



Risk Solution Services

Technical guide | Fleet

Items to address in a non CDL fleet safety program

I. Introduction

Following are major topics that need to be addressed in most all fleet safety programs. Depending on the application (i.e. whether the company is large or small, urban or rural, geographical location, etc.), various sections will need more amplification and other sections will need less. Additional sections and subsections should also be considered and are generally needed such as compliance with appropriate state, local and other jurisdictional requirements and standards. Additional major topics addressing local and state jurisdictional mandates and compliance are also needed, should be coordinated with Human Resources and vary greatly jurisdiction by jurisdiction. This topic listing is not to be considered all encompassing. It is merely a guide to the major sections that most fleet safety systems need to have addressed and is meant as a starting point for those who wish to begin researching topics for inclusion into their fleet safety program and practices.

Those topics identified with an "*" are usually directly addressed in the company's Fleet Safety Manual and supported by appropriate entries in Human Resources Manuals and documentation.

The first part of this document "Basic Individual Topics" can be utilized as a template for program auditing to find what topics are and are not covered in present activities. The second part of this document "Fleet Safety Program Elements" briefly describes the key fleet safety program basic individual topics mentioned in the template.

As there are many variations in laws and interpretations of laws throughout the United States it is always necessary to have any fleet safety manual and supporting documentation reviewed by legal counsel expert in vehicle and fleet law in the jurisdictions within which the fleet operates. This is particularly true in the cases of disciplinary actions and alcohol and drug testing policies and procedures.

II. Basic Individual Topics

1.0 Fleet Management

Recommended	Fleet Safety Program and Practices Basic Topics
PROGRAM ELEMENTS	
1.0 FLEET MANAGEMENT	<input type="checkbox"/> Statement of Policy *
	<input type="checkbox"/> Fleet Safety Prevention Coordinator *
	<input type="checkbox"/> Management Involvement *
	<input type="checkbox"/> Driver Responsibility*
	<input type="checkbox"/> Driver Supervision *
	<input type="checkbox"/> Driver Rules/Safe Operating Procedures *
	<input type="checkbox"/> Formal Fleet Safety Program
	<input type="checkbox"/> Driver Orientation and Training *
	<input type="checkbox"/> Review by Legal Counsel Expert in Vehicle and Fleet Law
	<input type="checkbox"/> Additional sections as deemed appropriate by fleet management
	<input type="checkbox"/> Additional sections are recommended as specified by local and state jurisdictional authorities

2.0 Fleet Safety Controls

Recommended	Fleet Safety Program and Practices Basic Topics
PROGRAM ELEMENTS	
2.0 FLEET SAFETY CONTROLS	<input type="checkbox"/> Driver Specifications
	<input type="checkbox"/> Driver Selection
	<input type="checkbox"/> Driver Motivation
	<input type="checkbox"/> Training *
	<input type="checkbox"/> Drivers Safety Meetings *
	<input type="checkbox"/> Driver Evaluations *
	<input type="checkbox"/> Vehicle Personal Use *
	<input type="checkbox"/> Communication and Enforcement
	<input type="checkbox"/> Disciplinary Actions *
	<input type="checkbox"/> Drug and Alcohol Program *
	<input type="checkbox"/> Additional sections as deemed appropriate by fleet management
<input type="checkbox"/> Additional sections are recommended as specified by local and state jurisdictional authorities	

3.0 Fleet Reporting, Trending and Recordkeeping

Recommended	Fleet Safety Program and Practices Basic Topics
PROGRAM ELEMENTS	
3.0 FLEET REPORTING, TRENDING AND RECORDKEEPING	<input type="checkbox"/> Accident Reporting and Recordkeeping *
	<input type="checkbox"/> Accident Investigation and Review *
	<input type="checkbox"/> Accident Review Committee *
	<input type="checkbox"/> Additional sections as deemed appropriate by fleet management
	<input type="checkbox"/> Additional sections are recommended as specified by local and state jurisdictional authorities

4.0 Fleet Safe Vehicle Operations

Recommended	Fleet Safety Program and Practices Basic Topics
PROGRAM ELEMENTS	
4.0 FLEET SAFE VEHICLE OPERATIONS	<input type="checkbox"/> Vehicle Selection/Specifications *
	<input type="checkbox"/> Vehicle and Driver Security *
	<input type="checkbox"/> Vehicle Emergency Supplies *
	<input type="checkbox"/> Preventative Maintenance *
	<input type="checkbox"/> Repair Facilities *
	<input type="checkbox"/> Vehicle Inspections *
	<input type="checkbox"/> Defect Reports *
	<input type="checkbox"/> Dispatch Operations *
	<input type="checkbox"/> Vehicle Storage and Parking *
	<input type="checkbox"/> Operating Conditions *
	<input type="checkbox"/> Cargo *
	<input type="checkbox"/> Seat Belt Policy *
	<input type="checkbox"/> Prohibited Equipment and Activities *
<input type="checkbox"/> Additional sections as deemed appropriate by fleet management	

5.0 Fleet Safety Budgets

Recommended	Fleet Safety Program and Practices Basic Topics
PROGRAM ELEMENTS	
5.0 FLEET SAFETY BUDGETS	<input type="checkbox"/> Vehicle Replacement
	<input type="checkbox"/> Training Costs
	<input type="checkbox"/> Vehicle Equipment *
	<input type="checkbox"/> Award Programs *
	<input type="checkbox"/> Motor Vehicle Records
	<input type="checkbox"/> Staff
	<input type="checkbox"/> Vehicle Inspections *
	<input type="checkbox"/> Preventative Maintenance *
	<input type="checkbox"/> Corrective Maintenance *
	<input type="checkbox"/> Other General Operating Considerations *
	<input type="checkbox"/> Additional Costs Encountered by Garage and Repair Facilities *
	<input type="checkbox"/> Additional sections as deemed appropriate by fleet management

III. Fleet Safety Program Elements

There are main elements to any fleet safety program. They include such topics as:

- Management standards, policies, rules, SOP's and involvement,
- Safety controls; specifications, selection, training, motivation and supervision of employees,
- Reporting, record keeping, and the monitoring of the progress of the fleet safety program,
- And, Safe Vehicle Operations including encouraging and rewarding of performance through awards, recognition, and other interest – sustaining activities

1. FLEET MANAGEMENT

1.1 Statement of Policy

There should always be a management "Statement of Policy" concerning motor vehicle safety. And, it should formally assign responsibilities. It is necessary for funding, credibility and support. It should be current, signed by personnel in authority, dated, and distributed to all concerned parties. It should always be reviewed with new hires. And, there should be a signature and date as to when it was last reviewed and/or revised.

The Statement of Policy should be posted on the drivers' bulletin board, formally distributed to all drivers, reviewed with all new hires and reviewed, updated, and re-distributed annually. Formal records should be kept of its review by all drivers.

1.2 Fleet Safety Prevention Coordinator

There should be a person formally assigned in writing to coordinate Fleet Safety. The person should be qualified; interested and have the time and authority to do an effective job. Part-time or full-time coordinators are acceptable based on qualifications training and experience. Good interest, adequate time and authority are all needed for proper performance. To perform effectively the fleet coordinator should have final approval for hiring of all drivers, and full authority to deal with disciplinary activities and safety related concerns.

1.3 Management Involvement

Management should have measurable involvement in all matters pertaining to vehicle safety. And, there should be specific documented management involvement when serious accidents occur. Management should acknowledge good driving records and take executive action on poor records. There should be formal discussions of motor vehicle safety at all staff meetings.

There should be periodic status reports on safety efforts, as well as, reports on accident frequency and severity trends. Fleet Safety should be given the same priority as all other management responsibilities.

1.4 Driver Responsibility

Responsibility and accountability for safe driving should be specifically, formally assigned in writing to each and every driver. There should be a general understanding of all responsibilities with specific accountability well understood and acknowledged in writing by signature and date. Responsibilities should be clearly communicated and well understood, written and distributed with accountability for performance. This policy should include all vehicles utilized on company business including private passenger car drivers utilizing their own vehicles on company business, as well as, regularly assigned vehicle drivers. Responsibility and accountability for vehicle safety should be emphasized in performance evaluations, salary administration, and promotions.

1.5 Driver Supervision

Drivers should receive regular and formal direct supervision, regular contact with supervisors, and should be responsible to report to home base on a regular and scheduled basis. Drivers should receive good direction from competent supervisors on a regular basis. They should report to home base (by phone or in person) on a daily basis. There should be predetermined stop-over at pre-established places when on overnight or extended daily trips. Supervisors should ride with drivers from time to time, conduct road observations on a regular basis. Vehicles should be radio controlled at all times.

1.6 Driver Rules / Safe Operating Procedures

There should be written rules, standard operating procedures and safe operating procedures. Driver safety rules should be developed and enforced. Safe operating procedures should be established for all hazardous operations (i.e. backing, loading, unloading, lifting, prevention of hazardous cargo being loaded, etc.) Driver safety rules should be posted and communicated in writing. They should be distributed to all drivers, incorporated in union contract (if applicable), and enforced. Written safe operating procedures should cover all hazardous operations and should be followed by all drivers. Driver safety rules and safe operating procedures should be discussed with drivers regularly, firmly enforced, and reviewed and updated annually.



1.7 Formal Fleet Safety Program

The Fleet Safety Program should be formal, written, strongly administered and enforced. It should be conducted in an effective manner throughout the total operation. Safety Coordinators and/or Supervisors should receive continuous fleet education. There are both very effective centralized, as well as, decentralized fleet programs. Which type of program is chosen usually depends on management style. Centralized programs generally require additional staff whereas decentralized programs usually require special attention to communication capabilities and systems. Both require formal controls.

1.8 Driver Orientation and Training

There should be safety indoctrination of all new drivers and formalized ongoing "refresher" driver safety training provided with adequate documentation. All new drivers should receive formalized safety indoctrination covering the company Fleet Safety Program, Statement of Policy, Accident Reporting Procedures, Vehicle Maintenance Program, etc. Nationally recognized driver training programs (DDC, Smith System, Advanced Driver Performance, etc.) provided on a continuing basis. Attendance records should be kept of all driver training endeavors. In addition, orientation and training records should be documented within annual evaluations. The current training needs of each driver, part-time, casual, incidental, and full time should be included in their performance appraisal. Driver training should be professionally administered with handout materials, tests included. Continuous reminders of the safety environment should always be employed whenever possible.

1.9 Review by Legal Counsel Expert in Vehicle and Fleet Law

All fleet policies and procedures should be reviewed by legal counsel expert in vehicle and fleet liability laws in the jurisdiction(s) in which the fleet operates. This review should be formal and documented in writing. There should be formal sign off by legal counsel. The review(s) should assure that all appropriate jurisdictional mandates are met including but not limited to driver selection, hiring, probation, wrongful termination concerns, drug and alcohol testing requirements and physical testing as directed by law (including eye examinations.)

It is often found that one of the leading causes within many fleets of the more common accident types (rear ending, getting rear ended and hitting pedestrians in crosswalks) can be traced back to drivers not wearing appropriate corrective lenses while driving. Oftentimes fleets will introduce benefits under their HR programs to assure drivers have more than adequate access to eye examinations and corrective lenses.

2. FLEET SAFETY CONTROLS

2.1 Driver Specifications

Driver selection is extremely important and procedures must comply with all federal equal employment opportunity laws, as well as, state and local laws and other legal requirements. Experience and qualifications should be specified as conditions for hiring new drivers. The specifications should be strictly defined and always adhered to. Driver specifications should clearly incorporate probation periods for new drivers. Driver specifications should place heavy emphasis on a driver's past safety record. Establishment of driver profiles always includes the driving record. Any specifications involving age, maturity, emotional condition, mental condition, physical condition, and stability, etc. always warrant additional specific close scrutiny and formal sign off by legal counsel. Specifications in these areas can and often do cause great difficulty for fleet managers and may be viewed as illegal. All driver specifications should be reviewed by both legal counsel and HR; and, they should be signed off by both parties.

Employment applications should be standard for all applicants and reflect heavily the driving history of the individual. Previous work history, past safety performance, as well as, driving experience should be considered. Applicants should always be interviewed on more than one occasion by more than one individual to ascertain if the driver meets the appropriate fleet driver profile. References should always be requested, obtained and reviewed and encompass contact with previous employers through written requests and telephone inquiries. Probation periods should be established for new hires. MVR's should always be obtained before hiring any driver.

2.2 Driver Selection

There should be formalized driver selection procedures. Driver selection procedures should include: written applications, interviews with management, and pre-employment MVR checks. Road tests, written tests, reference checks, drug & alcohol tests (as legally appropriate), with proper documentation and records kept of all activities are also appropriate. Written criteria should be in place for use in reviewing MVRs. All selection procedures should be



completed before any new employee is permitted to drive. Same selection procedures should be followed for all drivers including part-time, casual, incidental, private passenger car drivers, and "owner operators." Written permission should be acquired from all driver applications for the acquisition of their MVR's.

It should be remembered that as little as 70% of convictions, injury or deaths appear on MVR's. The most recent history is generally the most important and is usually measured as up to the past 3 to 4 years. MVR's should be secured for all new applicants before hiring, annually for all drivers, and whenever there is an accident or other significant occurrence. This "MVR" policy should be formalized and taken into consideration as part of safety committee reviews and for any vehicle replacement order. They should be secured on drivers, as well as, any other "eligible drivers" of vehicles. All drivers should have all valid licenses required by the jurisdiction(s) within which they are going to drive.

2.3 Driver Motivation

There should always be strong efforts to promote and maintain a driver's interest in safety. Bulletin boards and posters are often used for promoting safety interest. Motivation should always be reinforced by as many means as possible. Driver accident free scoreboards should be displayed, safety contests conducted, driver award programs should be in effect, and management should personally recognize individuals on a continuous basis. Visible evidence of driver's interest is usually by their adherence to safe operating procedures, the care and maintenance of their equipment, and the care of their vehicle.

Incentives are important. Award programs should establish eligibility, time parameters and other criteria. Typical time periods measured include 1 year, 2 year, 3 year, 5 year, 10 year, etc. Types of awards include merchandise such as tire pressure gauges, tire depth gauges, tool kits, key chains, lapel pins, etc., cash, plaques, catalog gift selection, letters from the CEO, vehicle stickers, and contests. Award programs should always be cautious as in the wrong environment they could curtail the reporting of minor accidents.

2.4 Training

Training should be mandatory for all drivers. It should begin on the first day of employment and continue throughout the driver's tenure. There should be no exceptions to training. Experienced drivers need refresher training, new drivers need introductory training and all need remedial training. Good in-depth training programs include customer training and conflict avoidance training. There is always the need to train new drivers into the operating philosophies of the company and train on what is and is not acceptable practice. Company training in a continuous endeavor. Training should be periodic and formal and constructed to manage not only good caring drivers but also problem drivers. Training sources can be internal, as well as, external to the organization. All training should be documented with formal sign offs by the drivers. Topics should cover company policies, rules and procedures, and incorporate behind the wheel exposure. Training is best utilizing several means of media and environment including: video, lecture, classroom, case study, on-the-road, etc.

A defensive driving program should be initiated utilizing any of the current standardized defensive driving programs. Usually a driver's personal insurance will also give credit for defensive driving classes resulting in a savings for the driver in personal vehicle insurance costs.

2.5 Drivers Safety Meetings

Driver safety meetings should be held as frequently as possible but not less than once a month. They should be conducted on a regularly scheduled basis, on company time, with attendance required. A schedule of safety subjects should be pre-established in accordance with seasonal driving hazards and presentations should utilize appropriate visual aids and testing methods. Records of safety meetings should always be properly documented. Safety meetings are very important for judging the overall safety environment being engendered in any operation.

2.6 Driver Evaluations

Driver evaluations should include ongoing performance reviews including: a review with the driver of their MVR reports, vehicle inspection reports, prohibited personal use and other restrictions.

There should be periodic formal review of all driver qualifications, driving record, accident record, etc. There should be enforcement and feedback consistent with standard operating procedures and company policies. Individual driver qualification files should be maintained for each vehicle operator to include, (as appropriate): copies of employment application, written tests, road tests, examinations, MVRs., reference checks, any drug & alcohol testing, any disciplinary actions and documentation of an annual review of the individual's driving record. Driver MVRs. &



qualification files should be reviewed and updated annually with proper documentation and compared to established driver eligibility criteria.

2.7 Vehicle Personal Use

There should be a stated policy from management concerning personal use of company vehicles. It should be clearly understood, written and signed off by drivers. Company policies should clearly indicate any permitted use by children of drivers, spouse and others. Annual MVRs should be obtained for any authorized users and eligibility criteria strictly enforced. Any personal use of company vehicles when permitted should be clearly indicated in the written company policy and should cover who is permitted to drive and under what circumstances. Personal use should be restricted to "employees only" whenever possible. Annual MVRs should always be obtained and eligibility criteria enforced. The written policy concerning personal use of vehicles should always be signed by the employee as an acknowledgment and kept in company files.

2.8 Communication and Enforcement

Communication and enforcement of the fleet safety program and safety controls are enhanced by use of a driver's manual, driver agreement forms, bulletin board messages, films, posters, paycheck inserts, voicemail messages, special holiday messages and "Seat Belt Required" stickers and floor mats in vehicles.

Communication and enforcement should be continuous. A safety culture benefits not only drivers and passengers but also management.

2.9 Disciplinary Actions

Disciplinary actions generally include verbal warnings, written warnings, driver pay portion of repair costs programs, probation, removal from driving position, and termination. Whenever driver arrangements are such that there is apportionment of repair costs these arrangements and agreements should always be in written format showing agreement by all parties concerned. They should be signed and notarized by management and drivers. These policies should always be in sync with Human Resources policies and procedures and appropriate jurisdictional requirements and mandates. There should be no exceptions to standard disciplinary procedures and actions. Exceptions invariably lead to complicated and undesirable legal situations.

3.0 Drug and Alcohol Program

Drug and alcohol programs vary jurisdiction to jurisdiction and fleet to fleet. When employed, drug and alcohol programs should be consistent in content with jurisdictional requirements; and, applied uniformly and impartially throughout the organization. Oftentimes these programs overlook medications and stimulants. Thorough drug and alcohol programs should also address use of legal and illegal medications, over-the-counter, as well as, prescription drugs and the use of stimulants.

Drivers should not be allowed to operate vehicles following consumption of alcohol. A firm time period should be established between the time a driver may consume alcohol and when the driver may be allowed to return to work. This policy should be written, reviewed by legal counsel and Human Resources, and signed by the driver. Any violation of the fleet's drug and alcohol program should result in investigation for potential termination.

3. FLEET REPORTING, TRENDING AND RECORDKEEPING

3.1 Accident Reporting and Recordkeeping

There should be adequate accident reporting and recordkeeping procedures. There should be accurate data collection by establishing a method to capture all accident data including number of accidents by individual driver, cost data, legal data, insurance data and number of injuries. Accidents should be reported on a timely basis, standardized procedures should be in place and there should be sufficient detail. Accident records should be kept and analyzed for overall fleet safety purposes. Accident reporting should be in accordance with standardized procedures, with sufficient detail provided. Accident records should be well maintained and summarized by period, by location, and by driver. Accident records are utilized to provide directions to Fleet Safety efforts. Accident analysis, frequency and severity should be reviewed by top management on a regularly scheduled basis. Identification of costs is paramount to any fleet safety program. This includes the costs for worker compensation, lost work days, repair costs, and liability costs. Average lost work time per accident can be 1.5 days. The average direct and indirect cost of an accident is usually



estimated as 5 times the repair cost. Actual fleet experience should always be measured. This measurement should include frequency rate and percent of preventable accidents. Frequency rate is determined by multiplying the quantity of accidents times 1,000,000 and then dividing by the total miles driven.

Time frames for accident reporting should be established. These should include the maximum hours allowed before reporting which may vary by involvement of injury or property damage costs, telephone reports, written reports, and state and police reporting responsibilities. An accident file and tracking policy and procedure is usually implemented. It is most advisable to report any and all accidents to the dispatcher immediately.

3.2 Accident Investigation and Review

Accidents should be investigated and reviewed to determine preventability. Accident logs and files should be created. A reportable accident shall be any accident in which a covered vehicle is involved. There should be no exceptions. In those cases where the accident results in death, personal injury or significant property damage management should be called to the scene. Accidents should not be reviewed in a cursory manner. Preventability should be measured. Most accidents are preventable. All accidents should be investigated and reviewed by management and an accident review board using National Safety Council definitions to determine preventability. Drivers should always be notified in writing that accidents will be investigated and reviewed. There should be strict criteria as to what constitutes an acceptable accident record. A record of all accidents, preventable or not, should be maintained in the driver's file. Drivers should be allowed to personally present their case before any reviewer or review board or committee. Drivers should be counseled as to how preventable accidents could have been avoided. An separate and stand alone accident investigation policy and procedure is usually implemented.

3.3 Accident Review Committee

The purpose of an accident review committee is to analyze the details of every vehicle accident to determine whether or not it was preventable. An accident is non-preventable if the driver in question did everything reasonable to have prevented it. Examples of classification of preventable accidents are: following too close, driving too fast for conditions, failure to observe clearances, failure to obey signs, improper turns, improper parking, improper passing, failure to yield, improper backing and miscellaneous practices such as "U" turns. Rear ending other vehicles, getting rear ended and hitting pedestrians in cross walks and other protected areas are three of the major accident types found usually to be preventable.

Accident review committees are usually made up of the fleet manager, safety representative(s), human resources representative(s), management representatives and driver representatives. They should meet on a regular schedule either monthly or quarterly and should have at their disposal adequate materials for review of each accident such as accident reports, police reports, witness cards, etc. Minimal review always mandates date, time, place, and driver, description of accident including weather, road conditions, claim number, and estimated repair costs. It is essential to answer the questions: Who, What, When, Where and How.

4. FLEET SAFE VEHICLE OPERATIONS

4.1 Vehicle Selection / Specifications

There should be vehicle specifications as to design, size, safety equipment and capacity. There should be procedures in place as to how to deal with the most frequent overweight or oversize loads (i.e. skis, dog and cat cages, etc.) There should be an adequate vehicle replacement schedule. There should be an adequate number of vehicles to permit appropriate "down time" for service and repairs. There should not be a disproportionate ratio of older vehicles in the fleet. There should be adequate safety equipment (fire extinguishers, flares, first-aid kits, etc.) provided in all vehicles. Vehicles should be of a proper type and size for intended use (i.e. four wheel drive where needed.) And, they should be properly equipped (i.e. roof racks with appropriate tie downs, etc.) Vehicles should be replaced on a regular and appropriate schedule. Rigid specifications should be followed for the selection of vehicles of proper design, size, capacity, and power to meet all recognized requirements. A good replacement schedule permits all vehicles to be maintained in like-new condition. There should be an adequate number of spare vehicles and parts to meet general contingencies encountered in day to day activity of the fleet. Safety equipment should be more than adequate and very well maintained.

The amount of use of the vehicle, as well as, the routes contemplated and terrain should always be factors in vehicle consideration. Equipment considerations include; anti-lock brakes, air bags, dual outside mirrors, rear defoggers, power locks, tilt wheels for driver comfort and fatigue control and cruise control also for driver comfort and



fatigue control. Other considerations include reinforced auto-body frames, heavier springs and shock absorbers. Child safety seat laws should be checked to assure proper installation of child safety seats is possible when so dictated by the jurisdiction or company policies.

4.2 Vehicle and Driver Security

The safety of each and every driver should be everyone's concern. All vehicles should be equipped with alarm systems, power locks and security screens and glass. There should be no exceptions. Drivers should operate under a predetermined number of allowable hours within a predetermined schedule and within a predetermined area of operations.

Drivers and dispatchers should be wary of any suspicious calls or situations. Drivers should be counseled to never put themselves or their passengers into potentially harmful or stressful situations.

Global positioning systems (GPS), caller ID systems and radios with open mike switches should be considered for driver safety. Drivers should not carry excessive amounts of cash. Policies for payment and cash handling/cash drop off should be established and stringently followed.

4.3 Vehicle Emergency Supplies

Vehicle emergency supplies should always include; first aid kits, fire extinguishers, flashlights, reflecting triangles, flares, ropes, candles, send help signs, sand, blankets and clothing, ice scrapers and any natural disaster survival equipment that may be relevant depending on the area of operations.

In addition, disposal cameras, accident reporting kits and camcorders whenever practicable should be employed.

4.4 Preventive Maintenance

There should be a scheduled maintenance program following good Preventive Maintenance System (PMS) criteria. Repairs should be made on a timely basis. Vehicles serviced and repaired on an "as needed" basis in addition to the regularly scheduled PMS system. Adequate maintenance records should be kept. These should follow and incorporate manufacturers suggested maintenance procedures on a time and mileage basis. Adequate control records should always be kept. The full preventive maintenance program employed should be equal to or better than the manufacturers suggested service, with scheduled replacement of critical parts and detailed records maintained on each individual vehicle. The vehicle maintenance policy should help to ensure that all vehicles are always kept in safe and efficient operating condition.

4.5 Repair Facilities

All repair facilities should be overseen. Overview and recommendations for repair facilities is beyond the scope and intent of this document. However, generally there should be formal contracts in place for any outside repair facility whatever the service. This should include the fleet being listed as an additional insured on the insurance policy of the repair facility. There should be verification of service mechanic or repair facility qualifications and certifications. Service from the fleet's own service/repair shop should also be with appropriately qualified and certified mechanics for the work. Shop facilities should always utilize qualified and appropriately certified full-time mechanics to perform work. And, all work should be documented at all times. Usually separate fire prevention and general shop safety policies and procedures are prepared and implemented for all repair facilities. Slips, trips and falls and their related causes will present the greatest hazard even in well maintained repair facilities.

4.6 Vehicle Inspections

All vehicles should have regular inspections including all inspections required by jurisdictional authorities. Adequate records should be kept of all inspections and any deficiencies found. There should be at least weekly inspection reports by drivers and monthly inspections by supervisors, with appropriate records kept. Pre & post trip inspections are recommended as are walk-around prior to use. Diaries and records should be kept and maintained. A vehicle inspection policy and procedure is usually implemented that supports vehicle inspection and maintenance programs. Roadside inspections of vehicles should be incorporated into normal Standard Operating Procedures of the fleet. They should be conducted no less than once a quarter per vehicle in the fleet.

Pre-shift/pre-trip inspections of all basics (i.e. oil check, coolant check, tire pressure check, etc.) should also include a walk around of the vehicle.



4.7 Defect Reports

There should be a formal written system addressing defects and defect reports. There should be standardized follow-up procedures to any defect identified. There should be written reports with documentation of completed work by shop(s) with signature of mechanic responsible for clearing the any defect. There should be written reports with office copy suspended until documentation of completed work and sign off by mechanic is received from the shop. Records should be kept in accordance with the company record retention policy.

4.8 Dispatch Operations

Dispatch operations vary considerably from fleet to fleet. However, operations should be company-wide, fair and consistent covering all areas of dispatch and vehicle control and, take into consideration the normal operating hours of the fleet. A separate dispatch policy and procedure is usually implemented. No drivers should be assigned to operate past what has been established as the normal "hours of service" of the fleet. Normal hours of service can and usually do dictate an allocation for normal overtime. There should be a Standard Operating Procedure for vehicle breakdown and road repairs. This policy should incorporate procedures for vehicle breakdowns that occur after any normal business hours.

4.9 Vehicle Storage and Parking

Vehicle parking should be stringently controlled. Overnight on-street parking or off premises parking in an open lot are not recommended. Parking should be on-premises whenever possible and overnight parking should always be protected, enclosed and lighted. On-premises parking should be enclosed with appropriate fencing with locked gates and adequate lighting. Whenever practical a watchman service, or motion detection devices, or inside parking facilities with adequate fire and crime protection measures should be utilized.

4.9 Operating Conditions

Significant operating hazards should be reviewed on an ongoing basis. These include poor road conditions, hazardous terrain, excessive traffic congestion, rush time schedules, irregular driving hours, seasonal operations, etc. There should be attempts to identify and control hazardous operating conditions. All potentially hazardous operating conditions should be clearly identified and regularly evaluated, identified, and controlled. Operating conditions are periodically re-evaluated to assure that all potential hazards are identified and to update and improve controls. Records of these activities should be properly documented. All drivers should be aware of efforts in these areas. No drivers should be requested to operate in whether or other conditions which are determined to present "unusual and/or additional hazards" not normally encountered in the working environment of the fleet. It is generally accepted good practice for drivers to have their headlamps on at all times when driving or parking during loading and unloading of passengers.

4.10 Cargo

All drivers should be cautious of cargo. Cargo causes numerous injuries to drivers and unneeded complications. However, drivers should be held responsible for the safe loading and securing of any authorized cargo. No type of hazardous cargo should ever be transported. Oversize or overweight loads should not be permitted. Drivers should be properly trained and instructed as to safe loading and securing of cargo and regularly reminded of their responsibilities in this area. Drivers should be held strictly accountable for all aspects of cargo safety with periodic checks by supervision. Good cargo handling procedures should help reduce losses due to damage or theft and, increases the personal safety of both drivers, as well as, customers.

4.11 Seat Belt Policy

There should be a written company-wide seat belt policy. It should be monitored for compliance via MVR review and supervisor checks. Violations should be considered serious and documented. A policy should always be in place for the use of seat belts and child safety seats complying with jurisdictional authority mandates and laws. This policy should be coordinated between fleet drivers and fleet dispatchers to ensure safety of all passengers and compliance with local laws.

4.12 Prohibited Equipment and Activities

Radar detectors, firearms (and other weapons), "cellular phone use while driving," texting and "BlackBerry use while driving" should always be prohibited in any fleet safety program. As it is almost impossible to prevent



drivers from carrying and utilizing cellular phones, in lieu of a total prohibition of cellular phones, a policy where all driver cellular phones must be equipped with hands free features is oftentimes an alternative option which may be extended to drivers where jurisdictional authorities do not have laws prohibiting such use. Use of cellular phones and blackberry's while driving should be established as grounds for immediate probation and possible termination.

5. FLEET SAFETY BUDGETS

Fleet budgets overall can be complicated and include many considerations not the least of which may be vehicle costs, personnel costs, garage and repair facilities costs, etc. However, every fleet should have an established fleet safety budget. Fleet budgets in general and fleet safety budgets are beyond the scope of this document but usually contain provisions for:

- Vehicle Replacement
- Training Costs
- Vehicle Equipment
- Award Programs
- Motor Vehicle Records
- Staff
- Vehicle Inspections
- Preventative Maintenance
- Corrective Maintenance
- Additional Costs Encountered by Garaging and Repair Facilities
- Other General Operating Considerations

Other general considerations can include special expenditures encompassing driving in severe weather and storms and under other unusual conditions.

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