Vehicle Safety Framework

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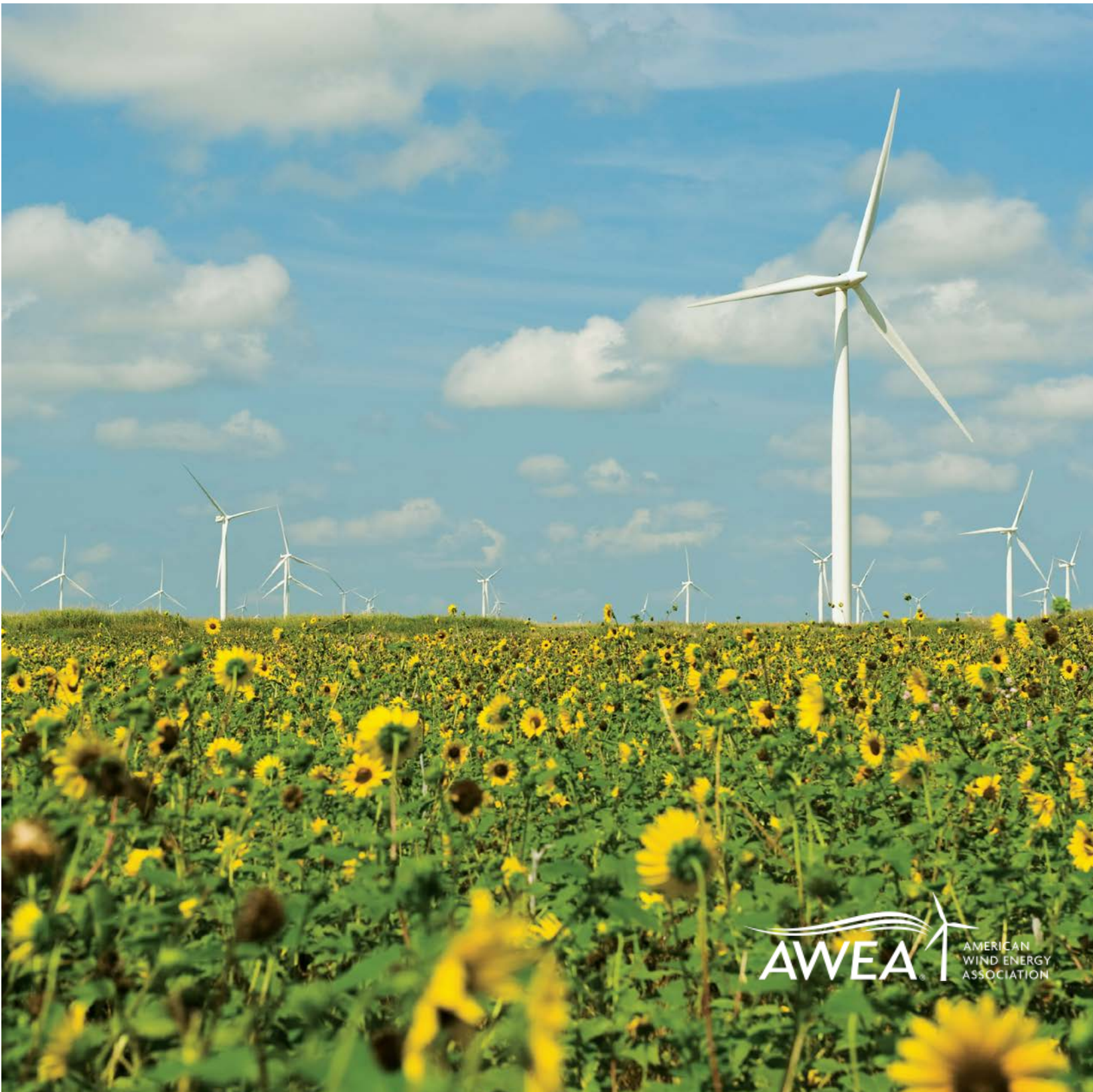

Our purpose:

This Vehicle Safety framework provides companies with a tool for the development and assessment of policies, procedures, and management processes to control risks associated with the operation of motor vehicles. It is not intended to be a mandate for its use; it has been developed to assist organizations in defining and developing an effective risk management program for safe operation of their motor vehicles.

Vehicle Safety Framework:

This framework is based on Deming's PLAN, DO, CHECK, ACT cycle which is familiar to many companies and has the benefit of being both practical and effective in delivering improved organizational performance.

We recognize that many companies already have some type of vehicle program in place. Thus, the intention is not to introduce another one. This framework has been written to provide flexibility to companies on how it is implemented. One company may use it to develop a vehicle safety program while another or may use it to measure an existing program.

Implementation of the Vehicle Safety Framework:

The framework has been written with the expectation that it will help companies, of all sizes, advance their existing vehicle safety program or introduce one if they do not have one. The framework supports companies in defining their own policy, objectives, priorities and performance targets.

The Vehicle Safety Framework is organized of the following elements listed below. Each element contains one or more activities.

1. Leadership & Commitment
2. Team
3. Analysis
4. Program
5. Training
6. Equipment Selection
7. Measuring

Measurement is an important aspect of developing, maintaining and improving a vehicle safety program. Each of the elements listed above and the elements activities are provided in a measurable format to allow companies to assess their progress in preventing vehicle incidents.

This framework incorporates vehicle safety best management practices. It enables companies to evaluate and improve their Vehicle Safety programs. The framework provides a means to perform a self-assessment and allow a company to score elements of their Vehicle Safety program.

Elements are scored on a scale of one to four. Each number representing the following:

0. Not Applicable (NA) – the element is not applicable to the activity performed by the company.
1. Evaluating Element (EE) – planning implementation of the element.
2. Implementing Element (IE) - in the process of putting the element in place. This includes writing the policies, training employees, procuring equipment.
3. Element in Place (EP) - the element is implemented, has been audited at least once and has a corrective actions process to fill any gaps.

4. Assessing Element (AE) - the element is a mature standard practice, audited annually and continuous improvement to the element is documented.

For each element, check the box you feel most represents your organization's progress in that particular element. Your checkmark represents your score for that element. For example if you are scoring element 1.2 and you checked the third box to the right of that element. You are in the process of Implementing Element (IE) which equals two (2) points. You score elements 1.1 through 1.5 in the same manner. Check only one box per element. Next, determine the average score for all elements in section 1, 1.1 through 1.5. Enter the average in the shaded box to the far right of the title of the element. You are now complete scoring element 1. Continue the same scoring method for all elements.

When scoring an element not applicable, that element will be removed from the average of the elements in the section it is marked. For example, you score elements 1.1 through 1.4 and mark element 1.5 as not applicable (NA). To determine your average, take the total of the scores for elements 1.1 through 1.4 and divide that total by four (4) to determine your average for element 1.

Benchmarking:

Benchmarking involves looking outward, outside a particular company to the industry, region or country in which they operate to examine how other wind industry companies achieve their Vehicle Safety performance levels and to understand the processes they use. When the lessons learnt from a benchmarking exercise are applied appropriately, they can facilitate improved performance.

Benchmarking is an integral part of the continuous improvement cycle. Application of frame work benchmarking exercise requires four key steps:

1. Analyze and understand in detail your existing PDO process using the elements below as a guide

2. Compare your own Vehicle Safety process to the results of others who have used the same comparative elements contained in this framework

3. Implement the steps necessary to close any gap

Benchmarking is not a one-off exercise. To be effective, it must become an ongoing, integral part of an improvement process with the goal of keeping abreast of ever-improving best practice.

Collecting Data:

Annually AWEA will include a survey of the elements contained in this framework for companies to respond too. The results of the survey will be published... A participant's identity in the framework survey will be handled in the same manner as in the injury/illness survey.

1. Leadership & Commitment	N/A (0)	EE (1)	IE (2)	EP (3)	AE (4)
1.1 Define the objectives including those for achieving improvement and/or for the management and control of risks associated with Vehicle Safety.					
1.2 Visibly support the achievement of the Vehicle Safety program, objectives and targets.					
1.3 Employees have the opportunity to participate in the development, implementation and review of the Vehicle Safety program.					
1.4 Allocate the necessary resources to support and implement the program.					
1.5 Targets are set at all relevant levels of the company to deliver the objectives of program.					
2. Vehicle Safety Team	**N/A (0)**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
2.1 Cross functional team is formed to establish expectations and program for vehicle safety.					
2.2 The Vehicle Safety team includes all stakeholders, Safety, Operations, Management, Projects, Site Management, and Technicians.					
2.3 Develops and analyzes vehicle incident data.					
2.4					
2.5 Develop training for the safe operation of vehicles.					
3. Analysis	**N/A (0)**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
3.1 A process for collecting data needed to calculate rates for tracking vehicle safety performance over time.					
3.2 Establish performance objectives based on patterns of vehicle use and the nature of motor vehicle operations to measure performance to goal.					
3.3 Use available data sources to assess safety performance, such as: loss history, benchmarking, data from public organizations such as the National Safety Council or Insurance Institute.					
Vehicle Safety Program					
4.1 Scope	**N/A (0)**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
1.1.1 The vehicle safety program applies to the operation of company-owned or leased vehicles, whether the vehicle is being driven on company business or for personal use; and the operation of rental or driver-owned vehicles for company business. It applies to persons working on behalf of the company whose job performance requires the use of a motor vehicle. Types of vehicles covered should be defined within this program.					

4.2 Program Responsibilities	**N/A (0)**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
4.2.1 A formal written vehicle safety program that states management's concern for the health and well-being of drivers throughout the company.					
4.2.2 The program establishes the expectation that drivers comply with all aspects of the company's vehicle safety program, as well as obey applicable local, state and federal laws and regulations as they relate to vehicle operations.					
4.2.3 Driver safety is a consideration as part of the employee recruiting process to ensure safe operation and management of the motor vehicle.					
4.2.4. Managers ensure employees adhere to the rules and best practices contained within the vehicle safety program.					
4.2.5 Manager provides resources needed (time, training, and equipment) to allow employees to meet the requirements of the vehicle safety program.					
4.2.6 Manager conducts a thorough investigation of all vehicle incidents.					
4.2.7 The manager formulates corrective actions designed to eliminate vehicle incidents.					
4.2.8 Employees adhere to vehicle safety program requirements.					
4.2.9 Employees immediately bring to site management's attention all unsafe or hazardous vehicle conditions or actions that may result in vehicle incidents that may cause injury or property damage before proceeding with their driving activities.					
4.2.10 The company has a process to maintain and update vehicle safety program as needed.					
4.2.11 The company conducts a thorough investigation of all vehicle incidents and formulates corrective actions designed to eliminate vehicle incidents.					
4.2.12 The company provides resources for the development and delivery of training related to the program.					
4.2.13 The company identifies and approves and provides resources for all equipment related to this program.					
4.3 Program Considerations	**N/A (0)**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
4.3.1. All employees, contractors, and visitors are made aware of vehicle safety requirements.					
4.3.2. Vehicle safety rules that address the specific issues for the company have been developed.					

4.3.3. All drivers found to be in violation of the vehicle safety rules are counseled or disciplined consistent with the company's policies.					
4.3.4. Orientation and training is established to ensure safe and effective operation of motor vehicles.					
4.3.5. A system that requires the investigation and analysis of incidents in order to report major incidents, trends, and safety performance to all management levels.					
4.3.6. A system of immediately reporting all major incidents to top management exists.					
4.3.7. A system is established to ensure the proper vehicle is selected for the intended safe use.					
4.3.8. A system of vehicle/equipment inspections and maintenance for safe operations exists.					
4.3.9. The use of occupant restraints, including the use of safety belts (seat belts/shoulder harness) is addressed in the vehicle safety program.					
4.3.10. Drivers and all passengers are required to utilize seat belts at all times for their safety.					
4.3.11. The use of drugs and alcohol as well as any other conditions that may adversely affect the ability to safely operate a motor vehicle is addressed. The program should define what constitutes a violation of this policy, and specify consequences.					
4.3.12. The program addresses potential distractions such as: Cell phone use: Eating or drinking: Grooming: Passengers: Smoking: Reading; Use of technology (e.g., GPS. Cell Phones and Computers).					
4.3.13. The program addresses aggressive driving. Aggressive driving can include: Speeding; Tailgating; Failure to signal a lane change; Running red lights and stop signs; Weaving in traffic; Yelling; Making obscene gestures; Excessive use of the horn. At the extreme end, aggressive driving can escalate to road rage.					
4.3.14. Where personal use of company vehicles is authorized, personal use should be addressed in the vehicle safety program.					
4.3.15. Drivers use their personal vehicles for company business is addressed in the program.					
4.3.16. The driver use of rental cars for company business adheres to the requirements of the company vehicle safety program.					
4.3.17. The driver's physical condition should be reevaluated on a periodic basis to make sure they are capable of performing the driving tasks outlined in the job description.					
4.3.18. Based on state regulations, motor vehicle records (MVR) checks of applicants are performed as are periodic MVR checks					

conducted to assure that the driver remains qualified.					
4.3.19. When evaluating background information, the company considers factors such as: the number of moving violations, the severity of moving violations, prior license suspension, previous crashes or incidents, previous experience or training, criminal record, history of DUI/DWI in determining if a driver is qualified to operate a company vehicle.					
4.3.20. Documentation of the qualifications and driving records of drivers is maintained.					
4.3.21. The program addresses preplanning of driving routes to minimize risk to drivers from fatigued or weather impacts (e.g., night time, visibility, etc.)					
4.3.22. Employers should consider environmental factors when setting driving hours and rest periods.					
5. Training	**N/A**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
5.1. A formal driver training program is established.					
5.2. The training program shall address requirements for new drivers, continuing education of existing drivers, and instances where remedial training shall be required. Defensive driving, Substance abuse, Distracted driving (e.g., cell phone use), Aggressive driving (e.g., tailgating), Vehicle inspection, Commodity specific training (e.g. hazardous materials, material handling, cargo securement), Safety regulations, Security procedures, Emergency equipment, Post-incident procedures, Vehicle inspection / maintenance.					
5.3. Vehicle specific orientation and training is established to ensure safe and effective operation of motor vehicles.					
5.4. All new drivers are trained on a vehicle similar in size, power, configuration and operation as the vehicle they will be using prior to being assigned the vehicle/unit, including any special equipment specific to their intended vehicle assignment.					
5.5. To ensure employee is qualified to operate the type of vehicle/vehicle combination to be driven, a behind the wheel assessment is recommended by a company approved competent person.					
5.6. Drivers should receive information and training regarding the effects of drugs (including prescription medications, non-prescription products and illegal substances), alcohol and other conditions (e.g., fatigue, medical condition, emotional states) on safe vehicle operation.					

6. Equipment Selection.	N/A	EE (1)	IE (2)	EP (3)	AE (4)
6.1 Vehicle specifications are documented and based on the activities to be performed. Examples of safety considerations include: Suitability for designated purpose, crashworthiness, cargo and load capacity, towing capacity, ergonomic considerations such as: ease of access, egress, movement within and ability to work from or in the vehicle are considered.					
6.2 Vehicles are equipped with appropriate emergency equipment which might include; emergency warning devices, first aid kit, flashlight, reflective safety vest, space blanket, light sticks, fire extinguisher, tire inflator/sealant, and reflective triangles.					
6.3 Drivers inspect vehicles at a minimum, in accordance with the vehicle manufacturer's recommendations, regulatory requirements, and recognized standard practices.					
6.4 Vehicle inspections are documented and maintained. Corrective actions are tracked to closure.					
6.5 A formal maintenance procedures and record keeping procedures that meet or exceed the vehicle manufacturer's recommendations, giving consideration to the operating environment is documented.					
6.6 All vehicles are maintained by qualified automotive service technicians at regular intervals based upon miles driven, hours of operation and/or calendar time.					
6.7 When defects are reported, the vehicle shall be repaired by a qualified automotive service technician. Safety related defects shall be repaired before the vehicle is placed back in service with appropriate records maintained.					
6.8 A Fleet Management System, GPS or other technology, is used to monitor drivers actions such as; speeding, harsh driving, location, fuel consumption, idle time and maintenance.					
7. Measurement -	**N/A**	**EE (1)**	**IE (2)**	**EP (3)**	**AE (4)**
7.1 A documented auditing process that monitors compliance with the company's motor vehicle safety program. This audit process should measure the effectiveness of each of the vehicle safety program elements listed above.					
7.2 Field observations of compliance to the vehicle safety program takes place at least annually.					
7.3 An action plan for improving performance including corrective actions is maintained.					
7.4 Progress of action plan is tracked and is a key performance indicator for site management.					