



Team Culture and Employee Rewards

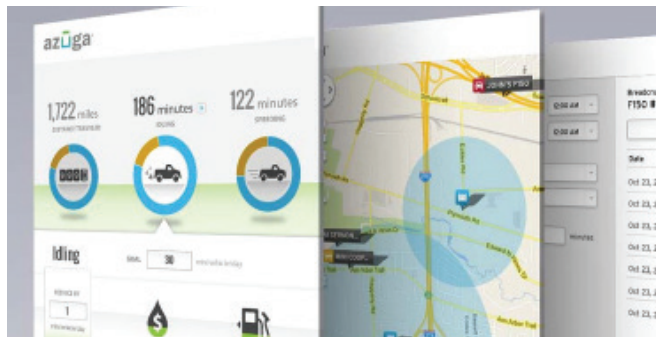


Do your employees see Fleet Tracking the way you do?

GPS tracking solutions have been around for over 25 years. They have delivered many benefits across organizations, enabling safer fleets. Perhaps telematics have even had a role in making U.S. workers the most productive in the world (among countries that have a population of at least 25 million). Yet, a continued area of concern for management is resentment towards new fleet tracking technology among its employees.

This resentment has its basis in:

- ➔ Lack of information about what the technology is and what it does and doesn't do
- ➔ Concerns about an invasion of privacy, that may carry into their personal lives
- ➔ Apprehension that use of automated records from fleet tracking may be punitive and impact their career prospects.
- ➔ A perception that it is used to discipline and scold



Some fleet managers, especially with union workers, have concerns that a high level of resistance could jeopardize the ROI from implementing telematics.

The introduction of telematics has to be viewed within the broader business perspective so that a fleet tracking solution is not seen as a “big brother” only tool. Organizations must discourage overuse or an overbearing approach. Enabling better employee performance through valuable feedback and positive reinforcement, as opposed to punishing them or shaming them in any way, can develop a culture of safety and open communication.

One key component to combating the feeling of “big brother” is ensuring access to personal records is limited and is solely for intended purposes. The goal is to change poor driving behaviors and not to damage anyone’s personal standing within the company or in the community.

Positive reinforcement works better than enforcement

While there is a legal status and lawful grounds for everything, it should never be forgotten that there is always a psychological contract, which by one definition by Perkins and Shortland is “the perceptions of both parties, individual and organization, to the employment relationship and the reciprocal obligations implied in that relationship.”

Whether communicating with unions or human resources, it is important to stress that there is no breach of privacy since company vehicles are used for business purposes alone make it prescriptive. Information sharing and transparency can hold the key to obtaining buy-in for your fleet tracking system. It's best to let the team know upfront that they will still be heard even though there is telematics data available. Any explanation they offer will still receive consideration before any disciplinary step is taken.

In practice however, some planning is needed to introduce and implement telematics effectively with cooperation from across the organization. It is practical to expect some opposition from the union or HR and you have to evaluate the likely impact on labor relations in your fleet tracking implementation phase.

Typically, when drivers discover there is much less paperwork, and fewer errors during their customer visits, they develop an appreciation for the fleet tracking system. Additionally telematics evidence is available if a vehicle is delayed en route.

Other favorable aspects include the fact that drivers can receive feedback to improve to the point they are at par with the best in the fleet. Using GPS-based technology, the workload of the fleet can be scheduled and spread fairly across the workforce so that some drivers are not saddled with the work. Dashcams can take this to the next level by offering substantiated proof in the event of a collision or incident.



Employee Rewards are a part of Change Management

"What Motivates Employees More: Rewards or Punishments?" published in September 2017, the Harvard Business Review shares findings on how reinforcement achieves success in modifying behavior. In this experiment, timely praise ensured that an important act – hand washing – would be remembered and carried out by employees and it improved patient safety in a hospital. Cameras were installed in the ICU to record if the medical staff sanitized their hands prior to entering and after exiting a patient's room. Only 10% of the staff in a New York state hospital was doing so even though they all knew about the cameras. The article's author, a neuroscientist who wrote *The Influential Mind* states, "Then an intervention was introduced: An electronic board was placed in the hallway

of the unit that gave employees instant feedback. Every time they washed their hands the board displayed a positive message (such as "Good job!") and the current shift's hand-hygiene score would go up. Compliance rates rose sharply and reached almost 90% within four weeks."

At Azuga, we've consistently maintained that your outcome depends on where your focus is centered. If you are catching your employees in "gotcha" moments, it simply sets the team up to distrust the GPS systems and management's intentions for having them. On the other hand, if you use telematics proactively to manage a team's behavior and attitudes about safety and performance, you get a different result. You can hold productive conversations with your technicians about how they drive, how it impacts the business and how they can benefit from improving their performance.

"When drivers compete on safety, everyone wins" As the neuroscientist has put it, "...creating positive anticipation in others even with something as simple as recognition in an all-hands meeting, may be more effective at motivating action than threatening poor performance with a demotion or pay cut. Fear and anxiety can cause us to withdraw and give up rather than take action and improve."

Changing culture is hard. This is the beginning of a long journey. Azuga will continue to be relentless and innovative in helping employers through this journey.



“ We run a lot of safety programs, most of which are punitive, but we like the rewards aspect of Azuga Fleet. It's a positive program we can rally behind and get everyone engaged. Our insurance carrier was very pleased that we were going down the path with telematics—specifically with Azuga.”

Brian Fickel, VP of Support Services, GalaxyOne Marketing Inc.