkits were designed to help participants implement key best practices, including Driver Onboarding Guides, Fleet Safety Driver Handbooks, Vehicle Inspection Reports, Coaching Guides, Implementing Technology and Getting Buy-In, Establishing Safety Committees, Developing a Safety Vision, and a Safe Fleet Transition Plan, to name a few.

RESULTS

Participant Perceptions

A short program evaluation survey was distributed 5 months after the start of the program. The results found:

100% of survey respondents *agreed* or *strongly agreed* with the statement **“The program helped my organization strengthen our Safety Culture.”**

75% of respondents *agreed* and 25% *strongly agreed* with the statement: **“I have grown as a Leader through this experience.”**

50% of respondents *strongly agreed* with the statement: **“We have put new programs and processes in place as a result of this program.”**

Programs Implemented

Aside from helping fleet leaders grow and develop their skills, the program has given them the actual safety tools to put in place in their organizations. As a result of the program, a variety of new programs have been

implemented across our participants including the introduction of vehicle inspections, Driver Onboarding Programs, Safety Handbooks, Cell Phone Policies, Distracted Driving Policies, and Training and Development programs.

Safety Culture Improvements

The FOCUS on Fleet Safety team administered a Safety Culture Survey to participant organizations prior to the program start. This data was analyzed and reported back to participants to use as a guide for building on strengths and finding areas of opportunity to improve their culture. Data was presented against benchmarked norms in their cohort so they could see how their organization stood relative to their peers.

A second Safety Culture Survey was administered 3 months after the end of the program. This data was analyzed and reported back to the participant organizations so they could see where they have improved and identify further areas of opportunity.

The data has also been used by the FOCUS on Fleet Safety team to assess program outcomes. This was a longitudinal examination of a safety culture-based intervention across two time periods. T-Tests indicate a statistically significant effect over all dimensions of the safety culture (Fairness, Openness, Capability, Unity, and Sustainability) as well as 19 of 20 discrete indicators of the safety culture dimensions.

In terms of practical significance, the results of the FOCUS intervention indicate that on average 23% more respondents occupy the Agree or Strongly Agree side of the rating scale than Neutral to Strongly Disagree. For example, on the item **“Management knows drivers sometimes make mistakes, but they train us to recognize and recover”** there was a 30% increase in the number of employees responding “Agree” or “Strongly Agree.”

While the percentage shift to Agree / Strongly Agree varies across the FOCUS dimensions and discrete indicators, on all indicators the shift in responses was toward the positive direction. Even with the one indicator that was not statistically significant, responses still shifted positively.

Please refer to the Appendix for a table describing the percent change on all dimensions of the scale and for a few select graphs which visually represent the change pre- and post-intervention.

QUALITATIVE RESULTS



Caulder Schwery, Flexx Productions

"The [entire] program has helped with building our safety culture, what to do with Telematics data, hearing from the Council of Champions, especially Erin from Anheuser-Busch. I just really liked being walked through everything."



Nathan Shaw, Vindeket Foods

"We learned that Safety Culture is not just about not having collisions but having a bigger mindset about leadership and setting the direction. We also have put in place actual things to improve safety; now we have a DVIR and Driver Onboarding, and Training. Thank you so much and thank you to Anheuser-Busch. If we had to pay for a program like this, it would probably have been thousands of dollars. To get this help for free really means a lot."

Table 1: Percentage of Change

FOCUS Dimension	Item	% Shift to Agree or Strongly Agree
Fairness	Management knows drivers sometimes make mistakes, but they train us to recognize and recover	30.00%
	After a crash or incident management investigates all causes including things the organization could have done to prevent the crash	14.60%
	Drivers know they won't be blamed or shamed for reporting incidents, close-calls, or crashes	25.90%
	Management understands issues like understaffing, unsafe equipment, or inexperience has an impact on a driver's ability to be safe on the job.	29.50%
Openness	Everyone is encouraged to speak up if they see a safety related issue	14.70%
	Drivers talk positively about safety events and come voluntarily to safety meetings or activities	40.90%
	Drivers talk to each other about risky or hazardous situations.	23.30%
	Safety is a common topic discussed on a regular basis, not just after something bad happens	22.50%
Capability	Management encourages drivers to mentally prepare for hazardous situations and to anticipate safety issues	12.00%
	Management uses coaching more than punishment to encourage safe behaviors	12.60%
	Management provides drivers with safety related training	0.50%
	Assignment to safety related job roles is seen as a high-status position here	25.70%
Unity	Safety is the priority, above efficiency here or productivity	35.80%
	Management is committed to building and maintaining a safe work environment	30.90%
	It's understood that safety is a common, shared goal	11.30%
	Drivers don't mind going out of their way to improve safety at work	26.00%
Sustainability	Management is always on the lookout for ways to improve safety	20.70%
	Safety meetings are attended by staff from all levels of the organization	28.50%
	Management recognizes safety improvement depends on the collection and analysis of safety related information and data	17.00%
	Management is proactive about safety. They regularly take steps to identify recurrent hazards and remove the.	30.00%

