



The Danger of Disparate Departments: Bringing Safety, Operations, & Recruiting Together

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AGENDA

- 01** The Dangers of Disparate Departments in Your Fleet
- 02** The Benefits of Coming Together
 - Safety Culture
 - Retention
 - Liability
- 03** Technology Solutions to Marry Your Departments
- 04** Steps You Can Take Today

The Dangers of Disparate Departments

- Fleet departments often end up siloed because they have **different short term goals** and fail to see the bigger picture.
 - Challenger Motor Freight combats this by aligning each department's goals with a broader corporate goal, so no department objectives are in conflict with one another.
 - Safety team members sit in Operations team's offices so their Safety and Operations departments regularly communicate.
- When departments aren't aligned, there are number of consequences:
 - Fleets end up with **redundant processes**, or gaps in their cross-department processes, which increases liability.
 - **Departments can grow resentful** of one another when their short term goals are in conflict.
 - Ultimately, disjointed processes result in turnover, because drivers **lose trust in their fleet**.
- Clear expectations, alignment, and a shared vision can help departments steer clear of short term thinking.

THE BENEFITS OF COMING TOGETHER: SAFETY CULTURE

- Challenger Motor Freight has seen a reduction in crashes by bringing their Safety and Operations together.
 - Their Safety team shares key performance indicators (KPIs) with the Operations team, **ensuring their goals are aligned.**
 - They also have weekly meetings to discuss challenges that affect safety and operations, so both departments are on the same page.
- Culture comes from the top down (C-level executives must emphasize the importance of safety).
 - Department-level leaders need to emphasize safety, not just C-level executives. Drivers are much more likely to interact with department-level leaders than C-level leaders.
- Fleets must decide on the culture they want, and ensure everyone's message is the same.
 - This message should be:
 - **Communicated**
 - Every member of a fleet has to understand the message they should convey to drivers.
 - **Aligned with their culture**
 - The message they decide on should be true to their fleet culture.
 - **Unified**
 - A fleet's recruiters need to deliver the same, unified message that their managers, trainers, and onboarders also promote.

THE BENEFITS OF COMING TOGETHER: INCREASE RETENTION

- Aligning department goals to broader corporate goals helps **put people first**.
 - Putting people first means emphasizing safety-first values and living those values in everyday operations.
 - By putting people first, drivers see that their fleet views them as more than just a DOT number.
- By standardizing and aligning messaging, drivers are more likely to see their fleet's culture as consistent and honest.
 - When everyone in a fleet pushes out the same message about their culture, drivers are likely to:
 - Understand what the fleet's culture is
 - See the fleet's culture as accurately reflected in its operations
 - Appreciate that their fleet cares about them
- When a fleet's recruiters are telling drivers something different from what their onboarding and operations actually look like, turnover increases.
 - Drivers are likely to feel misled in this situation, making them distrust their fleet.
 - Recruiters end up bringing on drivers who aren't actually fit for their fleet.

THE BENEFITS OF COMING TOGETHER: REDUCE LIABILITY

- In the event of an incident, fleets should pull together all the data they have on the involved driver and ensure their records are accurate.
 - By **aligning each department's goals and objectives**, fleets can be sure that their Recruiting team has the data they need to stay compliant, as does Safety, Operations, and Compliance.
 - Transportation lawyer John Pion emphasizes that “**speed to response**” is key to winning a trial, and standardizing driver data helps fleets quickly gather the information they need.
- It's crucial that fleets align their Recruiting departments' hiring standards with their Operations departments' retention standards.
 - **“If a driver isn't safe enough to hire, then they aren't safe enough to retain.”**
 - Tim Smith, President of Pivotal Fleet Solutions.
 - Fleets must regularly audit their hiring and retention standards to ensure they are aligned, as they may diverge over time without one department realizing it. How does this happen?
 - After a crash, a fleet's Recruiting department might respond by raising their hiring standards, while their Safety department might respond by improving their training, without raising their retention standards. This leads to an inconsistency that can be exploited in court.

Technology Solutions to Marry Your Departments and Increase Visibility into Performance

- Too often, fleets have to pull data from multiple technology systems just to figure out what's really happening with a driver.
 - This leads to inconsistencies, because different systems have different reporting standards.
 - Constantly switching between systems creates friction in cross-department workflows, **preventing departments from every truly working together.**
- Challenger Motor Freight has developed an in-house recruiting app that enables their Recruiting department to share pre-hire and personal data on a new driver with their Safety and Operations teams.
- Driver management platforms like [Safety Suite®](#) enable fleets to consolidate all of their driver data and processes into a single location, helping them instantly pull documentation after a crash and seamlessly execute on cross-department workflows.
 - Watch a 2-minute demo or sign up for a deep dive [here](#).

Steps You Can Take Today

- Making a commitment to your fleet's people, culture, and safety is the most important thing anyone in a fleet can do.
 - Fleets must begin by aligning their departments' goals along corporate goals that put people and safety above all else.
- The first thing a fleet leader should do is define the culture they want to pursue.
 - From there, they have to:
 - Define the roles that will bring about a fleet's culture
 - Define the processes those roles will carry out
 - Set up a system to measure success or failure in carrying out a fleet's processes.

Q&A

