



RODNEY JOHNSON, JOHNSON TIMBER COMPANY, MISSISSIPPI and LINDA PRICE, WARD TIMBER, TEXAS



THE MOST IMPORTANT THING

There is nothing more important. I want my drivers to get home. They are family. That's how I look at it when I hire somebody. They've got children. I want them to go home every night you know. If we can't do it legally and safe, I don't want to do it. That's just a fact.

The biggest issue in our whole company is safety. That's the most important thing we can ever do: safety. More important than any load or anything we do.



ACCOUNTABILITY

DEVELOP OBJECTIVES WITH KEY RESULTS (OKRS)

WRITING EFFECTIVE OBJECTIVES: You won't know where to aim if you don't know what you are targeting. By defining your objectives and key results (OKR) you are establishing exactly what you should be targeting will know if you hit the bulls eye.

OBJECTIVES: Each objective should be realistic, specific, and inspiring. Think of it as a destination on a map.

THE KEY RESULT: The key result should be performance indicator with a starting value and an ending value. Think of the key result as the distance one needs to travel to reach the objective.

OKR EXAMPLES:

REDUCE DRIVER ACCIDENTS: Reduce driver accidents to zero each quarter. (Objective: reduce accidents Key Result: zero accidents)

MEET TELEMETRIC STANDARDS: Meet telemetric standards each month by reducing hard braking and acceleration. (Objective: drive safer by reducing braking and acceleration. Key Result: meet standards).



The objective is to be totally accident free. No incidents. And we do that from time to time. But now I'm up to twenty trucks that we have.

Every time you get trucks the odds go up, you know. Eight years ago I had two trucks, so we've expanded a lot.

Yeah, our objective is to be totally incident free. That's our objective.

DIFFERENT TYPES OF OBJECTIVES

THE FOUR TYPES: 1.Routine 2.Problem Solving 3.Creative 4.Growth

OKR WORK TASKS EXAMPLE: Reduce driver accidents to zero each quarter.

OKR FOR GROWTH EXAMPLE: Cross-train operators so each person can effectively and safely operate at least one other piece of equipment in the yard.

ACTION PLANS

ACTION PLANS HAVE SIX STEPS: a road map for achieving objectives.

1. Tasks are identified to achieve the objective.
2. The steps to complete the task to achieve the objective.
3. Employees are identified and assigned responsibility for each task.
4. Resources are identified (time, materials, and equipment needed to complete the steps)
5. A schedule is developed, time to complete steps is identified.
6. The supervisor must then monitor employee performance as tasks are being carried out and provide feedback.

SET STANDARDS

COMPANY STANDARDS: One of the ways to balance your responsibility is by developing standards to clarify the expectations for all the employees in the company. Well-written standards give you a strong platform to manage from.

SUPERVISORS & OWNERS WEAR MULTIPLE HATS: one of the ways to balance your responsibilities is by developing standards to clarify expectations for all the employees in the company. Well-written standards give you a strong platform to manage from.

When I hire somebody, the first thing I tell them is, my job is to make you successful. I want you to do good so we can all do good.

We are all in it together. If you fail, and I feel like I failed as a coach, yeah know? I don't want to hire anybody that is not going to do well.

I try to work hard to make sure that they do.

Reduce accidents through enhanced driver training and effective fleet safety-focused drivers to deliver a sustainable and profitable supply



Management Spokesperson: communicate goals, maintain authority in relationships with other employees, not too friendly, shows interest in others. Other Hats: enforcement, vehicle inspector, driver examiner, claims adjuster, inspector, leader, accountant, and safety representative.

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DEVELOPING STANDARDS

SUPERVISORS: Covers the treatment of employees, supervisors' responsibilities, workplace practices and supervisor training.

SAFETY EXPECTATIONS: Must be in writing, must be understood by all employees, must be available to all employees.

TRAINING: Identify what training is needed, identify training resources, identify procedures for procuring training resources, identify scheduling procedures and timelines for training and how to document employee training.

EMPLOYEE PERFORMANCE: Job task guidelines, evaluation procedures, incentives, and disciplinary procedures.

ENCOURAGE EMPLOYEE BUY-IN

HOW TO GET EMPLOYEE BUY-IN:



Match the motivation to the need:

In meetings and during personal discussions you really listen to each employee.

"This is your second driving offense. One more and you are out."

Your top driver wants to take a course on business management.

Trophies, along with \$100 gift cards, are given out to each driver with a perfect safety record.

EMPLOYEE BUY IN COMES IN MANY FORMS:

"Having and sharing company goals," as well as having well-documented standards gives employees social stability (safety & security). They know what is expected on the job.

Asking for employee input during this process gives employees a sense of connection (love & belonging) as well as confidence and respect of others (self-esteem).

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MONITOR PERFORMANCE

MONITOR DRIVING HABITS: Will allow you to take corrective action if drivers are driving unsafely.

TECHNOLOGY: Modern technology allows you to keep tabs on your trucks in a variety of ways:

Telematics and GPS units, Speed governors and Dash Cameras These tools allow you to manage how your drivers operate on the road. Monitor driver performance regularly. Take corrective action when necessary as well as rewarding excellence.



Well, we started talking about it. We would do like one or two trucks at a time. And, word of mouth about how much easier this was as we started putting them in. The guys really caught on and realized.

When you get someone that is not computer savvy, it takes a little bit of training, you know. A few phone calls in 3 or 4 o'clock on the morning. It wasn't me that had to get those 3 o'clock in the morning phone calls yeah know [laughing].

"This thing's doing this. What did I do wrong?"

"Well, you didn't log out at the end of the day." Things like that.

And then, with the video, you know, the drive cams, we were really getting some pushback on that when we started going with that. We had a meeting. What we did is we sold it for their protection. After we got through explaining to them, how this was protecting them, as well as the company, because you may have someone that pulls out in front of you, they will lie about it. We have the video cameras in there and can prove it.

We had two or three drivers, in the meeting, we had all of them in there at one time. Everybody was talking, they didn't want to do this, it was an invasion of their privacy. We explained to them that we are not sitting there watching you 24/7 on the video. There's a third party that triggers it and they are going to look at it and if they feel we need to look at it, they will send it to us.

INCORPORATING TECHNOLOGY: Samsara, a dash cam manufacturer, has published a useful guide on rolling out a fleet safety program. It is a four-stage process.

https://teamsafe.talentlms.com/getfile/teamsafe/1603746276_Driver_Accountability/story_content/external_files/Samsara-Safety-Program-Rollout-Guide.pdf

1. Program design: Define your goals, design, and implementation plan.
2. Installation and configuration:
3. Training and Communication: Train your core team and managers, get driver buy-in, start coaching drivers
4. Program Building: Launch a safety-based awards program, establish plans for ongoing training, measure success and ROI.

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It takes a little bit to get the guys to buy into it. You are going to have to get their buy-in. It gets to the point, if you're not going to get their buy-in, then, you know, it's not a buy-in, you just "got to do this."

[Brett Lawrey adds] It's one thing you ought to mention, whenever you started that [program], the ones that complained the most were the ones that knew they were going to get caught; they weren't utilizing the trucks the way they should have been.

The ones that don't buy in initially are the ones that are probably going to quit because they are doing something wrong.



We had one driver call me and say, "Hey, Linda, this guy got really mad at me. He's screaming and hollering at me. I did something. I don't know what I did. Can you go back and look at the video and see if there is something I did that I didn't see?"

And, we did. We went back and looked and there was nothing. They are depending on that video too, and they realize that as one of the benefits of having it. We had one incident where there was a loop and a car come up off the on ramp and he just kept coming. He [the driver] had gotten all the way over, as far as he could get and the car just kept going.

When the cops got there they [the car driver] said, "He just run into me." The driver said, "Oh no, I didn't just run into her," he explained to me, "and I have a camera!" So, he called me up and said, "Linda, can you get that clip and send it to me?" So, I got it and he showed it to the trooper and the trooper showed it to the driver and that was the end of it. It's really beneficial.

If your driver is in the wrong, it is going to show that too. Then you know, as a company, you know.

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Right now we are upgrading our camera system now. With these new cameras, if there is an incident of any kind it sends us pictures and it does some things that the others ones don't.

The cameras we have now, they can unplug them. And, we've had that happen a couple of times. These [new ones] are going to be hard-wired and nobody can do anything. One big issue we had with the cameras, with the drivers, they were thinking that it was to get them in trouble. And now they are on board with me.

[Interviewer] So, how did you go about doing that? How did you get them to change their point-of-view?

Well, for example, they are always saying, "Somebody cut me off" and done this, and done that. Now, we have proof of it. And, if I get a phone call on one of my drivers that says they done something that they shouldn't have, we pop that camera up in two seconds and it's over with.

If you are doing what you are supposed to, the camera is not anything but a plus. We put them in just a couple of the trucks with guys. We got a couple of guys on board and they were telling the other men and women (I've got women drivers too) the pluses of having it. And so, after awhile, everyone wanted them.

DRIVER DISCIPLINE

THE FIVE KEYS OF DISCIPLINE: 1. Uniformity 2. Timeliness 3. Privacy 4. Specificity 5. Reasonableness

Uniformity: Be consistent, know procedures, apply procedures objectively, non-uniformity = lawsuits and have a written record.

Timeliness: react promptly to problems, be fair, have your facts lined up, delayed = no discipline at all, inconsistent = moral issues.

Privacy: Conducted in a supervisor's office, avoid public environments, avoid unwanted intrusions by other personnel.

Specificity: Identify the problem, single individual discipline, general discipline = resentment, group discipline is ineffective and turns into the blame game.

Reasonableness: not done out of anger, must be appropriate, must be fair and does not make the situation worse.

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The drivers we've had for a long, long time, he had turned the truck over. Because of the situation, with it being wet and on a dirt road and everything, you look at everything as a whole. You can't take one incident and say, "Well, he turned the truck over, so I'm going to fire him."

You have to look that he's been driving for so long and has been a good driver. He hasn't had any tickets. He hasn't had any problems or things like that. You have to take those things into consideration.

Firing a driver is, when you fire someone, they are depending on that income to take care of their family and stuff. So, you just don't want to arbitrarily fire them cause you can.

You may give them an oral warning, a written warning or probation. It really depends on the situation.



The first thing that is going to happen.... we have a guy that is over our trucks, the hiring and firing. He would talk to them first to find out if there is a problem. If they know there is a problem, and what can we do to correct it?

They need to know there's a problem and it will let them know. Say I get a call on a truck and they are on the road and call. Generally they'll have some excuse. So, that's where the camera comes in.

The first thing we do is GPS to even see if our truck... (sometimes we get calls and our trucks are an hour from where they say it is). We would talk to them and get both sides see what's going on.

With GPS, the system we have in there, it tells if there was heavy braking, hard shifts, all the different things. We can look at a lot of it and tell. If there's a pattern then we know there's an issue somewhere. We will set them down, give them a warning, look for improvements. We will monitor them if there are some issues.

The next step, we will terminate them if we have to. We don't want to wait until there's an accident. You know, just straight forward. Tell them what's going on. They're adults. Tell them what's required and let them straighten it out.

VIOLATING THE PLAY BOOK:

First Offense: A verbal warning is an informal discussion with the employee to point out and make them aware of the problem behavior.

Second Offense: A written warning is a formally documented warning describing the problem, instructions for what needs to change, a detailed description of the verbal warning given initially, and the consequences for continuing to act unsafely.

Termination: At this meeting, give the employee a letter of termination with another member of management present. This letter will inform the employee that they are no longer employed by the company and reasons for termination.

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We review the GPS report card quarterly. Now, if there seem to be some issues and we get some red flags, some serious things. We will go ahead and nip that in the bud. We won't wait until the end of the quarter if we see something.

But typically, our scores are so high now, that we are not having a lot of problems with that. We've done it for several years so they know what the expectations are and they know what they can and cannot do to keep those scores up where they need them.

If they get below a 90 they come into the office and we go over their report and explaining to them what is causing them to be below that number. If it is excessive braking or shifting wrong. Whatever it might be. It could be speeding. We have governors on our trucks, but if we have a person that we have a problem with, we can fix that pretty easily. They don't like that. Everybody knows what will happen. So that kind of stops most of that.

EMPLOYEE RECOGNITION

LOAD BASED INCENTIVES: Be aware that delivered load-based incentive programs can encourage risky driving habits like speeding, skipping inspections and cutting corners when binding loads. Consider implementing incentive programs that reward drivers who receive no citations and don't have safety infractions.



We pay a percentage of what they haul. If they reach that goal they get a bonus for that. We have the ELD (Electronic Logging Device) in our trucks so they have to go by the DOT guidelines.

Attending safety meetings and stuff, they get bonuses for that. To do that without us having to hound them. It is mandatory, you are supposed to do your monthly with the guys. This is an incentive for them to get it done. We've had pretty good luck with that.

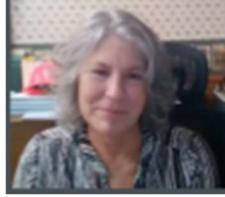
There are still some that we have to call up and say, "Hey, you need to get this done." For the most part they are pretty good about it.

And then, when they go through an inspection, depending on what level of inspection they go through when they cross the scales and stuff, they may pull a level one inspection on them, or a level two, I mean. They may look under the truck and see if a spring is broke, they are going to check their brakes, the lines are good. If they get a clean inspection we are going to give them a reward for that. With the DOT they get bonuses for that. That's an incentive and reward for doing what they are supposed to be doing.

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One is through actual money. They get a report card each quarter; we have GPS in the truck and they need to score a 90 or better. If they score less than 95, then we go over it with them to see how we can improve.

The last time all our scores were over 95. When we started, we had 80's and 85's. That was several years ago when we started. We just put them on and let them drive and then we started this program that we've got.

They get a grade on their driving performance. And, we have a lot of other safety things. Simple things, like wearing a hard hats and PPE when they get in and out of the trucks. If they follow all of that, it doesn't seem like much, but they get a penny a mile, which every quarter relates to a \$300-\$400 bonus that they can get. If they have any accidents, they lose it because we say that all accidents are avoidable. If they have anything happen, they lose it.

If I drive up and they don't follow the simplest rules, like the hard hats and other things, they'll lose their bonus.

DOES YOUR COMPANY HAVE A GOOD DRIVER RECOGNITION PROGRAM?

SAFE DRIVING RECOGNITION PROGRAM: Are used to recognize drivers who have the desired behaviors you want all your drivers to exhibit. These programs can be useful tools to evaluate your driver's safety performance.

IF YOU DO, DOES THE PROGRAM: Encourage safe driving? Promote safety awareness? Develop driver professionalism? Monitor each driver individually based on a list of desired skills? Assist supervisors in auditing the Fleet Safety Program to verify compliance?

GIVE RECOGNITION TO EACH DRIVER THAT MEETS SPECIFIC OBJECTIVES: Keep employees informed of each objective so they what is expected. Recognition can be an important element of your safety program. Note the difference between recognition and incentive. Recognition gives them a sense of achievement and confidence. Incentives do not fulfill this higher need. To be especially effective the recognition can be given at dinners, safety meetings, and other company gatherings. Management recognizes excellence for each driver, in front of their peers. Driver recognition programs motivate people by giving them confidence and a sense of achievement – a rewarding sense of self-esteem.



Every year the company has a company picnic with burgers and stuff like that. We give away t-shirts and things like that. They do have drawings for different prizes that we give out. We have company t-shirts and hats.

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We do have a banquet every year. We've never really given out awards. We recognize our drivers who have been there certainly by time. But, you know, giving out awards, that's a good idea! That's something we could start trying to do. We had talked about that...

We do a big thing every year where they get coats and presents and Christmas bonuses you know on top of their performance bonuses and other stuff.

We do a monthly safety meeting. One for the logging crews and one for the trucks. You know, because they are different. Some of the topics do cross to each other because they work together in the woods and the yards and different things.

We try to pick a topic that is relevant to the logging aspect of it and sometimes, like you said, it is the basics of things that we have already gone over, and they may get tired of it sometimes. But there are things we need to go over.

We always open the floor for discussion. And then I give them time. "Is there anything you guys know that we can do to improve safety or improve production?" I get a lot of input on that. Some of it is kinda silly stuff, but some of it is real valid but **it gives them input and they feel like they are a part of it.**

DRIVER ACCOUNTABILITY IN FIVE STEPS:

1. Develop objectives with key results (OKRs)
2. Set Standards
3. Encourage employee buy-in
4. Monitor performance
5. Give feedback

Name: _____

Date: _____

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