



Best Practices Guide For Fleet Safety Program Development

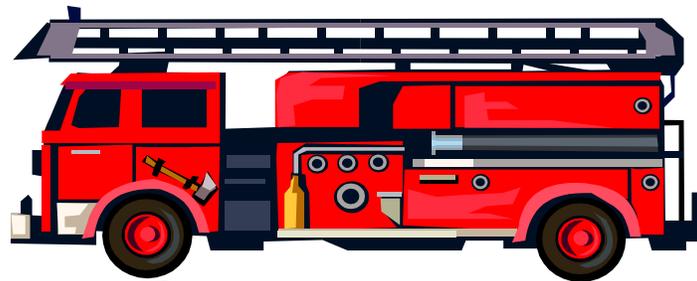


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Fleet Safety Program Development

Introduction

The operation of motor vehicles exposes your municipality to possible financial loss through damaged property, injury to employees and/or injuries to members of the general public. Damage to public property or the public's observance of poor driving practices also can create a negative public image and damaged public relations.

Each year injuries and property and liability damage claims seem to increase. Most direct costs of these accidents are paid by insurance. However, after deductibles taxpayers also pay indirect costs. These include:

- Increased cost of insurance
- Loss of vehicle use
- Vehicle replacement costs
- Loss of productivity
- Increased paperwork

The key to controlling accidents is to adopt a well-written, comprehensive, "Fleet Safety Plan". To be effective, the plan must address:

- Driver selection
- Training
- Vehicle inspection
- Vehicle maintenance
- Discipline
- Recordkeeping

Scope

This information is to assist you in developing your Fleet Safety Program. To be effective, your plan must relate to your specific operations, exposures, and hazards. The information provided is not intended to be all-inclusive, but is a starting point for the development of your Fleet Program.

Fleet safety is inclusive of all mobile equipment from passenger cars to heavy equipment. Your plan should apply to all persons operating any municipal vehicle or private vehicle used for municipal business.

Since this topic involves certain elements of employment law, we suggest you have your program reviewed by your Legal and Human Resources advisors. There are several laws, standards, rules and regulations that pertain to this topic. We suggest you consult them as well as local and state public safety officials for additional assistance.

Key Elements of a Fleet Safety Program

Your Fleet Safety Program should at least include the following elements:

- Written policy
- Program administration (roles and responsibilities)
- Driver selection, authorization, and review
- Driver training
- Driver discipline
- Drug and alcohol testing
- Emergency equipment
- Vehicle inspection and maintenance
- Accident reporting and investigation
- Recordkeeping

Program Development

Written Policy

A well-defined and clearly communicated written policy should address the following:

- Program administration
- Responsibilities of drivers, department heads and others
- Driver selection, authorization, and review
- Driver discipline (positive and negative)
- Driver training
- Required drug and alcohol testing policy
- Vehicle safety equipment, inspection and use
- Vehicle inspection and maintenance
- Accident reporting, investigation and analysis
- Policy on use of personal vehicles for municipal business
- Guidelines for volunteers, part time or seasonal drivers
- Use of personal vehicle for municipal business. Establish minimum requirements for insurance coverage.
- Prohibition of personal use of municipal vehicles by authorized drivers and by family members and others
- Specific policies and training for operations such as police, fire, EMS, school buses, etc

Program Administration, Roles and Responsibilities

- The entity should designate a person who has the overall responsibility for the program administration including:
 1. Overseeing development and implementation of a Fleet Safety Program,
 2. Obtaining MVRs pre-employment and annually thereafter for all operators of municipal vehicles (*Full-time, part-time, seasonal, and volunteers.*),
 3. Compliance with Maine Teen Employment Laws regarding vehicles,
 4. Adopting a set of fair and responsible standards for all drivers,
 5. Establishing acceptable driving records as a condition of employment,
 6. Auditing periodically for department compliance.
- Department heads are responsible for compliance with the program within their department, including:
 1. Ensuring that all operators have the required license for the type of vehicle being operated,
 2. Conducting or providing driver training for all operators,
 3. Adopting a set of fair and responsible standards for all drivers,
 4. Maintaining operation and maintenance files for each vehicle and piece of equipment,
 5. Ensuring that pre-trip and post-trip inspections are being conducted.
- Drivers are responsible for:
 1. Adhering to all policies and procedures governing the operation of their vehicle,
 2. Maintaining a professional appearance,
 3. Ensuring safe operation of all vehicles and equipment,
 4. Conducting and documenting required pre-trip and post-trip inspections, including defect reports,
 5. Submitting any accident reports,
 6. Submitting a copy of current driver' license for obtaining Motor Vehicle Record (MVR),
 7. Keeping the Supervisor or designee advised of changes in license or driving status,
 8. Prohibiting use of assigned vehicle by anyone not authorized to drive the Municipal vehicle.

Attachment A, Municipal Driver Pledge, can be used to verify that the operator knows and understands the entity's policies on driving.

Driver Selection, Authorization and Review

Only authorized drivers should be allowed to operate a municipal vehicle. The authorization process should include full-time, part-time, seasonal employees and volunteers. The process should include initial and periodic review of qualifications, operating records and driving ability.

- When vehicle operation is a required job duty of a position it should be stated clearly in the written job description for the position.
- Authorized drivers must possess a valid drivers license of the proper type and class.
- Obtain MVRs on all new employee applicants and volunteers prior to hiring. If their duties will include driving on behalf of the municipality, they should meet predetermined standards.
- Establish an acceptable driving record as a condition of employment up front.
- Adopt for all drivers a set of standards that is fair and responsible. Include disciplinary procedures that are appropriate for your entity and consistent with disciplinary procedures for other safety processes and labor policies. These must be clearly stated, written and enforced consistently.
- Evaluation of driver qualifications should include annual review of MVRs and may include observation of or demonstration of driver proficiency.

NOTE: Motor Vehicle records may be accessed through eGovernment Services offered by the State of Maine at <http://www.informe.org/subscribe/egovservices.html>. Municipalities may waive the annual subscription fee.

Sample Evaluation Criteria

Criteria (both on-the-job and off-job violations) that may be used to disqualify a person as an authorized driver include:

- Three (3) or more moving violations in a 36 month period;
- Driving under the influence of alcohol or drugs in the last three years;
- Hit and Run accident;
- Failure to report an accident;
- Operating a vehicle under a suspended or revoked license;
- Homicide, assault or a felony arising from the operation of a motor vehicle;
- Reckless driving or “criminal speeding” violation in the last 3 years (Title 29-A, Sec. 2074);

Driver Training

Initial and periodic training is a critical part of your program. It should include:

INITIAL (Reviews Municipal Policy)	REFRESHER (Covers Common Driver Errors)
Disciplinary Procedures	Speeding
Use of Safety Devices	Intersections
Equipment Familiarization	Improper Lane Use
Routes and Schedules	Backing
Emergency Procedures	Turning
Defensive Driving Techniques (Includes topics listed under Refresher)	Passing & Signaling
Local, State & Federal Regulations	Following Distance
Cargo Handling and Transport	Stopping
Vehicle Inspections	Parking
Vehicle Maintenance	Distracted Driving

- All authorized drivers should complete a defensive driving type program within the first two years of employment and at least every five years thereafter. Appropriate programs include:
 1. Coaching the Emergency Vehicle Operator (CEVO) - Fire
 2. Maine Driving Dynamics
 3. School Bus Driver Operations
 4. Coaching the Maintenance Vehicle Operator
 5. Basic Defensive Driving

Driver Discipline

Any driver who does not maintain an acceptable standard should be coached and corrective actions taken as outlined in the municipal employee disciplinary process. Adherence to the Fleet Safety Policy should be considered in performance reviews and other personnel decisions.

Drug and Alcohol Testing

- The entity should adopt a comprehensive Drug & Alcohol Policy prohibiting the use of such substances while operating a vehicle or piece of equipment.
- Both State and Federal Laws have specific requirements for Commercial Drivers License (CDL) drivers. This includes a requirement for random drug use screening. For additional information contact MMA Loss Control.

Emergency Equipment

- Vehicle restraint systems are to be maintained in an operable state and utilized by all drivers and passengers.
- Each vehicle should be equipped (at minimum) with a first aid kit, emergency signaling device and a fire extinguisher. Drivers should be trained in the proper use of all equipment.

Vehicle Inspection and Maintenance

A complete Preventative Maintenance Program on vehicles and equipment should be developed that includes:

- Is based on manufacturer's recommendations;
- Is completed by qualified persons;
- Includes accurate recordkeeping of all service and repairs performed;
- Includes pre- and post-trip inspections, conducted and documented, with defects noted and reported to supervisor or mechanic;
- Requires inspections including a review of all safety equipment;
- Require Mechanics and/or service providers to document completion of repairs.

Note: Refer to Fleet Program Sample Forms for assistance.

Accident Reporting and Analysis

In the event of an accident, all representatives of the municipality should be guided by the following:

- All employees and others involved in a collision should obtain appropriate medical attention.
- The involved employee, if physically able, should call for a police officer. The employee should also request that all parties and property concerned remain at the scene of the accident until the accident investigation is completed by law enforcement.
- The involved employee(s) should refrain from making statements regarding the accident with anyone other than the investigating officer, municipal officials or municipal insurance company representatives. Statements should be confined to factual observations.
- The involved employee(s) should follow guidelines established by the municipality for accident reporting and investigation.
- All collisions should be immediately reported to the supervisor and insurance contact person.

- Maine Department of Labor (623-7900) must be notified within eight hours of a fatality and within twenty-four hours for a serious injury requiring overnight hospitalization.

Sources of Additional Help

- MMA Risk Management Services - Please call Loss Control Services at (800) 590-5583 or visit our website at www.memun.org/RMS/LC/default.htm.
- [MMA on-line Defensive Driving Training](http://www.memun.org/RMS/LC/default.htm)
- Maine Bureau of Highway Safety <http://www.state.me.us/dps/Bhs/homepage.htm>
- InforME eGovernment at <http://www.informe.org/subscribe/egovservices.html>
- National Highway Traffic Safety Administration – www.nhtsa.dot.gov
- Federal Motor Vehicle Safety Standards
<http://nhtsa.gov/cars/rules/standards/FMVSS-regs/pages/toc.htm>
- Maine Motor Vehicle Statutes – Title 29-A available through Swan Island Press (207) 666-8291 or email jferdico@zwi.net

This information is intended to assist you in your loss control efforts. "Best Practices" are developed from available current information but may not address every possible cause of loss. We do not assume responsibility for the elimination of all hazards that could possibly cause accidents or losses. Adherence to these recommendations does not guarantee the fulfillment of your obligation under local, state, or federal laws.

ATTACHMENT A
MUNICIPAL DRIVER PLEDGE

DATE: _____

NAME: _____

DEPARTMENT: _____

VEHICLE ASSIGNED: _____

My signature on this pledge indicates that I understand my responsibilities as an operator of a municipal vehicle for the (Entity/City/Town) of _____. I have received and read a copy of the Fleet Safety Policy and agree to fulfill all my responsibilities listed therein. These include, but are not limited to:

1. Adhering to all policies and procedures governing the operation of my assigned vehicle;
2. Maintaining a professional appearance;
3. Ensuring safe operation of all vehicles and equipment;
4. Conducting and documenting required pre-trip and post-trip inspections, including defect reports;
5. Submitting any accident reports;
6. Submitting a copy of current driver's license for obtaining of Motor Vehicle Record (MVR);
7. Keeping the program administrator or designee advised of changes in my driving status;
8. Prohibiting use of assigned vehicle by anyone not authorized to drive the municipal vehicle.

Failure to comply with the conditions listed above may result in disciplinary action including termination.

Employee Signature

Supervisor's Signature

ATTACHMENT B
EMPLOYEE DRIVING RECORD

Confidential Information – Available to Supervisory Personnel Only

DRIVER NAME	LICENSE NUMBER	STATE OF LICENSE	DATE OF EMPLOYMENT	DATE OF MVR CHECK	STATUS

ATTACHMENT C PRE-EMPLOYMENT DRIVER ROAD TEST

A. SETTING UP THE COURSE

Road testing should include exposure to routine road hazards which the prospect will likely encounter on a day-to-day basis as a driver for your entity. This includes urban areas, back roads, alleys, highways, bridges, grades, school zones, intersections, backing, parking, left and right turning, railroad crossings.

A yard test should be established that includes hands-on operation of the vehicle by the applicant in a controlled environment. Ex: Public Works Yard, Parking Lot, or Runway.

B. ESTABLISHING PERFORMANCE STANDARDS

An acceptable level of performance will be measurable and consistent for all applicants.

C. ADMINISTERING THE ROAD TEST

- Check the applicant's driver's license to determine if he/she has an appropriate license grade and endorsements.
- Provide the driver with a map of the course and give instructions.
- Conduct a pre-trip inspection.
- Familiarize the driver with the vehicle.
- Conduct a yard test.
- Conduct an over-the-road test. *(Give directions for the route well in advance to avoid last minute maneuvers, but do not distract the driver with unnecessary conversation en route.)*
- Conduct a post-trip inspection.

D. EVALUATING THE DRIVER

The road test has three outcome categories:

- Qualified – meets Entity (employer) performance requirements.
- Needs Improvement – marginal performance but can be improved with training.
- Unqualified – does not meet Entity (employer) standards.

ATTACHMENT D MUNICIPAL DRIVER'S ROAD TEST

Driver's Name: _____ Department: _____

License No. _____ State _____ Social Security No. _____

Qualified for: _____

	Qualified	Needs Improvement	Unqualified
1. Pre-trip Inspection:			
a. Service brakes (Lines, Fittings)			
b. Parking (hand) brake			
c. Steering mechanism			
d. Lighting devices and reflectors. (Headlights – high and low beam, clearance, tail lights, stop lights, turn signals, reflectors, side markers, four-way flasher.			
e. Tires (inflation, tread wear, cuts in sidewalls, mating, lugs or studs, grease leaks around hubs, mud flaps, valve caps, spare tire).			
f. Horn, windshield wiper(s), windows, clean & adjusted mirrors			
g. Coupling devices (fifth wheel, jaws, release lever on pintle hook, two bar, safety chains, converter gear, air lines)			
2. Placing the vehicle in operation. (Check air pressure and instruments, disengage clutch, warm-up engine, proper gear selection, checks traffic, shifts smoothly, tests brakes.)			
3. Use of the vehicle's controls and emergency equipment. (Clutch and transmission, brakes, steering, lights, tools, tire chains, emergency warning devices, fire extinguisher)			
4. Backing and parking vehicle. (Inspects behind vehicle prior to backing, if using spotter- agrees on hand signals and places them in a visible location, parks legally, secures unit properly)			
5. Operating the vehicle in traffic and while passing other vehicles. (Leaving curb, speed control, smoothness of operation, shifting gears, anticipates traffic problems, obeys traffic laws, signals properly, passes with sufficient space and smoothly, uses mirrors.)			
6. Turning the vehicle. (Signals in advance, turns from proper lane, checks traffic before turning, turns at reasonable speed into proper lane, yields right-of-way.)			
7. Braking and slowing the vehicle by means other than braking. (Uses engine to reduce speed by shifting to lower gear smoothly).			
8. Defensive Driving. (Has good attitude, yields right of way, maintains good space cushion, slows down at intersections, checks cross traffic at intersections.)			

This is to certify that the above-mentioned driver was given a road test under my supervision on _____ (Date) consisting of approximately _____ miles. It is my considered opinion that this driver possesses sufficient driving skill to operate safely the type of commercial vehicle listed above.

Driver Supervisor

Department

Entity

ATTACHMENT E

DAILY DRIVER'S VEHICLE INSPECTION REPORT

DATE:	TIME:
VEHICLE #:	OPERATOR:
MILEAGE:	LOCATION:

Suggested Procedures:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Check under hood. 2. Start engine. 3. Proceed with the in-cab check. 4. Walk around and examine the vehicle. | <ol style="list-style-type: none"> 5. Look under for leaks. 6. Test brakes, steering and transmission before leaving. 7. Recheck the equipment enroute. |
|--|--|

√ = OK

X = Defective

ENGINE

- Cooling system
- Exhaust system
- Oil, water, windshield solvent
- Leaks – water, oil, fuel grease
- Belts – fan, alternator, compressor, etc.

IN CAB

- Cab condition (locks, latches, doors, mountings)
- Mirrors, windshield, windows
- Horn, wipers and washers
- Defroster, heater
- Low air warning device
- Instruments and gauges
- Emergency equipment – fire extinguishers,
- Seat belts
- Steering
- Brakes –service, parking
- Clutch
- Drive train

EXTERIOR

- Lights, flashers, signals
- Reflectors
- Tires, wheels, lugs, studs, drums
- Chassis –frame, tanks, battery box, etc.
- Suspension
- Brake hoses & connections
- Exhaust system
- Rear-end protection
- Cargo area condition – floor, walls, roof, doors

Completed by: _____ Date: _____

All repairs made. (Check)

Certified by: _____ Location: _____ Date: _____

ATTACHMENT F MONTHLY MAINTENANCE REPORT

Check "√" if Satisfactory

Mark "X" if Unsatisfactory

Make: _____ Model: _____ Year: _____

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Crankcase Oil Level												
Radiator Level												
Brake Fluid Level												
Transmission Oil Level												
Batteries: Acid Level, Cables, Corrosion, Start Power												
Audible Warnings: Horn, Siren, Back-up Alarm												
Tires: Inflation, Cuts, Wear												
Leaf Springs: Visual Check												
Cleanliness of Vehicle												
Fan Belt/Generator Belt												
Check for: Loose Nuts, Bolts, Studs, Pins, Leaks, Etc.												
Windshield Wipers: Blades, Motor, Wash Solvent												
Instruments & Gauges												
General Body Inspection												
Priming Pump Reservoir												
Pump Controls / Drain Valves												
Condition of All Nozzles												
Road Test:												
Engine Oil Pressure												
Idling Speed												
Engine Performance												
Acceleration												
Gear Shift Action												
Brake Performance												
Steering												
Valid Inspection Sticker												
Breathing Apparatus: Pressure Satis. At Tank												
General Condition												
Headlights: Functional												
Portable Motor Driven Equipment Operational												
Fuel Tanks												
Fuel Level												
Condition												

ATTACHMENT G SUPERVISOR'S ACCIDENT INVESTIGATION REPORT

Name of Employee:	Occupation:
Department:	Division:
Date of Collision:	Time: a.m. p.m. Vehicle ID No.
Location of Collision:	
Name of Other Party Involved:	
Address (other party):	
Description of Collision:	
<p>Did the police investigate the collision? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Did our driver violate our Fleet Safety Policy or a traffic regulation? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, describe:</p>	
<p>What did our driver do (or fail to do) that caused involvement in this collision? Explain.</p>	
<p>Did our driver claim that any malfunctioning or defective vehicle component(s) caused the collision? <input type="checkbox"/> Yes <input type="checkbox"/> No Explain:</p>	
<p>In your opinion, were any of the following conditions contributing factors in the collision? <input type="checkbox"/> Traffic <input type="checkbox"/> Weather <input type="checkbox"/> Light <input type="checkbox"/> Road <input type="checkbox"/> Driver Explain:</p>	
<p>What corrective action(s) do you recommend to prevent a future occurrence of the same type of collision? Explain:</p>	
<p>Do you recommend disciplinary action? <input type="checkbox"/> Yes <input type="checkbox"/> No Notes:</p>	
Prepared By:	Date:
Reviewed By:	Date: