APPENDIX E
SAMPLE TOOLS FOR IMPROVED CARRIER SAFETY MANAGEMENT

This appendix contains a variety of safety management tools developed for use by fleet safety managers and CMV drivers. The material in this appendix has been contributed by various fleets, industry trade associations, and insurance companies. The project team and TRB are very grateful to be able to share these fine products with others involved in motor carrier safety.

The specific documents and contributors are described below. They are organized by safety management area.

**Employment-Related**

1. Employment Process overview and checklist. Developed and distributed by Jim York of Zurich Services Corporation (jim.york@zurichna.com) and provided by the Truckload Carriers Association (TCA) as part of a Truckload Academy guide on *Controlling Accident Costs* (www.truckloadacademy.org).

2. Record of Road Test (given to all new prospective new hires). Developed and provided by D. M. Bowman, Inc.

3. Suggested Minimum Driver Eligibility Criteria for new hires, developed and distributed by Jim York of Zurich Services Corporation (jim.york@zurichna.com) and provided by the Truckload Carriers Association (TCA) as part of a Truckload Academy guide on *Controlling Accident Costs* (www.truckloadacademy.org).

4. Sample Driver Orientation Checklist. Developed and distributed by the Great West Casualty Company.

**Training**

5. Minimum Training Standards (for drivers with different levels of experience). Developed and provided by D. M. Bowman, Inc.


**Driving Practices**

7. Safety Rules, covering driving, shop, and loading dock practices. Developed and distributed by Flood and Peterson Insurance.
8. “Size Matters” safe driving tips for car and truck drivers, both in English and Spanish. This material was developed by the Colorado Motor Carriers Association and the Colorado Department of Transportation for an outreach/public education program in Weld County, CO. More information on this program is available at www.cmca.com.


**Driver Performance Monitoring and Evaluation**

10. Safety Patrol Observation Record. Developed and provided by D. M. Bowman, Inc.

11. Driver Safety Performance Record. Developed and distributed by Jim York of Zurich Services Corporation ((jim.york@zurichna.com) and provided by the Truckload Carriers Association (TCA) as part of a Truckload Academy guide on *Controlling Accident Costs* (www.truckloadacademy.org).

12. Performance Coaching job-aid. Developed and distributed by Jim York of Zurich Services Corporation ((jim.york@zurichna.com) and provided by the Truckload Carriers Association (TCA) as part of a Truckload Academy guide on *Controlling Accident Costs* (www.truckloadacademy.org).

**Accident Investigation**

13. Sample Post-Accident Questions. Developed by Contract Freighters, Inc., and provided by the Truckload Carriers Association (TCA) as part of a Truckload Academy guide on *Implementing an Award-Winning Safety Management System* (www.truckloadacademy.org).

**Safety Incentive Program**


**Vehicle Inspection**


**General—Safety Manager Performance**

## Employment Process

### Any Company USA

<table>
<thead>
<tr>
<th>Employment Phases</th>
<th>Responsible Party</th>
<th>Complete</th>
<th>Date Complete</th>
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<tbody>
<tr>
<td><strong>Phase I: Source of Applicants</strong></td>
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<td>Word of mouth</td>
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<td>Newspaper advertisement</td>
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<td>On-site advertisement</td>
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<td>Walk in</td>
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<td><strong>Phase II: Initial review</strong></td>
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<td>Application materials</td>
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<td>Pre-qualification interview</td>
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<td>Preliminary background check</td>
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<td>MVR (License, endorsements, violation history)</td>
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<td>Experience</td>
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<td><strong>Phase III: In-depth review</strong></td>
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<td>Manager interview</td>
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<td>Accident history</td>
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<tr>
<td>Skills assessment (Road test)</td>
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<td><strong>Phase IV: Candidate Evaluation</strong></td>
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<tr>
<td>Ensure compliance with minimum eligibility criteria</td>
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<tr>
<td>Skills and abilities</td>
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<tr>
<td>Character and job attitude</td>
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<td><strong>Phase V: Conditional Employment Offer</strong></td>
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<td>Physical and work abilities test</td>
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<td>Controlled substances (Drug Screen)</td>
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<td><strong>Phase VI: Initial Training and Skills Classification</strong></td>
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<tr>
<td>Classroom training program</td>
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<td>Additional training assignment (Select appropriate level)</td>
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<td>• Inexperienced</td>
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<td>• Mid-level experienced</td>
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<td>• Extensive experience</td>
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<td><strong>Phase VII: Job Site Training Assignment</strong></td>
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<td><strong>Phase VIII: Job/Supervisor Assignment</strong></td>
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<td><strong>Phase IX: Probationary Employment Period</strong></td>
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<tr>
<td>Length of initial probationary employment period (90 days)</td>
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<tr>
<td>Unacceptable behavior/actions</td>
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<td>Required testing/evaluations</td>
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<td>Duty restrictions</td>
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<td><strong>Phase X: Permanent Employment Testing and Evaluation</strong></td>
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<td>Written</td>
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<td>Behind the wheel</td>
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<tr>
<td>Job site</td>
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</table>

**Driver Name** | **Manager Name** | **Date**

I certify that all phases of the hiring process were completed in connection with the above named driver
RECORD OF ROAD TEST

Instructions to Evaluator: Enter the applicable demerit points into the space provided next to the item if performance is unsatisfactory. Enter a check mark if the item was performed satisfactorily.

Driver’s Name: ___________________________ Driving School: ________________________

Equipment Driven: Tractor: ___________________________ Trailer: _______________________

Length of Test: __________ Mi. From ___________ To ___________ Weather Conditions ___________

Start Time: ___________ Finish Time: ___________

Part 1- PRE-TRIP INSPECTION AND EMERGENCY EQUIPMENT

Checks general condition approaching unit (5) ___________

Checks fuel, oil, and water level in engine.(25) ___________

Checks around unit- Tires, lights, trailer hook up, brake and light line, doors, and inspects for body damage. (5 ea.) ___________

Checks dashboard warning lights for proper function. (5) ___________

Tests steering, brake action and parking brake. (25) ___________

Checks horn, windshield wipers, mirrors, heater/defrost, fire extinguisher, emergency reflective triangles. (5 ea.) ___________

Checks instruments for normal readings. (5) ___________

Cleans windshield, windows, mirrors, lights, and reflectors(5) ___________

Demonstrate & Use mirror check station ___________

Depresses clutch and places transmission in neutral before starting engine. (5) ___________

Maintains proper engine rpm while driving(5) ___________

B. Brakes

Knows proper use of and checks tractor protection valve. (25) ___________

Tests service brakes. (Fail) ___________

Builds full air pressure before moving. (5) ___________

C. Clutch and Transmission

Starts unit smoothly. (10) ___________

Double clutches when shifting. (10) ___________

Doesn’t force transmission into gear. (5) ___________

D. Lights

Lights on for safety. (5) ___________

PART- 2 COUPLING AND UNCOUPLING

Couples without difficulty. (5) ___________

Checks coupling by applying hand valve or tractor- protection valve and gently applying pressure by trying to pull away from trailer. (25) ___________

Connects glad hands and light line properly (25) ___________

Visually checks king pin assembly to be certain of proper coupling. (25) ___________

Raises landing gear fully after coupling. (25) ___________

Assure that surface will support trailer before uncoupling. (25) ___________

B. Parking

Backs/Parks without hitting vehicles/objects. (Fail) ___________

Secures unit properly- sets parking brake, transmission in proper gear, and shuts off engine(25) ___________

C. Parking (road)

Parks vehicle off traveled portion of roadway. (10) ___________

Knows proper application of emergency warning devices and signals. (5) ___________

Carefully enters traffic from parked position (25) ___________

PART- 3 PLACING VEHICLE IN MOTION AND USE OF HAND OF CONTROLS

A. Engine

Revision 5/08/02
PART 5- SLOWING AND STOPPING
Uses clutch and gears properly. (25) ___
Selects proper gear before descending hills (5) ___
Starts without rolling back. (5) ___
Uses brakes properly on grades. (10) ___
Plans stop far enough in advance to avoid hard braking. (25) ___
Comes to a complete stop at all stop signals. (Fail) ___
Stops clear of crosswalks. (10) ___

PART 6- OPERATING IN TRAFFIC, PASSING AND TURNING
A. Turning
Signals intention to turn well in advance(10) ___
Gets into proper lane well advance of turn(10) ___
Checks traffic conditions and turns or proceeds only when intersection is clear, regardless of traffic controls. (Fail) ___
Restricts traffic from passing on right when preparing to complete right hand turn. (35) ___
Completes turn safely, while staying within lanes and not impeding other traffic. (35) ___
Completes turn without running over curb.
   Major- Driver ran over curb aggressively. (Fail) ___
   Minor- Driver could not safely avoid running over curb. (35) ___
B. Traffic signs and signals
Obey all traffic signals (Fail) ___
C. Intersections
Enters all intersections prepared to stop if necessary. (25) ___
D. Grade Crossings
Stops at a minimum of 15 feet but not more than 50 feet before crossing if stop is necessary. (25) ___
Selects proper gear and does not shift gears while crossing. (25) ___
Knows and understands federal and state rules governing grade crossing while transporting hazardous materials. (5) ___
E. Passing
Passes only when necessary. (25) ___
Passes only when safe and legal to do so. (Fail) ___
Signals changing lanes before/after passing. (25) ___
Passes with sufficient speed differential to minimize obstructing traffic. (25) ___
Returns to right lane promptly but only when safe to do so. (25) ___
F. Speed
Obey speed limits. (25) ___
Adjusts speed properly to road, weather and traffic conditions. (25) ___
Slows appropriately in advance of curves, danger zones and intersections. (25) ___
Maintains constant speed where possible (25) ___
G. Courtesy and safety
Yields right of way. (Fail) ___
Drives defensively and professionally. (25) ___
Allows faster traffic to pass. (25) ___
Uses horn only when necessary. (10) ___

PART 7- MISCELLANEOUS
A. General driving ability and habits
Consistently alert and attentive (25) ___
Consistently is aware of changing traffic conditions (25) ___
Makes proper use of mirrors. (25) ___
Anticipates problems (25) ___
Performs routine functions without taking eyes from road (25) ___
Checks instruments every 10-15 seconds. (5) ___
Remains calm under pressure. (25) ___
Comments: ________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
Total Demerit points: ____ Pass/Fail (60 demerit points or more fail)

Printed name of
Examiner:
Signature of
Examiner:
Date

Revision 5/08/02
Minimum Driver Eligibility Criteria

Background

In an effort to ensure that the most competent and safe drivers are employed at Any Company USA, the following eligibility requirements must be met by each prospective/current employee seeking/holding a position as a driver of a commercial motor vehicle.

- **Minimum Age:** 21
- **Language:** Must be able to speak and write the English language.
- **Required License:** Must possess or valid driver’s license with the applicable endorsements to operate the vehicle within the department to which applicant has applied for employment.
- **Experience:** Must demonstrate a minimum of two years total experience, with at least one year “in-type” (similar to prospective position).
- **MVR Quality:** No more than one conviction for moving violations within the previous 12 months. Not more than two convictions for moving violations within the previous 24 months. No more than three convictions for moving violations in the previous 36 months.
- **Accident History:** No more than one *preventable accident* in the previous 12 months and no more than two *preventable accidents* in the previous 36 months. No more than one *major preventable accident* within the previous 36 months.
- **Disqualifying Offenses:** No applicant may have been convicted for any of the disqualifying offenses defined at 49 CFR Part 383.51 and 383.53 of the Federal Motor Carrier Regulations.
- **Criminal History:** The review committee must review any applicant with a prior criminal history.
- **Physical Qualifications:** Each applicant must meet the requirements defined at 49 CFR Part 391.41 of the Federal Motor Carrier Safety Regulations.
Definitions

Moving Violation: A conviction, which occurred in a commercial or non-commercial motor vehicle for any of the following offenses:

- Speeding: less than 15 mph over the posted speed limit
- Failure to obey traffic control device
- Improper passing
- Improper turn
- Failure to yield right of way

Preventable Accident: An accident, as ruled by the review committee, where the driver failed to do everything that reasonably could have been done to avoid the incident

Major Preventable Accident: A preventable accident arising from a lane change, rear end collision, or intersection incident, which resulted in a fatality, injury requiring treatment away from the scene, or disabling damage (tow away) to any vehicle(s).

Disqualifying Offense: Any of the drug or alcohol or serious traffic violations, committed in a commercial or non-commercial motor vehicle, which are defined at 49 CFR Part 383.51 of the Federal Motor Carrier Safety Regulations. Generally, those violations include:

**Drug or alcohol violations**
1. Driving while under the influence of alcohol as prescribed by state law
2. Driving while under the influence of a controlled substance
3. Refusing to take a drug or alcohol test

**Serious traffic violations**
1. Speeding for any speed equal to or greater than 15 mph over the posted speed limit
2. Reckless driving as defined by State or local laws
3. Improper or erratic lane changes
4. Following too closely

Disqualification provisions

Drivers convicted for the *first Drug or Alcohol violation within the previous five years* are disqualified for driving for a period of one year.

Drivers convicted for the *second serious traffic violation within a the previous 36 month period* are disqualified for driving for a 60 day period.
Sample Driver Orientation Checklist

<table>
<thead>
<tr>
<th>Safety</th>
<th>Date Completed</th>
<th>Driver Initials</th>
<th>Company Rep. Initials</th>
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<tbody>
<tr>
<td>Employee Pay – Benefits</td>
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<td>Logs</td>
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<td>Trip Records</td>
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<td>Licensing – Permits</td>
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<td>Company Policies / Procedures</td>
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<td>Complete DQ File Paperwork</td>
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<tr>
<td>Drug &amp; Alcohol Testing Policies and Procedures</td>
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<tr>
<td>Accident Reporting and Handling Procedures</td>
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<tr>
<th>Shop / Maintenance</th>
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<tbody>
<tr>
<td>Training on Operation of Tractor</td>
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<td>Training on Operation of Trailer</td>
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<td>Load Securement Training</td>
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<td>Maintenance / Reporting of Repair Needs</td>
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<td>Inspection Requirements</td>
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<tr>
<td>Ancillary Equipment (Explained &amp; Assigned)</td>
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<tr>
<th>Operations</th>
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<td>Dispatch Policies</td>
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<td>Check Calls</td>
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<td>Deliveries &amp; Customer Issues / Concerns</td>
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I have been instructed in the above and agree to adhere to (Joe’s Trucking) Policies and Procedures.

Driver Name ___________________ Date ____________ Company Official Name ___________________ Date ____________

Developed by: Great West Casualty Company
MINIMUM TRAINING STANDARDS

**Experienced Drivers:**

Professional drivers with more than one year of verifiable experience will successfully complete the D.M. Bowman, Inc. Orientation Program and hiring process.

Following successful completion of orientation and hiring, the driver must then successfully complete a thorough check ride with a trainer. A thorough check ride will include all evaluations and procedures as outlined.

**Limited Experience Drivers:**

Drivers with less than one year of verifiable experience will successfully complete the D.M. Bowman, Inc. Orientation Program and hiring process.

After successful completion of orientation and hiring, the driver will be placed in the training program for evaluation. The driver will then complete as many weeks of the training program as the driver trainer may deem necessary.

**Inexperienced Student Drivers:**

Inexperienced drivers and driving school graduates will successfully complete the D.M. Bowman, Inc. Orientation Program and hiring process.

After the successful completion of orientation and hiring, the driver will be placed in the 6 week training program. Every driving school graduate must have a minimum of 200 hours of behind-the-wheel (BTW) time before being released from training. BTW is time the student is actually driving. The goal is to get the student to 200 hours of driving as quickly as possible. Most students should be able to accomplish this task in 4 to 5 weeks.

On occasion, driver trainers have indicated that, in their opinion, a new driver is qualified to run on his/her own, before he/she has completed all 6 weeks of the program.

**In order to consider shortening the training period for the exceptional individual, all of the following criteria must be met:**

1. The new driver must have completed at least 4 full weeks of training and must have satisfied the minimum training requirements of the PTDI Skill Standards for the Professional Solo Tractor Trailer Driver.
2. The new driver must have no preventable accidents, incidents, cargo, or worker’s comp. claims during the training period.
3. The driver trainer and the new driver must average no less than 2 cents per mile in the speed / idle bonus program.
4. All training items must be complete. If all subjects, topics, evaluations, forms, reviews, etc. have not been completed, then the new driver may not be granted early release until these are accomplished.
# Praxair Distribution: Hazard Recognition Worksheet

<table>
<thead>
<tr>
<th>Name:</th>
<th>Employee No.:</th>
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<tbody>
<tr>
<td>Location:</td>
<td>Location No.:</td>
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<td>Instructor:</td>
<td>Date:</td>
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<th>Title:</th>
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<td>Scenerio:</td>
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<tr>
<th>Potential Hazard</th>
<th>Preventive Action</th>
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<tr>
<td>Identify potential hazards in the photograph (Actions or Conditions)</td>
<td>List an action that can be taken to eliminate or control the hazard.</td>
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Praxair Distribution, Inc., Quality Department
Safety Rules

These safety and industrial hygiene rules and instructions are designed to provide you with knowledge of the recognized and established safe practices and procedures that apply to many of the work situations you may encounter while employed at (Joe’s Trucking).

To cover every situation would be impossible. If you are in doubt about the safety of any condition, practice or procedure, consult your supervisor for guidance.

Drivers:
1. Drivers must wear seatbelts. Approved passengers must also wear seatbelts.
2. Never jump out of the tractor cab or back of a trailer.
3. When entering and exiting cab, always have three points of contact with your vehicle; two hands and one foot or two feet and one hand.
4. Always use three points of contact when entering or exiting a trailer.
5. During the winter months, always keep sand or kitty litter in your vehicle. Before exiting the cab, it should be applied to the area outside your cab to improve traction.
6. Proper footwear is required, no cowboy boots.
7. Always chock your wheels when positioned at a loading dock.
8. Always chock your wheels when chaining up or performing any maintenance work on your vehicle in the field.
9. Check all wheels for missing lug nuts.
10. No headsets or earphones may be worn while driving.
11. Keep the interior of your tractor free of trash.
12. Avoid sudden or jerky starts or stops. Make allowance for the momentum of the load. Loads must be secure to prevent shifting when emergency action is required.
13. Before negotiating turns, speed shall be reduced to a safe level.
14. A safe distance, approximately three truck lengths, shall be maintained between moving vehicles.
15. When entering a building, stop and look around for possible movement of forklifts, and any other mobile equipment or pedestrians.

Shop:
1. Safety glasses must be worn when working on vehicles.
2. Safety glasses must be worn when performing grinding or sanding operations.
3. Follow designated walkways and aisles while working. Short cuts are dangerous.
4. Walk, DO NOT run.
5. Be alert for moving vehicles and equipment.
6. DO NOT remove, alter or deface any HAZARD WARNING LABEL.
7. NEVER pour FLAMMABLE LIQUIDS down drains or sewers.
8. All employees shall be familiar with, and comply with the OSHA Hazard Communications Standard (HAZCOM) regarding hazardous substances and materials.
9. ALWAYS place hazardous materials in receptacles specially designed for hazardous materials.
10. Watch for black ice around pit area.
11. Obey all smoking regulations.
12. Horseplay, wrestling or throwing any item in play is forbidden while on the job.
13. Before you turn on a machine, make sure that everyone is in the clear, and guards and safety devices are in place and properly adjusted.
14. A neat and clean place to work is necessary for safety. Good housekeeping is an integral part of your job.
15. If you observe something spilled on the floor anywhere that could cause someone to slip or fall, clean it up immediately. If it is impossible for you to clean it up at once, then it is your responsibility to clearly mark or barricade the hazard and report it to the proper authority.
16. If you observe anything that could possibly cause someone to trip or slip on, and it is obviously out of its proper place, pick it up. IF it is something that may not be out of place, report it to the proper authority.
17. Pick up and clean up all scrap and debris that accumulate from work.
18. Return all tools and equipment to their proper storage places when finished with them.
19. Put all trash, paper, waste materials, and oily rags in the proper receptacles.
20. A good job is a clean job and a safe job.
22. Check the condition of all tools and equipment before using them.
23. Use the proper tools for the job to be accomplished.
24. Unless you are an electrician, do not attempt any electrical repair.
25. Respect loose or exposed wires.
26. DO NOT touch any exposed or dangling wires that you may encounter; report them to your supervisor.
27. Never lift electrical equipment by the power cord.
28. Never handle energized power cords with wet hands or gloves.
29. Always check all cords for damage before using them.
30. NO tennis shoes, sneakers, jogging type, or other soft sole shoes are allowed on the job.
31. Only substantial heavy-soled gripping shoes or boots may be worn on the job.

**All Employees:**
1. USE COMMON SENSE!!! Most accidents can be avoided by using common sense and concentrating on the job to be done. Always be aware of your surroundings and what is going on around you. SAFETY IS A FULL TIME JOB!!!
2. It is each employee's responsibility to maintain personal hygiene, particularly when working with hazardous chemicals.
3. Horseplay, wrestling or throwing any item in play is forbidden while on the job.
4. DO NOT remove any lock, tag or flag unless you placed it, and only after you are sure all personnel are in the clear.
5. DO NOT remove any DANGER or CAUTION sign unless you placed it, and then only after you are certain the dangerous condition has been corrected.
6. If a lock, tag or flag must be removed and the person who placed it cannot be found, check with your supervisor who will take the proper steps.
7. Be aware of all articles of clothing, jewelry, or hair that may be in the way of performing your job safely.
8. DO NOT make adjustments to machinery unless you are authorized to do so by your supervisor.
9. KEEP HANDS IN THE CLEAR!!! The only way to assure not losing a hand or finger in a machine is not to place it where moving parts may strike you, or become jammed against a fixed object.
10. Make sure you have the proper hand protection.
11. Obey all NO SMOKING regulations. DO NOT smoke in the immediate area where flammable chemicals or products are being used.
12. All employees shall know the locations of the FIRE EXTINGUISHER and how to use it properly.
Forklift, Pallet Jack and Mule Operation:
1. Keep to the right on aisles while maneuvering pallet jacks or mules.
2. Slow down and proceed with caution at cross aisles, intersections, and turns while operating pallet jacks or mules.
3. Always look to the rear before backing up. Travel forward when possible. If the load you are carrying obstructs your forward view, then travel with the load trailing.
4. Racing, stunt driving or any other form of horseplay is absolutely forbidden, and could be grounds for immediate dismissal.
5. Always keep hands, arms and feet inside the running lines of your equipment.
6. Running over loose objects on the floor shall be avoided.
7. The operator will look in the direction of travel and keep alert.
8. Dock plates between docks and trucks must be sufficiently wide and strong and securely anchored. Truck operators should drive over plates slowly. DO NOT get your truck too close to the edge of the loading dock.
9. DO NOT take a dive. Stay away from the edge of loading docks. One little slip and you can be hurt or killed.
10. NEVER drive into a truck or trailer unless the brakes are firmly set and wheels chocked.
11. Use only those machines that you are qualified and authorized to use.
12. NEVER leave a machine running unattended.
13. Report all unsafe machinery to your supervisor.
14. DO NOT operate any equipment if you feel it is unsafe.
15. DO NOT attempt to brake or slow down moving machinery with your hand or with some makeshift device.

I have read and fully understand the company safety rules. I agree to follow these safety rules and report any unsafe conditions or procedures to my supervisor or to the safety committee. I also understand that if I knowingly violate a safety rule and I am injured as a result, I forfeit 50 percent of my workers' compensation benefits.

_________________________________________  __________________________
Signature                                           Date

(A copy of this signed document will be retained in the employee's personnel file)

Developed by: Flood and Peterson Insurance.
**Safe Driving Tips for Car Drivers**

- Don’t cut in front of Trucks.
- Stay out of the “No-Zone.”
- Avoid Tailgating.
- Wear your seat belt.
- Cut Down on distractions.
- Always drive defensively.

**Segerencias para que los automovilistas**

- No Corte el paso a los camiones.
- Cuide de no metarse en la “zona prohibida” de un camión.
- No signa demasiado de cerca a un camión.
- Abróchase al cinturón de seguridad.
- No se distraiga.
- Maneje siempre a la defensiva.

**Safe Driving Tips for Truck Drivers**

- Keep your distance.
- Slow down in work zones.
- Don’t drive when tired.
- Be aware of your No-Zone.
- Maintain your vehicle.
- Be professional and work to improve highway safety.

**Segerencias para que los camioneros**

- Mantenga una distancia prudente.
- Disminuya la velocidad en las zonas donde hay obras.
- No maneje el está cansado.
- Preste especial atención a su “zona prohibida.”
- Ocúpese del mantenimiento de su vehículo.
- Tenga una actitud profesional y haga todo lo posible para que las carreteras sean más seguras.
Winter Hazards - Black Ice

Black Ice is a term attributed to a thin and often invisible layer of ice that can potentially form on sections of roads during the cold temperature months. The condition is most prevalent when ambient temperatures drop below 32°F (0°C). Contributing factors promoting this condition include:

- Fog or dew condensing on the colder surfaces of bridges, overpasses and shaded areas of roadways.
- Wind-chill or a rapid drop in ambient temperature causing moisture already on the road surface to freeze suddenly.

Potential Signs of Black Ice

A driver should take notice of these conditions which might suggest that Black Ice conditions potentially exist:

- Ice buildup on vehicle windshield, mirrors, wiper blades or antenna.
- When checking mirrors or observing a vehicle in front, there is a sudden reduction in road-spray and the road surface condition looks shiny.
- The presence of road glare from vehicle lights at night.
- Road signs, barriers, trees and fences have icicle formations.
- Feedback from other drivers, the radio or TV weather/road condition reports.

If You Encounter Poor Road Conditions

Do not put yourself at risk, pull over to a safe location and notify your supervisor. Wait until the road conditions improve before continuing your trip. Other defensive actions you can take if you believe there is the potential for Black Ice formation include:

- Reducing vehicle speed to a safer operating level.
- Increasing following distances.
- Planning for longer braking distances.
- Heighten your awareness of the potential reactions and actions of other drivers.
- Practice the “Smith System™” defensive driving 5 Safety Keys.

Remember.....
Always Drive Defensively and Safely!

Reference:
DOT/TC Regulations and Safety Codes
Praxair PDI Driver’s Handbook
POIS Distribution Operating Procedures
Dangers de l’hiver - glace noire

L’expression glace noire est utilisée pour décrire une mince couche de glace, souvent invisible, qui se forme sur des sections de la route lors de températures hivernales, surtout lorsque le thermomètre chute sous 0°C. Les facteurs suivants contribuent à sa formation:

- Condensation du brouillard ou de la rosée sur les surfaces les plus froides des ponts et des viaducs et sur les sections ombragées des routes.
- Refroidissement éolien ou baisse rapide de la température causant le gel immédiat de l’humidité présente sur la chaussée.

Signes de glace noire

Le conducteur doit tenir compte des conditions suivantes pouvant signifier la présence de glace noire:

- Accumulation de glace sur le pare-brise, les rétroviseurs, les essuie-glaces ou l’antenne.
- Réduction soudaine des éclaboussures des véhicules et route devenant plus luisante.
- Reflets de la route par l’éclairage des phares la nuit.
- Présence de glaçons sur les panneaux routiers, les barrières, les arbres et les clôtures.
- Commentaires d’autres conducteurs, messages sur les conditions routières et rapports météo à la radio et à la télé.

Mauvaises conditions routières

Ne courez pas de risques inutiles; stationnez votre véhicule en lieu sûr et avisez votre superviseur. Attendez que les conditions routières s’améliorent avant de reprendre la route. Voici d’autres mesures défensives à prendre s’il y a risque de glace noire:

- Ralentissez à une vitesse sûre.
- Augmentez la distance entre votre véhicule et celui qui vous précède.
- Prévoyez une plus grande distance de freinage.
- Prévoyez davantage les réactions et les actions des autres conducteurs.
- Mettez en pratique les cinq clés de sécurité de la conduite défensive du <<Système Smith>>.

Et souvenez-vous.....
Conduisez toujours défensivement et prudemment!

Référence:
Règlements et codes sécurité du DOT/TC
Guide du conducteur de Distribution Praxair PDI [PDI Driver Handbook]
Manuel POIS - Distribution
D.M. Bowman, Inc. Safety Patrol
Observation Report

MONTH _______ DAY _______ YR _______ TIME _______ AM / PM Observer's Code _________

Driver's Name: __________________________ Observation Location: __________________________
Tractor # _______ Trailer # _______ Route/Street/Near: __________________________

Road/Weather (check all that apply) Direction Distance Observed ________ miles
clear _______ rain _______ daylight _______ N _______ S
cloudy _______ ice _______ dawn/dusk _______ E _______ W
wind _______ snow _______ nighttime _______ Road Grade Up _______ Down _______ Mixed _______ Level _______

DRIVER VIOLATIONS (circle) none observed

SPEED
exceeding posted limit
exceeding 65 mph
too fast for conditions
fail to maintain consistent speed

PASSING
makes unnecessary pass (short term gain)

illegal pass (hill, curve, intersection, etc.)
does not unnecessarily impede faster traffic
returns to original lane too soon

DIRECTIONAL CONTROL
weaving / fail to maintain center of lane
no / improper use of turn signal
encroachment upon vehicle - side
encroachment upon vehicle - front
encroachment - opposing traffic
unnecessary lane change
fail to protect inside when turning
turn causing other to brake to avoid
fail to slow before entering turn
gets in proper lane early

SPACE MANAGEMENT
following too closely (maintains min 6 seconds)
brakes suddenly
fails to give merging vehicles room
yields to others in intersection
fail to slow at uncontrolled intersection

PARKING
illegally parked
obstructs others
parks in high risk location

BACKING
fail to inspect area before backing
fail to use 4-way flashers
fail to get out and look
backing when not necessary
fail to use all mirrors

DRIVER APPEARANCE: general comments

uniforms - yes / no
grooming standards violation
medical card, meal card, H126f card (all current)
fail to use seatbelt / PPE
failure to use 3 points of contact
unauthorized passenger / pet

LOGS
8 days present? _______ current to last change of duty status? _______

general comments

OVERALL COMMENTS


ACTION TAKEN / FOLLOW UP


### Driver Safety Performance Record

**Any Company USA**

<table>
<thead>
<tr>
<th>Safety Incident</th>
<th>Terminal Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Incident Date and Performance Step</td>
</tr>
<tr>
<td></td>
<td><strong>Calendar Year: 2002</strong></td>
</tr>
<tr>
<td>Preventable Accident</td>
<td></td>
</tr>
<tr>
<td>Major Preventable Accident</td>
<td></td>
</tr>
<tr>
<td>Moving Violation</td>
<td></td>
</tr>
<tr>
<td>DOT Violation</td>
<td></td>
</tr>
<tr>
<td>Spill/Contamination</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
</tbody>
</table>

### Notes to Terminal/Branch Managers:

1. *Use this form to track the safety record of each employee during a twenty-four month period.*
2. *Enter the date and “Step Number” in the appropriate year/month box. For example, you were notified that driver John Doe’s violation record indicated a speeding (Moving) violation, which occurred on June 25, 2002. This was his first moving violation within a 24 month period. This incident would be entered in the “Moving Violation” row as 25/1 in the June, 2002 grid box.*

### Definitions

<table>
<thead>
<tr>
<th>Safety Incident</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventable Accident</td>
<td>An accident, as ruled by the review committee, where the driver failed to do everything that reasonably could have been done to avoid the incident.</td>
</tr>
<tr>
<td>Major Preventable Accident</td>
<td>A preventable accident arising from a lane change, rear end collision, or intersection incident, which resulted in a fatality, injury requiring treatment away from the scene, or disabling damage (tow away) to any vehicle(s).</td>
</tr>
<tr>
<td>Moving Violation</td>
<td>Violations noted in driving record. Examples include: Speeding, failure to obey traffic warning device/sign. Following too closely, unsafe lane change, &amp; etc.</td>
</tr>
<tr>
<td>DOT Violations</td>
<td>Other violations of the Federal Motor Carrier Safety Regulations. Examples include: Log violation (False logs, over hours, no/missing logs)</td>
</tr>
<tr>
<td>Spill/Contamination</td>
<td>Any unintentional release of product onto the ground. Any “off spec” or improperly placed product.</td>
</tr>
</tbody>
</table>
Performance Coaching

Name: ___________________________ Employee ID: ___________________________ Position: ___________________________

Date Hired: ___________________________ Location: ___________________________

Incident Review

Record the issue or opportunity regarding a specific safety incident noted in the driver’s safety performance record. Please provide details and dates:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Intervention Step

Please indicate the appropriate intervention step:

☐ Verbal (Step One)

☐ Written (Step Two)

☐ Decision Making Day (Step Three)

☐ Termination (Step Four)

Intervention and Action Plan

Part One: Employee

Employee’s action plan to resolve the noted safety issue. (To be filled out by the employee). Specifically, the plan must state what you, the employee, intend to do differently, to prevent future occurrences. This portion must be completed for all Step Two and above safety incidents.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Part Two: Supervisor

Supervisor’s action plan to resolve the noted safety issue. (To be filled out by the supervisor). Specifically, the plan must state what you, the manager, intend to provide for the employee (e.g., training, information, etc. This portion must be completed for all Step Two and above incidents.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Certification

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date</th>
<th>Supervisor</th>
<th>Date</th>
</tr>
</thead>
</table>

Note: All intervention steps are considered active for a 24-month period!
SAMPLE POST ACCIDENT QUESTIONS
(Not necessarily in this order)

CFI

A. General
   1) Driver name
   2) Is driver injured
   3) Co-driver name
   4) Is co-driver injured
   5) Was there a passenger on board (i.e. wife, brother, son daughter, etc.)
   6) Is passenger injured
   7) Number of vehicles involved
   8) Exact location of accident
   9) Date and time of accident
  10) Date and time reported to company
  11) Weather and road conditions
  12) General description of accident

B. DOT recordable information
   1) Is there a fatality involved
   2) Were any vehicles towed from the scene
   3) Where any person at the scene transported due to injuries
   4) Did your driver receive a ticket
   5) Is there a Post Accident Drug/Alcohol Test required

C. Property damage (other than vehicles)
   1) What was damaged
   2) Who owns the property (Name, address, phone)
   3) Location of the property damage
   4) Is it causing loss of business (i.e. power outage, etc.)

D. Law Enforcement
   1) Name, badge number and department of investigating officer

E. Load Information
   1) How long had the driver been driving since their last 8 hour break
   2) Is there a load involved
   3) What type of cargo is involved
   4) Destination and origin of the load
   5) Was there cargo damage
   6) Was there a Hazardous Material Spill

F. Vehicle information for each vehicle involved
   1) Name, address and phone of driver and each passenger in the vehicle
   2) Were any person in this vehicle injured
   3) Vehicle year, make, model and license
   4) Type of damage
   5) Insurance company name, address and phone
   6) Was the driver ticketed

G. Injury information for each person involved
   1) Name
   2) Type of injury
   3) Where were they taken (i.e. Hospital)
   4) Address and phone of location taken

H. Witness information
   1) Name, address, phone, cell phone, email address or any other information
Safe Driving Awards

Eligibility: All full-time drivers are eligible to receive these awards. Drivers must have driven at least 11 of the 12 months of the safety year (orientation and training weeks are considered towards eligibility in addition to driving time) to receive an award. If a driver is on leave at the time the award is presented but worked at least 11 months during the safety year he or she will still receive his or her award. A safety year begins with a driver’s hire date and runs for one year from that date. The safety year will vary from driver to driver.

Program Goal: This program is designed to encourage full-time drivers to focus on safety and to eliminate preventable accidents, incidents and Workers’ Compensation claims.

Program Summary: This program rewards full-time drivers who drive safely for a one-year safety period and who do not have a preventable accident, incident or Workers’ Compensation claim.

Program Award: Drivers can earn different awards based on the number of years and/or miles driven safely. See the attached schedule of awards.

All awards are presented at the Spring Safety Breakfast.

Disclosures: The award recipient must be on active status at the time the award is presented in order to receive the award. The value of these awards is not considered compensation and is not subject to taxes, except for the cash award. The cash award is subject to taxes, but is not considered compensation for the 401(k) Plan or the Profit Sharing Plan. D. M. Bowman, Inc. reserves the right to change this program, or to discontinue this program, at any time.
Safe Driving Award Program – Award Schedule

EACH SAFE DRIVING YEAR

- ATA patch, lapel pin, wallet card with drivers name and number of safe driving years.

Additionally, awards are distributed for the following designated number of safe driving years:

1 YEAR
- Bronze Bowman truck belt buckle with belt buckle attachment
- Bronze medallion and pin with limited edition scene

2 YEARS
- Belt buckle attachment with years of safe driving.
- Bronze medallion and pin with limited edition scene.

3 YEARS
- Belt buckle attachment with years of safe driving.
- Bronze medallion and pin with limited edition scene
- Vest embroidered with safety logo, driver name, terminal and years of safe driving.
- Name, years of safe driving, and any special honors (Million mile club, Hall of Fame, State Road Team) placed on truck door.
- Small, wooden, felt lined medallion display board

4 YEARS
- Belt buckle attachment with years of safe driving.
- Bronze medallion and pin with limited edition scene
- Name, years of safe driving, and any special honors placed on truck door.

5 YEARS
- Silver Bowman truck belt buckle
- Belt buckle attachment with years of safe driving.
- Silver medallion and pin with limited edition scene
- Jacket embroidered with safety logo, driver name, terminal and years of safe driving.
- Name, years of safe driving, and any special honors placed on truck door.

Incentive Programs
Reviewed: November 2001
6 to 9 YEARS
- Belt buckle attachment with years of safe driving.
- Silver medallion and pin with limited edition scene
- Name, years of safe driving, and any special honors placed on truck door

10 YEARS
- Gold Bowman truck belt buckle
- Belt buckle attachment with years of safe driving.
- Gold watch with Bowman truck on face.
- Gold medallion and pin with limited edition scene.
- Jacket embroidered with safety logo, driver name, terminal, and years of safe driving.
- Name, years of safe driving, and any special honors placed on truck door.
- Large, wooden, felt lined medallion display board.

11 to 14 YEARS
- Belt buckle attachment with years of safe driving.
- Diamond attached to gold watch.
- Gold medallion and pin with limited edition scene
- Name, years of safe driving, and any special honors placed on truck door.

15 YEARS
- Ring with a green stone
- Belt buckle attachment with years of safe driving.
- Gold medallion and pin with limited edition scene and diamond attachment.
- Jacket embroidered with safety logo, driver name, terminal, and years of safe driving.
- Name, years of safe driving, and any special honors placed on truck door.

16 to 19 YEARS
- Diamond set in ring around green stone for each year of safe driving.
- Belt buckle attachment with years of safe driving.
- Gold medallion and pin with limited edition scene and diamond attachment.
- Name, years of safe driving, and any special honors placed on truck door.

20 YEARS
- Diamond set in center of ring (green stone is cut out and .25 pt diamond inserted.)
- Belt buckle attachment with years of safe driving.
- Gold medallion and pin with limited edition scene and diamond attachment.
- Jacket embroidered with safety logo, driver name, terminal, and years of safe driving.
- Name, years of safe driving, and any special honors placed on truck door.

Incentive Programs
Reviewed: November 2001
21-24 YEARS
- Gold medallion and pin with limited edition scene and diamond attachment.
- Belt buckle attachment with years of safe driving.
- Name, years of safe driving, and any special honors placed on truck door.

25 YEARS
- Jacket embroidered with safety logo, driver name, terminal and years of safe driving.
- Name, years of safe driving, and any special honors placed on truck door.
- Belt buckle attachment with years of safe driving.
- Gold medallion and pin with limited edition scene and diamond attachment.
- $1000.00 check

30 YEARS
- $1500.00 check

35 YEARS
- $2000.00 check

40 YEARS
- $2500.00 check

MILLION MILE DRIVER
- Drivers who have driven one million miles with D.M. Bowman, Inc. receive a black satin jacket embroidered with a Bowman truck, drivers name, terminal, years of safe driving and Million Mile Club.
- Name, years of safe driving, and any special honors placed on truck door.

HALL OF FAME
- Drivers with one million miles of consecutive safe driving receive a three in one black jacket embroidered with a Bowman truck, the driver’s name, terminal, years of safe driving, Million Mile Club and Hall of Fame.
- Plaque engraved with name, terminal, and the date inducted into the Hall of Fame.
- A one time check, net, of $1000.00.
- Name, years of safe driving, and any special honors placed on truck door.
- Photograph and name added to the “wall of fame” at the D.M. Bowman Professional Development Center.
Getting Ready For Winter!

Advanced planning for winter or foul weather conditions helps reduce the risk of being caught unprepared.

The following are helpful hints for facility and vehicle preparation:

Facility Preparation

- Confirm all required contractor services and review agreement terms and conditions.
- Conduct contractor safety training.
- Inspect furnace operation and change all required filters.
- Assign employees to specific winter or foul weather maintenance tasks.
- Review all emergency contingency plans.
- Ensure all driveway markers and premise lighting are in good condition.
- Keep replacement "dry" rugs and runners beside door entrances.
- Verify all winter or foul weather equipment or provisions (shovels, mops, ice-melt, sand, etc.)

Vehicle Preparation

- Include winterization and foul weather protection as part of the vehicle preventive maintenance program. (Tires, cooling system, fluid levels, battery, block heaters, wiper blades, heaters/defrosters etc.)
- Inspect and replenish all vehicle emergency equipment. (May include shovels, tire chains, sand, etc.)
- Provide for emergency communication for out-of-town travel. (Cell phone, 2-way radio)

Maintain a “Weather Watch”!

Check weather condition reports frequently. Advanced planning will reduce winter hazards and foul weather risk.

Reference:
Praxair Safety Policy Manuals
Préparez-vous à affronter l’hiver!

Une bonne préparation à l’hiver ou aux intempéries contribue à réduire le risque d’être pris au dépourvu.

Voici des conseils utiles pour la préparation des installations et des véhicules:

Préparation des installations

- Confirmer tous les services requis avec les entrepreneurs et revoir les conditions des contrats.
- Donner une formation sur la sécurité aux entrepreneurs.
- Inspecter l’état de la chaudière et changer tous les filtres au besoin.
- Assigner aux employés des tâches d’entretien relatives à l’hiver ou aux intempéries.
- Revoir tous les plans d’urgence.
- S’assurer que tous les indicateurs d’allée et l’éclairage sont en bon état.
- Garder des carpettes et des protecteurs de remplacement <<secs>> près des entrées de porte.
- Vérifier tout l’équipement d’hiver ou pour les intempéries et les provisions (pelles, vadrouilles, sel de dégel, sable, etc.)

Préparation des véhicules

- Inclure la préparation des véhicules pour l’hiver et les intempéries dans le programme d’entretien préventif des véhicules. (Pneus, système de refroidissement, niveaux des liquides, batterie, chauffe-moteur, essuie-glaces, chauffère et dégivreur, etc.)
- Inspectez et se procurer les éléments manquants de l’équipement d’urgence, par exemple pelles, chaînes à neige, sable, etc.
- Prévoir des moyens de communications d’urgence pour les voyages hors de la ville (téléphone cellulaire, poste émetteur-récepteur, etc.)

Maintenir une <<Veille météo>>!

Vérifier fréquemment les rapports météorologiques. La prévoyance contribuera à réduire les dangers reliés à l’hiver et aux intempéries.

Références:
Manuels des politiques de sécurité de Praxair
### Safety Supervisor “Report Card”

<table>
<thead>
<tr>
<th>ITEM</th>
<th>COLOR</th>
<th>RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREQ/MM</td>
<td>WHITE</td>
<td>Goal</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>1 whole claim over goal total equivalent</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>More than 1 whole claim over goal total equivalent</td>
</tr>
<tr>
<td>$/MILE</td>
<td>WHITE</td>
<td>.0200 or better</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>.0201 - .0250</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>.0251 or above</td>
</tr>
<tr>
<td>PRE-HIRE SAFETY SCREENING (on time &amp; complete file at corp. by 1st day of orientation &amp; (criminal record excluded) all information included and within limits of company policies unless authorized)</td>
<td>WHITE</td>
<td>100% drivers 100% complete</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>90%-99.9% drivers 100% complete</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 90% of drivers 100% complete</td>
</tr>
<tr>
<td>TRAINING PROGRAM ADMINISTRATION (all previous week training data entered before noon of Tuesday of following week)</td>
<td>WHITE</td>
<td>100% trainees 100% updated on time</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>95%-99.9% trainees 100% updated on time</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 95% trainees 100% updated on time</td>
</tr>
<tr>
<td>NEW-HIRE EDUCATIONAL SERIES ADMINISTRATION</td>
<td>WHITE</td>
<td>100% drivers complete by due dates</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>80%-99.9% drivers complete by due dates</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 80% of drivers complete by due dates</td>
</tr>
<tr>
<td>SAFETY ALERT ADMINISTRATION</td>
<td>WHITE</td>
<td>100% drivers complete by end of period</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>90% - 99.9% complete by end of period</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 90% of drivers complete by end of period</td>
</tr>
<tr>
<td>SAFETY IMPROVEMENT TEAM ADMINISTRATION</td>
<td>WHITE</td>
<td>GOAL (ytd cumulative)</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>Goal -1</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>&gt; 1 below goal</td>
</tr>
<tr>
<td>COMPLIANCE TRAINING (deadline to have HM126F certificate to corporate1 month prior to actual expiration date)</td>
<td>WHITE</td>
<td>100% employees trained by due dates</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>95%-99.9% employees trained by due dates</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 95% employees trained by due dates</td>
</tr>
<tr>
<td>ITEM</td>
<td>COLOR</td>
<td>RANGE</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>ON-TIME DEPARTURES</strong></td>
<td>WHITE</td>
<td>100% &amp; above on time</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>99% - 95% on time</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 95% on time</td>
</tr>
<tr>
<td>**ROAD PATROLS (SS observes driver, fills out report,</td>
<td>WHITE</td>
<td>5% or more of drivers observed</td>
</tr>
<tr>
<td>covers in-person with driver, documents in RMIS with</td>
<td>YELLOW</td>
<td>1%-5% of drivers observed</td>
</tr>
<tr>
<td>date of observation)**</td>
<td>RED</td>
<td>0 drivers observed</td>
</tr>
<tr>
<td><strong>COMPANY SPEED POLICIES (redline &amp; 70 mph)</strong></td>
<td>WHITE</td>
<td>100% drivers within limits - no redlining or hitting 70 mph (total)</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>88%-99.9% drivers within limits - no redlining or hitting 70 mph</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 88% drivers within limits - no redlining or hitting 70 mph</td>
</tr>
<tr>
<td>**CLAIM ANALYSIS (within time limits - 72 hrs linehaul,</td>
<td>WHITE</td>
<td>100% claims ruled, analyzed, &amp; documented (w.t.l.)</td>
</tr>
<tr>
<td>48 hrs shorthaul) (face-to-face meeting with driver,</td>
<td>YELLOW</td>
<td>85% - 99.9% claims ruled, analyzed, &amp; documented for root cause</td>
</tr>
<tr>
<td>ruled for preventability, analyzed for root cause,</td>
<td>RED</td>
<td>Below 85% claims ruled, analyzed, &amp; documented (w.t.l.)</td>
</tr>
<tr>
<td>communiqué completed - even if Under Investigation)**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**POST CLAIM RETRAINING (beginning within time limits</td>
<td>WHITE</td>
<td>100% retained drivers with preventable claims retrained (w.t.l.)</td>
</tr>
<tr>
<td>- 72 hrs linehaul, 48 hrs shorthaul, minimum level</td>
<td>YELLOW</td>
<td>85% - 99.9% retained drivers with preventable claims retrained</td>
</tr>
<tr>
<td>video &amp; post test &amp; attached to communiqué)**</td>
<td>RED</td>
<td>Below 85% retained drivers with preventable claims retrained (w.t.l.)</td>
</tr>
<tr>
<td>**LOG VIOLATIONS/FALSIFICATIONS (letter of reprimand</td>
<td>WHITE</td>
<td>100% letters or corrected logs to log audit (w.t.l.)</td>
</tr>
<tr>
<td>or correction to log audit within 30 days of occurrence)</td>
<td>YELLOW</td>
<td>95%-100% letters or corrected logs to log audit (w.t.l.)</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 95% letters or corrected logs to log audit (w.t.l.)</td>
</tr>
<tr>
<td>**RANDOM D&amp;A TEST ADMINISTRATION (deadline to have</td>
<td>WHITE</td>
<td>100% of due to corp by deadline</td>
</tr>
<tr>
<td>results to corporate - 14 calendar days)**</td>
<td>YELLOW</td>
<td>99%-90% of due to corp by deadline</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>below 90% of due to corp by deadline</td>
</tr>
<tr>
<td>**DOT PHYSICAL &amp; CDL RENEWAL (deadline to have copy of</td>
<td>WHITE</td>
<td>100% of due to corp by deadline</td>
</tr>
<tr>
<td>renewed document to corporate - actual expiration date</td>
<td>YELLOW</td>
<td>99.9%-85% of due to corp by deadline</td>
</tr>
<tr>
<td>of previous)**</td>
<td>RED</td>
<td>below 85% of due to corp by deadline</td>
</tr>
<tr>
<td>ITEM</td>
<td>COLOR</td>
<td>RANGE</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>CLAIM ENTRY (timely &amp; accurate - within 12 hours of claim, with correct driver and equipment numbers)</td>
<td>WHITE</td>
<td>100% claims 100% accurate 100% within 12 hrs</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>85%-99.9% claims 100% accurate 100% within 12 hrs</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 85% claims 100% accurate 100% within 12 hrs</td>
</tr>
<tr>
<td>WEEKLY WORK COMP FOLLOW-UP (1 phone call per week to employee - with contact)</td>
<td>WHITE</td>
<td>100% contact made</td>
</tr>
<tr>
<td></td>
<td>YELLOW</td>
<td>100% - 90% contact made</td>
</tr>
<tr>
<td></td>
<td>RED</td>
<td>Below 90% contact made</td>
</tr>
</tbody>
</table>

**PERFORMANCE RANKING SYSTEM**

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-45</td>
<td>VERY GOOD</td>
</tr>
<tr>
<td>45-90</td>
<td>GOOD</td>
</tr>
<tr>
<td>90-120</td>
<td>AVERAGE</td>
</tr>
<tr>
<td>120-180</td>
<td>POOR</td>
</tr>
<tr>
<td>180-270</td>
<td>VERY POOR</td>
</tr>
</tbody>
</table>
Notes