

June 2, 2008

The Honorable John H. Hill
Administrator
Federal Motor Carrier Safety Administration
1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Administrator Hill:

The Motor Carrier Safety Advisory Committee (MCSAC) accepted Task 07-02, Commercial Motor Vehicle Non-Regulatory Best Practices, at its May 2007 meeting. The Workgroup on Task 07-02, chaired by Mr. Robert Petrancosta, was created to conduct work and submit a report for Committee review and approval.

The Workgroup was asked to:

- Identify non-regulatory best practices throughout the motor carrier industry.
- Make recommendations to the Administrator on implementing non-regulatory best practices throughout the motor carrier industry and in the Federal Motor Carrier Safety Administration (FMCSA) programs.
- Submit a report to FMCSA outlining the Workgroup's findings and recommendations.

The Workgroup met in person and through conference calls and conducted work through e-mail. At the MCSAC December 2007 meeting, the Workgroup presented the Committee with a report outlining its findings and recommendations in three critical focus areas: management, vehicle safety, and driver safety. The Committee unanimously approved the report and recommended the following 20 non-regulatory Commercial Motor Vehicle (CMV) safety practices that can be implemented throughout the motor carrier industry and in FMCSA programs.

MANAGEMENT FOCUS

1. Ensure Safety Commitment and Involvement Flows From Top-Level Management.
2. Include Drivers and Non-Driving Employees From All Areas in Safety Meetings, Peer Reviews, and in Development Programs.
3. Provide Safety Director the Authority to Implement Performance-Based Training Programs and Professional Driver Assessment.
4. Implement a Fatigue/Alertness Management Program for Drivers and Related Staff That Interact With Drivers or Driver Performance.

5. Produce Better Driver-Trainers.
6. Utilize a Proven Method for Driver Assessment (Road Tests and In-Service Driver Assessments).
7. Minimize In-Vehicle Driver Distractions and Opportunities for Driver Inattention.
8. Identify and Track as Many Relevant Company Safety Metrics as Possible.
9. Identify Appropriate Industry Safety Benchmarks and Regularly Benchmark Company Metrics Against Industry Safety Metrics.
10. Proactively Implement Defensive and Decision Driving Training Programs on an On-Going Basis for All Drivers.
11. Implement Driver Safety Incentive and Awards Programs.
12. Use Vehicle Operation Data to Identify and Address Unsafe Driving Behaviors.

VEHICLE SAFETY FOCUS

13. Identify and Deploy Active Safety Technologies.
14. Consider Electronic On-Board Recorders (EOBRs).
15. Consider Vehicle Speed Limiters.
16. Consider New Power Units With Automatic Transmissions.

DRIVER SAFETY FOCUS

17. Conduct a Comprehensive Screening During the Hiring/Qualification of Drivers, and Consider Including Aptitude or Behavioral Assessments or Profiles Where Feasible.
18. Carefully Screen Potential Drivers Who, in the Past 3 Years, Have Any of the Top 10 Violations From the “Predicting Truck Crash Involvement” Study.
19. Identify and Address Multiple-Crash Drivers.
20. Consider Wellness Management Programs.

I respectfully submit the report to FMCSA for consideration. The Committee recommends that FMCSA:

1. Approve these 20 non-regulatory CMV safety practices.
2. Place these practices on the FMCSA Web site with no copyright restrictions for use by all.
3. Fund and distribute a brochure outlining these practices.
4. Implement the practices in FMCSA programs, as applicable.

Sincerely,

//signed//

David R. Parker
Chair
Motor Safety Advisory Committee

Attachment

**COMMERCIAL MOTOR VEHICLE NON-REGULATORY
SAFETY PRACTICES**

Report from

Workgroup on Task 07-02

to the

Motor Carrier Safety Advisory Committee

of the

**Federal Motor Carrier Safety Administration
U.S. Department of Transportation**

**December 7, 2007
Washington, DC**

The Motor Carrier Safety Advisory Committee (MCSAC) unanimously accepted Task 07-02, Commercial Motor Vehicle Non-Regulatory Best Practices, at its May 2007 meeting. The Workgroup on Task 07-02 was established and tasked with all of the following:

- a) Identify non-regulatory best practices throughout the motor carrier industry.
- b) Make recommendations to the Administrator on implementing non-regulatory best practices throughout the motor carrier industry and in Federal Motor Carrier Safety Administration (FMCSA) programs.
- c) Submit a report to FMCSA outlining the Workgroup's findings and recommendations.

The Workgroup deliberated whether "best practices" was an appropriate term for the purposes of this report, and instead recommends the term "safety practices."

The Workgroup met in person and through conference calls and conducted work through e-mail. This report was presented at the MCSAC December 2007 meeting. The Committee unanimously approved the report and recommended 20 non-regulatory Commercial Motor Vehicle (CMV) safety practices that can be implemented throughout the motor carrier industry and in FMCSA programs.

Discussion

The Federal Motor Carrier Safety Administration (FMCSA) was established as a separate administration within the U.S. Department of Transportation on January 1, 2000, pursuant to the Motor Carrier Safety Improvement Act of 1999 (Pub. L. 106-159). The FMCSA assumed responsibilities previously administered by the Federal Highway Administration's Office of Motor Carriers and the Interstate Commerce Commission. The primary mission of FMCSA is to promote safe commercial motor vehicle (CMV) operation through education, regulation, enforcement, and innovative research and technology. The FMCSA strives to reduce truck and bus crashes, resulting in fewer fatalities and injuries, and to create a safer and more secure transportation environment through shared responsibilities with its partners and stakeholders.

Findings

Approximately 5,500 people die and 135,000 more people are injured as a result of crashes involving large commercial trucks and buses on the Nation's highways every year. While the fatality rate for these crashes has decreased markedly over the last 20 years, the decline in fatalities has recently reached a plateau. The FMCSA must think outside of the box to further reduce crashes, fatalities, and injuries.

Recommendations

1. The Workgroup recommends that MCSAC approve 20 non-regulatory CMV safety practices for submission to FMCSA.
2. The Workgroup recommends that FMCSA place the practices on the FMCSA Web site with no copyright restriction for use by all.
3. The Workgroup recommends that FMCSA fund and distribute a brochure outlining the non-regulatory CMV safety practices.
4. The Workgroup recommends that the FMCSA Administrator implement the non-regulatory CMV safety practices in FMCSA programs, as applicable.

Commercial Motor Vehicle Non-Regulatory Safety Practices

MANAGEMENT FOCUS

1. Ensure Safety Commitment and Involvement Flows From Top-Level Management.
2. Include Drivers and Non-Driving Employees From All Areas in Safety Meetings, Peer Reviews, and in Development Programs.
3. Provide Safety Director the Authority to Implement Performance-Based Training Programs and Professional Driver Assessment.
4. Implement a Fatigue/Alertness Management Program for Drivers and Related Staff That Interact With Drivers or Driver Performance.
5. Produce Better Driver-Trainers.
6. Utilize a Proven Method for Driver Assessment (Road Tests and In-Service Driver Assessments).
7. Minimize In-Vehicle Driver Distractions and Opportunities for Driver Inattention.
8. Identify and Track as Many Relevant Company Safety Metrics as Possible.
9. Identify Appropriate Industry Safety Benchmarks and Regularly Benchmark Company Metrics Against Industry Safety Metrics.
10. Proactively Implement Defensive and Decision Driving Training Programs on an On-Going Basis for All Drivers.
11. Implement Driver Safety Incentive and Awards Programs.
12. Use Vehicle Operation Data to Identify and Address Unsafe Driving Behaviors.

VEHICLE SAFETY FOCUS

13. Identify and Deploy Active Safety Technologies.
14. Consider Electronic On-Board Recorders (EOBRs).
15. Consider Vehicle Speed Limiters.
16. Consider New Power Units With Automatic Transmissions.

DRIVER SAFETY FOCUS

17. Conduct a Comprehensive Screening During the Hiring/Qualification of Drivers and Consider Including Aptitude or Behavioral Assessments or Profiles Where Feasible.
18. Carefully Screen Potential Drivers Who, in the Past 3 Years, Have Any of the Top 10 Violations From the "Predicting Truck Crash Involvement" Study.
19. Identify and Address Multiple Crash Drivers.
20. Consider Wellness Management Programs.

Ensure Safety Commitment and Involvement Flows From Top-Level Management

Issue

Without implementation of effective safety plans or programs, companies place themselves in a position of social irresponsibility. They are subject to safety audits by State or Federal officials and financial crisis. Safety plans may reduce the risk of motor vehicle crashes, which have a direct impact on company profits. The implementation of effective safety and loss prevention programs must have top-level management involvement and commitment for these programs to become part of a company's operational policies.

Implementation Strategies

- Prepare and present a safety/loss prevention plan to top-level management that shows benefits of a safety plan. (Such a plan would utilize non-regulatory CMV safety practices at minimal cost.)
- Gain top-level support and commitment with the development of a management safety policy that is clear, concise, and signed by management.
- Identify who will be responsible for administering the safety plan.
- Identify organizational safety standards currently being used and review for effectiveness.
- List new goals and objectives and describe how they are to be met and evaluated.
- List those who are responsible for implementing goals and objectives.

Expected Benefits

- Protects the general public.
- Reduces company's exposure to State and Federal audits.
- Impacts company's profit margin.
- Safeguards employee's health and welfare.
- Improves employee's productivity.

Include Drivers and Non-Driving Employees From All Areas in Safety Meetings, Peer Reviews, and in Development Programs

Issue

Safety is part of every driver and non-driving employee's job, and the implementation of a safety plan is a concern to every employee. If employees are allowed to perceive safety as the safety manager's job, not their own, then even the best safety program will eventually fail. Safety in trucking involves more than the truck driver. Material handlers, warehousemen or dock workers, and shop personnel share the responsibility; and all employees have their own safety issues. Building a successful safety environment takes all employees to bring cohesiveness to reach safety goals and objectives.

Implementation Strategies

- Assemble a safety committee of volunteers from all areas of the company.
- Use the safety committee to assist in the development of safety standards and evaluation.
- Use the safety committee to recognize when safety goals and objectives are being met.
- Use the safety committee in peer review (e.g., crash causation, recognition, etc.).
- Use safety committee members as mentors/shadowing.
- Rotate employees on the safety committee.

Expected Benefits

- Enhances employee commitment to and empowers the safety plan.
- Holds employees accountable for safety.
- Improves morale and productivity with recognition.
- Identifies safety problems and solutions.

Provide Safety Director the Authority to Implement Performance-Based Training Programs and Professional Driver Assessment

Issue

In 2006, FMCSA's "Large Truck Crash Causation" study concluded that driver behavior causes most truck crashes. The report cited the action or inaction by the driver of either the truck or other vehicle as the critical reason for 88 percent of the crashes. This finding indicates that companies need to implement driver behavior or performance-based training programs, including assessment of driver performance. In establishing a comprehensive safety program, four broad categories should be considered:

- Safety orientation training;
- Basic skills or on-the-job safety training;
- Remedial or refresher training; and
- Skills improvement training.

Most top-level managers want low-cost or no-cost training programs. However, more non-traditional safety programs are needed to maintain highly motivated, safety conscious employees. Safety directors or safety managers need the support of top-level management with the authority to use non-traditional safety behavior or performance-based programs.

Implementation Strategies

- Seek behavior-based assessment programs for drivers.
- Seek performance-based training programs for drivers.
- Prepare a return-on-investment report.
- Get support and commitment from top-level management and incorporate it into the company's comprehensive safety plan.

Expected Benefits

- Identifies driver training needs.
- Identifies new training needs as conditions change.
- Maintains awareness of skills that may have been forgotten.
- Provides metrics to assess job performance and skill level.
- Protects company's investment in drivers by reducing driver turnover.

Implement a Fatigue/Alertness Management Program for Drivers and Related Staff That Interact With Drivers or Driver Performance

Issue

Operator fatigue is a critical safety issue that cuts across all modes and operations in the transportation industry. Every day, transportation operators and managers must cope with unusual and difficult work schedules and the reality of operator fatigue. Fatigue may reduce physical and mental status in the areas of alertness, vigilance, and decision-making that can increase the risk of human error and result in fatalities and injuries. However, the incidence of fatigue is underestimated in virtually every transportation mode because it is hard to quantify and measure. Identifying and treating drivers with severe sleep disorders lowers the risk of fatigue related crashes in commercial motor vehicles.

Implementation Strategies

A fatigue management program is designed to educate drivers, their families, and fellow workers on the causes and effects of fatigue. An effective fatigue management program would include the following components.

- Establish awareness of the affects of fatigue on the driver's ability to safely operate a commercial vehicle.
- Establish awareness of the most important factors that contribute to fatigue.
- Establish awareness of the most common myths about fatigue effects.
- Apply knowledge of fatigue prevention and how to manage it.
- Institute operational controls, such as proper trip planning, to take into consideration inclement weather, traffic congestion, road closing, etc.
- Ensure drivers are instructed in all areas of fatigue management, including: the body's need for restorative sleep, the benefits and shortcomings of naps, overcoming sleep deficit, and recognizing symptoms of sleep disorders that can affect a driver's performance and overall health.

Expected Benefits

- Increases productivity.
- Reduces stress on management and employees.
- Increases employee retention and the ability to attract and recruit potential employees.
- Increases compliance with the safety regulations.
- Improves employee health and the organization's safety record.

Produce Better Driver-Trainers

Issue

Companies have long used driver-trainers who provide on-the-job training for new hires or drivers with little experience. These trainers are typically selected because of their years at the company and because they have some dedication to safety. Generally, these trainers observe specific skills of the trainee (e.g., shifting, backing, turning) and not the behavior or performance of the trainee. The lack of standardized criteria or basic training for these driver-trainers can result in training that is based solely on subjective opinion instead of objective results and is of minimal benefit to the trainee. Driver-trainers should be trained and qualified as evaluators.

Implementation Strategies

- Identify those “evaluators” who are tactful, firm, and objective.
- Seek standardized training criteria for on-the-job driver-trainers.
- Seek behavior- and performance-based training that has objective results.
- Incorporate training into the comprehensive safety plan.
- Involve the safety committee in reviewing or developing training programs.

Expected Benefits

- Identifies potential problem drivers in the selection process.
- Ascertains driver performance and behavior for supplemental or remedial training.
- Increases safety and reduces liability.

Utilize a Proven Method for Driver Assessment (Road Tests and In-Service Driver Assessments)

Issue

To ensure the quality of employee training programs, improve employee proficiency and satisfaction, maximize the level of compliance with Federal and State regulations, and reduce exposure to crash or litigation risks, a company should utilize a proven method for driver assessments.

Implementation Strategies

Various opportunities for internally created or commercially available programs are becoming readily available (i.e., validated computer-assisted and internet-based training.) Companies should examine these opportunities and determine which strategies are beneficial; including classroom, in-vehicle, and simulator-based training curriculums. Companies should consider the following critical elements:

- Classroom-based strategies, which should reinforce basic CDL training, including: the required pretrip inspection, coupling and uncoupling of combination units, placing the CMV in operation, using the CMV's controls and emergency equipment, operating the CMV in traffic, turning the CMV, braking, slowing the CMV by means other than braking, backing, parking, and continuously verifying and evaluating training;
- In-vehicle observations, which may include compliance with State traffic laws, safe driving practices, scanning and observation techniques, and management of multiple distracters;
- Computer and internet-based courses that are commercially available, which may include questions selected randomly from a large question bank relating to safe handling of specific classes of vehicles and may be designed for training an unlimited number of students, and which could include training for all CDL endorsements; and
- Simulator-based technologies, successfully employed within the military sector and commercial airline industry for over 30 years, which may be used to supplement training, testing, and licensing of CMV drivers to meet company needs.

Expected Benefits

- Provides drivers with positive reinforcement of good driving skills, as well as constructive feedback on opportunities for improved habits.
- Increases driver professional development, satisfaction, and retention.
- Provides insurance companies with a basis for identifying companies with high-quality drivers for the purpose of providing reduced premiums.
- Helps companies hire and maintain more qualified drivers, resulting in increased performance and reduced turnover ratios.
- Reduces the number and severity of worker compensation incidents and preventable crashes as a result of regular and consistent driver performance measurement and skill enhancement.
- Provides for and maintains consistent safety and training practices from one terminal to the next.

Minimize In-Vehicle Driver Distractions and Opportunities for Driver Inattention

Issue

Driver inattention is a leading factor in most crashes and near-crashes.

Implementation Strategies

- Recognize that the primary responsibility of the driver is to operate a motor vehicle safely and that the task of driving requires full attention and focus.
- Recognize the higher risk for crashes while conducting company business on cell phones and using various on-board technologies or other communication devices while driving.
- Identify other in-cab driver activities that can create driver distractions while driving.
- Consider implementing a policy that governs the use of cell phones while driving and note any approved deviation to this policy, such as for emergency purposes.
- Educate and continually reinforce the potential crash-related risks of distracted driving.

Expected Benefits

- Reduces crashes and the injuries and costs associated with those crashes.
- Reduces liability exposures and claims.

Identify and Track as Many Relevant Company Safety Metrics as Possible

Issue

Companies need to gauge baseline measures and trends of risks in order to determine what remedial intervention efforts are appropriate.

Implementation Strategies

- Create a list of safety performance records from data that are currently available.
- Collect and analyze safety performance data company wide and for each business unit, to provide safety information on management, supervision, and each employee. Examples of data that can be readily collected include:
 - Number of DOT recordable crashes by overall total and by fatality, injury, and property damage categories for specified time periods;
 - Rate of DOT recordable crashes by overall total and by fatality, injury, and property damage categories for specified time periods (Rates are determined by dividing the number of crashes by the total vehicle miles traveled.);
 - Number of Occupational Safety and Health Administration (OSHA) recordable and lost time crashes;
 - Rate of OSHA recordable and lost time crashes;
 - Number of insurance claims by type and occurrence (worker compensation, liability, etc.);
 - Number and type of traffic convictions;
 - Number and type of regulatory violations (including driver and vehicle out-of-service events and HazMat incidents);
 - Instances of unsafe driving behaviors (e.g., public complaints, hard stopping, lane departures, etc.); and
 - Number and types of company safety policy violations.
- Consult insurance carrier(s) on how to measure exposures.
- Establish policies and implement plans to collect, store, analyze, and report safety performance findings.
- Have all management and supervision review published reports pertinent to their oversight responsibilities to allow for design and implementation of corrective actions.

Expected Benefits

- Provides company specific data that will enable decision-making to improve both overall and targeted safety performance, which will lead to reduced risks and crash occurrence.
- Determines trends and the need for new or updated safety management strategies and countermeasures.
- Enables comparison against similar industry benchmarks.

Identify Appropriate Industry Safety Benchmarks and Regularly Benchmark Company Metrics Against Industry Safety Metrics

Issue

Everyone can learn from their peers in the industry. Company personnel may find better and more company-specific ways to measure and improve safety performance by identifying appropriate industry safety benchmarks and by regularly benchmarking company metrics against industry safety metrics. This process will help companies determine the effectiveness of their safety and risk management programs, using industry performance measures to gauge their successes and evaluate areas needing improvement.

Implementation Strategies

- Identify what government databases are readily available at specified periods that will be useful in comparing a company's safety performance against that of the broader motor carrier industry (e.g., Federal Motor Carrier Safety Administration, National Highway Traffic Safety Administration, Occupational Safety and Health Administration/U.S. Bureau of Labor Statistics, State reports, driver's license records, evolving commercial and public clearinghouses, etc.).
- Use accessible data correction measures to assure the accuracy of company data in utilized databases.
- Gain the assistance of company insurance carrier to measure your firm's performance against pools of other motor carriers undertaking similar trucking operations.
- Identify private organizations that collect motor carrier safety performance data.
- Incorporate external safety data into reports of company generated data to will allow for ease of comparison.
- Seek to meet regularly with trusted industry colleagues in a "benchmarking group" to compare safety performance against one another.

Expected Benefits

- Provides the company with a measure of the effectiveness of its safety programs compared against other similar segments of the trucking industry.
- Enables the company to act on safety performance areas which need improvement in order to enhance or retain market share of business.
- Allows the company to better appraise and reward qualifying employees for safety improvement when conducting performance evaluations.
- Permits the company to promote successes to customers, potential employees, and investors.
- Allows the company to participate in networks of industry professionals to pinpoint and address common safety management concerns.

Proactively Implement Defensive and Decision Driving Training Programs on an On-Going Basis for All Drivers

Issue

Defensive and decision driving training concepts help CMV drivers to see, think, and react better to driving challenges and to avoid crashes.

Implementation Strategies

- Develop or partner with a third-party provider that provides both a classroom and a hands-on, on-the-road training curriculum with a focus on collision avoidance concepts.
- Include in the training curriculum, at a minimum, the following topics to be taught in both a classroom and on the road:
 - Basic control;
 - Visual search (looking ahead, mirrors);
 - Space management;
 - Speed management;
 - Night driving;
 - Extreme driving conditions;
 - Hazard awareness;
 - Emergency maneuvers;
 - Skid control;
 - Recognizing fatigue; and
 - Backing up.

Expected Benefits

- Improves driving performance and reduces the chance for crashes.

Implement Driver Safety Incentive and Awards Programs

Issue

Companies need to ensure that they have a system to recognize and reward employees who function at a high safety level and to reinforce positive safety behavior in all areas of operation.

Implementation Strategies

- Present safety awards and incentives to encourage and reinforce safe driving and operational practices throughout a company. Companies commonly present individual, team, terminal, and garage awards. Awards are issued at varying frequencies, including monthly, quarterly, or annually. General examples of awards include verbal praise, public recognition, safety decorations, letters of appreciation, banquets, and cash and merchandise.
- Use the following general guidelines to effectively implement an all-employee reward program.
 - A corporate-wide all employee achievement reward program must be derived from specific goals that can be clearly measured and effectively communicated.
 - The reward program must be "packaged" or positioned in a clear, concise, and memorable format.
 - Senior management support is essential; however, "buy-in," commitment, and support must come from all levels of management.
 - Specific employee reward program initiatives must produce measurable results that directly impact the bottom line and deliver substantial return-on-investment.
 - All elements of an employee reward program must be linked to the achievement of specific and clearly defined goals.
 - Participating employees must be presented with timely rewards at a value commensurate with their efforts and contributions. A basic award earning opportunity should form the foundation of the program and be linked to achievement of corporate goals. In addition, instant awards and discretionary award opportunities should be present to generate ongoing enthusiasm and reinforce the overall importance of the program.
 - The employee reward program must be clearly, effectively, and frequently promoted to build awareness and maintain enthusiasm and excitement.
- Consider award categories which include individual recognition, team recognition, special recognition, and distinguished recognition.
- Consider reward examples which include: "Company bucks" for performing complete pre-trip and post-trip inspections or passing a Level 1 inspection, monthly and annual awards for "no violations" (company or enforcement), and using a driver "score card" for incentives.

Expected Benefits

- Creates an environment where safety is a priority and which potentially results in increased safety performance.
- Increases driver professional development, satisfaction, and retention.

Use Vehicle Operation Data to Identify and Address Unsafe Driving Behaviors

Issue

Companies should recognize potential problem drivers based on their driving patterns.

Implementation Strategies

- Activate all of the electronic control module (ECM) parameters on CMVs to capture all available safety data.
- Password protect ECM data.
- Consider establishing a policy for routinely downloading ECM data to ensure against tampering of system.
- Develop a remedial training program.
- Develop a disciplinary policy for violators.

Expected Benefits

- Reduces maintenance.
- Improves driver safety performance.
- Identifies repeat offenders.

Identify and Deploy Active Safety Technologies

Issue

Motor carrier safety stakeholders recognize that even the most effective government motor carrier safety and enforcement programs may not significantly reduce large truck crashes over the long term. New actions and initiatives are needed to further reduce or prevent the number of large truck crashes. There is a general consensus among those in transportation management that development and deployment of active safety technologies is crucial to further and permanent reductions in CMV crashes and fatalities. Installing safety technologies that are appropriate to the fleet and operation of the company can be a useful tool in crash prevention.

Implementation Strategies

- Identify crash causation risks and implement technologies that can potentially reduce the crashes.
- Deploy safety technologies that are appropriate for your fleet and operation requirements.
- Consider conducting a pilot program prior to implementation.
- Recognize that safety technologies support, but do not replace, basic driver skills and behavior.

Expected Benefits

- Reduces potential for crashes and severity of crashes.
- Enhances driver performance.

Consider Electronic On-Board Recorders (EOBRs)

Issue

The FMCSA, based on its safety research, believes that motor carriers whose drivers routinely exceed hours-of-service (HOS) limits or falsify their HOS records have an increased probability of involvement in fatigue-related crashes and, therefore, present a disproportionately high risk to highway safety.

Implementation Strategies

- Show drivers the benefit of using EOBRs.
- Offer incentives to drivers to try EOBRs.
- Offer administrative assistance for driver implementation of EOBR use.
- Partner with companies that have implemented EOBR use.

Expected Benefits

- May lead to a reduction in out-of-service violations.
- Eliminates 15 minute "rounding" periods.
- Potentially increases the accuracy of drive time.
- May simplify the ability to plan for business if utilized with other practices.

Consider Vehicle Speed Limiters

Issue

Speeding and driving too fast for conditions are two of the most prevalent contributing factors in CMV crashes.

Implementation Strategies

- Conduct an employee awareness program on the risk of over-speeds and obtain feedback.
- Establish a company-wide policy fixing top-end speed at a prescribed level (62-68 miles per hour is the common industry range).
- Consider purchasing new vehicles with preset and tamper-proof electronic speed limiters.
- Consider resetting existing trucks' top-end speed to an established level, determined by company policy.
- Monitor for tampering and non-compliance.
- Enforce the company policy.
- Measure for changes in crashes, traffic violations, fleet management improvements, etc.

Expected Benefits

- Reduces crash occurrence, crash severity, and traffic violation and speed enforcement costs.
- Reduces fuel consumption, vehicle emissions, tire costs, and overall vehicle maintenance costs.

Consider New Power Units With Automatic Transmissions

Issue

Automatic transmissions may reduce distraction and increase situational awareness.

Implementation Strategies

- Order new trucks with automatic transmissions when it is time to replace old units.
- Consider switching to automatic transmission when replacing retired units.

Expected Benefits

- May reduce driver distraction.
- May improve driver retention.
- Increases a driver's ability for improved performance.

Conduct a Comprehensive Screening During the Hiring/Qualification of Drivers and Consider Including Aptitude or Behavioral Assessments or Profiles Where Feasible

Issue

In the hiring process, doing only a minimum of "due diligence" and addressing only items required by Federal regulations does not ensure hiring a driver who meets a motor carrier's requirements, who will be a long-term driver, and who will be a safe and competent driver.

Implementation Strategies

- Allot adequate time to have a person, other than a recruiter, conduct a meaningful interview. With the economic pressure on trucking companies to immediately seat empty trucks and the pressure on drivers and contractors "between carriers" to immediately find that next job, it is difficult to slow the process down to permit stepping back and ensuring that there is a good fit between the trucking company and the driver. Yet, if this is not done, the trucking company may end up with either an unhappy driver, who will not stay around, or an unsafe driver, who will be costly to the company.
- Provide for a face-to-face interview of the prospective driver. Depending on the size of the carrier, this interviewer may be another driver, an operations manager or supervisor, the company owner or CEO, or a safety supervisor. The interviewer should have reviewed all the completed application documentation to have full knowledge of the applicant's background and experience, including qualifications and driving record. The interviewer should be in a position to audit the application file to confirm that all requisite documents and data are in the file and that all data shows that the applicant meets the requirements set by both the government and the carrier. The interviewer must know why the driver is being recruited to ascertain if the driver can deliver the level of service that meets the carrier's standards.
- Investigate and invest in existing proven products, procedures, and services that will assist in the hiring process to identify the right drivers for the carrier. Besides interviewer training programs, the carrier may want to consider aptitude or behavioral assessments or profile screening products and programs. These aids should take into account the specific driver needs of the carrier. This is needed to identify the traits, profile, and characteristics of the "ideal driver" for the carrier. Armed with these tools, the interviewer must conduct every interview to determine if each applicant meets the carrier's standards and if the carrier is a good fit for the applicant.

Expected Benefits

Reduces driver turnover rates, unsatisfactory service, high crash rates, and excessive recruiting costs.

Carefully Screen Potential Drivers Who, in the Past 3 Years, Have Any of the Top 10 Violations From the “Predicting Truck Crash Involvement” Study

Issue

According to the study, “Predicting Truck Crash Involvement,”¹ a conviction for any of the top 10 types of improper and illegal driving events increases the likelihood of a subsequent crash between 62 percent and 325 percent. Carefully screening the motor vehicle reports of potential drivers for these 10 identified crash predictors, prior to employment, could reduce the likelihood of commercial motor vehicle crashes.

Implementation Strategies

- Increase awareness of the results of the “Predicting Truck Crash Involvement” study among the motor carrier community with particular focus on educating truck driver recruiters and hiring managers.
- Emphasize safety benefits gained by adopting pre-set, selective hiring criteria based on the top crash indicators from the study.
- Implement hiring policies specifying that the company will not hire drivers with driving records that include violations from the top crash predictors.
- Request from the DMV a copy of each potential driver applicant’s Motor Vehicle Record (MVR) for at least the previous 3 years and screen it against the top 10 driving violations listed in the study.
- Consider, as company policy, a driver applicant with any of the crash predictor violations on his or her MVR in the past 3 years ineligible for employment as a CDL driver in that company.

Expected Benefits

- Reduces large truck crashes and fatalities.
- Reduces motor carrier crash costs.
- Enhances motor carrier safety image.
- Reduces liability risks for motor carriers.

¹ “Predicting Truck Crash Involvement: Developing a Commercial Driver Behavior-Based Model and Recommended Countermeasures.” The American Transportation Research Institute, October 2005.

Identify and Address Multiple-Crash Drivers

Issue

Drivers who have multiple crashes are dangerous and costly to all types of organizations.

Implementation Strategies

- Develop a comprehensive and strategic approach to deal with crash repeaters.
- Develop a policy identifying crash repetition that stresses the organization's concern for this type of behavior. This policy ideally should be signed by senior management and by union leadership, if appropriate. This policy statement should focus on crash repetition issues and not focus on crash repeaters.
- Develop ways, such as a database, to identify and track crash repeaters.
- Clearly define what constitutes a crash repeater.
- Evaluate the factors involved in a crash and why it occurred.
- Identify a course of action or type of intervention to deal with this behavior. Options include: classroom, one-on-one, group, on-the-road and refresher training, counseling, behavior modification training and disciplinary actions.
- Train management on ways to address these individuals in a positive manner and to exhibit support for the program.

Expected Benefits

- Reduces crash repetition.
- Improves morale, employee trust, and personal accountability.
- Reduces costs and liability exposures.
- Improves workforce productivity and health.

Consider Wellness Management Programs

Issue

According to the “Commercial Truck and Bus Safety” study sponsored by FMCSA, leading transportation companies identified driver health and wellness topics as key areas. Corporate leadership may consider wellness management programs for continuously improving safety records; decreasing health care costs, workers’ compensation costs, and insurance premiums; increasing employee morale and job satisfaction; and improving retention of valued “healthy drivers.”

Implementation Strategies

- Pursue an integrated health, safety, and productivity model that addresses the following health elements:
 - Driver injuries and illnesses (e.g., overweight/obesity, hypertension, etc.); and,
 - Poor health habits (e.g. use of tobacco, alcohol, and chemical substance abuse; lack of exercise; poor diet and hydration).
- Consider program traits such as identifying the biggest cost-drivers; determining budget and return-on-investment expectations; communicating program goals to all employees; ensuring that the program overlaps with existing disease management, disability, and employee assistance programs; and presenting upper management as the program’s leaders and most visible participants.
- Include program elements that provide for confidential Health Risk Assessments to employees; waiver of deductibles and/or co-insurance; smoking cessation programs; on-site workout facilities; on-site health food; weight reduction and diet groups; subsidized health club memberships; scheduled exercise time during the work day; on-site flu shots; wellness newsletters or Web site; and an on-site wellness coach.

Expected Benefits

- Produces the highest possible level of employee participation.
- Improves individual employee lifestyle behaviors.
- Improves overall employee population health risks.

APPENDIX I

Motor Carrier Safety Advisory Committee (MCSAC) Task Statement

Task 07-02

II. **TASK TITLE**

Commercial Motor Vehicle Non-Regulatory Best Practices

III. **BACKGROUND**

The Federal Motor Carrier Safety Administration (FMCSA) was established as a separate administration within the U.S. Department of Transportation on January 1, 2000, pursuant to the Motor Carrier Safety Improvement Act of 1999. Our primary mission is to reduce crashes, injuries, and fatalities involving large trucks and buses. As a regulatory agency, FMCSA sets regulations and standards involving large trucks and buses.

IV. **PROBLEM STATEMENT**

Because there is no single solution to preventing crashes, fatalities, and injuries on our highways, FMCSA would like to promote non-regulatory approaches to accomplishing our overall mission.

V. **TASK**

The Committee should perform the following tasks:

- a) Identify non-regulatory best practices throughout the motor carrier industry.
- b) Make recommendations to the Administrator on implementing non-regulatory best practices throughout the motor carrier industry in FMCSA programs.
- c) Submit a report to the Federal Motor Carrier Safety Administration outlining findings and recommendations.

VI. **ESTIMATED TIME TO COMPLETE TASK**

The Committee should submit a report to the Federal Motor Carrier Safety Administration outlining findings and recommendations at the September 2007 meeting.

VII. **FMCSA TECHNICAL REPRESENTATIVE**

Pamela M. Pelcovits, Director, Policy, Plans, and Regulations, Phone: 202-366-4024,
Email: pamela.pelcovits@dot.gov.

APPENDIX 2

Work Group on 07-02 Commercial Motor Vehicle Non-Regulatory Best Practices

Robert Petrancosta, Chair, *Con-Way Freight*

* * *

John Bauer, *Kohls Corporation*

Michael Irwin, *Michigan Center for Truck Safety*

Terry Maple, *Kansas Highway Patrol*

David Osiecki, *American Trucking Associations*

Steven Owings, *Road Safe America*

David Parker, *Great West Casualty Company*

Karen Sain, *North Carolina Highway Patrol*

Lester Sokolowski, *National Safety Council*

J. Todd Spencer, *Owner-Operator Independent Drivers Association*