



# IOE HELPING EMPLOYERS MANAGE VEHICLE AND DRIVER SAFETY



# CONTENTS

	PAGE
<b>PURPOSE OF DOCUMENT</b>	3
<b>Managing driver safety</b>	
MANAGING DRIVER SAFETY, ONE OF THE MAJOR RISKS FOR EMPLOYERS	4
EMPLOYERS SHOULD	5
<b>Driving: A work-related risk</b>	
EMPLOYERS CONTROLLING WORK-RELATED DRIVING RISKS	6
DRIVING RISKS OUTSIDE EMPLOYERS CONTROL	7
<b>Driver standards</b>	
DRIVER QUALIFICATIONS	8
REFRESHER TRAINING AND CONTINUOUS IMPROVEMENT	9
DRIVER ASSESSMENT	10
<b>Factors affecting driving</b>	
FITNESS TO DRIVE	11
SUBSTANCE ABUSE AND PRESCRIPTION MEDICATION	12
<b>Vehicle standards</b>	
GENERAL CONDITION OF VEHICLE	13
EQUIPMENT	14
EQUIPMENT FOR SPECIAL CIRCUMSTANCES	15
<b>Standards for use of non company vehicles</b>	
RENTED OR LEASED VEHICLES, USE OF OWN VEHICLES	16
TWO WHEELED VEHICLES	17
<b>Planning the journey</b>	
TRIP PLANNING AND RISK ASSESSMENT	18
<b>Driving behaviour</b>	
REVERSING	19
CONSIDERATION AND ANTICIPATION, SAFETY BELTS, SPEED	20
COMPANY SANCTIONS FOR TRAFFIC VIOLATIONS	20
MOBILE PHONES AND DRIVING	21
<b>Checklist for managers, supervisors and drivers</b>	22

## PURPOSE OF DOCUMENT

This document gives information on what employers should consider to manage the risks involved when employees drive for business purposes. It provides a template to adapt to national circumstances and particular risks. It offers basic guidelines and instructions for driving safely in vehicles designed and licensed for use on public highways, to prevent accidents and injuries due to road traffic accidents.

It is not intended to deal with specially adapted vehicles or specialist activities other than driving, such as safe loading or unloading, handling loads or maintenance of vehicles.

It is aimed at employers for their obligations to

- Managers and supervisors of employees that drive for business purposes, e.g. sales staff, delivery drivers
- Employees that use automobile vehicles, including trucks, for business purposes
- Fleet managers



### MANAGING ONE OF THE MAJOR CAUSE OF ACCIDENTS, LOSSES AND LIABILITIES FOR EMPLOYERS

Driving on the public highways is not automatically considered a matter on which occupational safety and health specialists always provide advice to managers. Managers, supervisors and employees often do not think of driving as an occupational safety and health risk because it is something they do in everyday life. But when employees drive on company business or in company vehicles it is a risk that employers have to manage in the same way as other risks. Careful examination of company statistics for accidents, vehicle damage and liabilities can reveal that this is the area of greatest risk for employees, most expensive losses for organisations and the greatest potential liability for employers and their insurers.

*When we analysed our accident statistics, driving for business purposes was by far the riskiest but most common activity undertaken by employees. Persuading employees of this is also one of our biggest challenges. But managing and controlling the risks is all about protecting company personnel and assets.*

*Company xxxxx Global OSH Manager*

## MANAGING DRIVER SAFETY

### EMPLOYERS SHOULD

- Manage driving for business purposes in the same way as any other work-related risk
- Provide information and training for managers, supervisors, professional drivers and employees to appreciate the risks
- Ensure that the appropriate equipment is provided for the likely risks that may be encountered when employees drive on company business
- Provide training for drivers to use their vehicles and equipment safely
- Report, record and investigate accidents, vehicle damage and personal injury to identify causes, provide risk management data, prevent reoccurrence and institute improvements



*MANAGING OSH RISKS*

## DRIVING: A WORK-RELATED RISK

### EMPLOYERS CONTROLLING WORK-RELATED DRIVING RISKS

Driving on company business is a work activity and is subject to the same requirements as any other work activity, including risk assessment, control measures, implementation, monitoring and audits.

When the vehicle is owned, leased or registered by the employer it is essential that it is maintained to be safe for use on the public highway, in accordance with national requirements.

Some countries consider driving to and from home to work as a work-related risk for which employers have the responsibility to report accidents. Often labour inspectorates and police forces or other highway authorities, considering the causes of accidents, are seeking to identify whether the root cause had any work-related element for which the employer could be held accountable.

More often enforcing authorities are looking at the provision of information and supervision by employers to employees who drive for business purposes for factors, other than vehicle safety, that may have contributed to any accident such as :

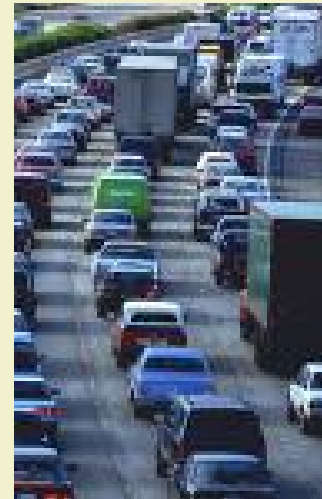
- Hours of work
- Periods and breaks for driving
- Substance abuse
- Use of mobile phones
- Other distractions for drivers



## DRIVING: A WORK-RELATED RISK

### DRIVING RISKS OUTSIDE EMPLOYERS CONTROL

Driving on the public highway differs from many other work activities in that the risks encountered by employees involve many factors such as road conditions, environmental factors as well as interaction with other drivers, that are not under the direction or control of the company. These drivers might be subject to the national or international driving tests and qualifications and the rules of the highway, but it **can be anticipated** that other drivers will not always follow or be able to follow those rules, The ways in which they may deviate from the rules cannot be predicted by an employer and the response of employees who are driving for business purposes, in such circumstances, will depend largely on their own driving qualifications, training, skills and experience.



*MANAGING OSH RISKS*

## DRIVER STANDARDS

### DRIVER QUALIFICATIONS

Managers need to ensure that drivers are appropriately qualified in accordance with national requirements. They should be competent to drive in the prevailing climatic conditions and at night. This may require medical certification or proof of adequate eyesight. They should apply strict control of legally valid documents and proof of qualification for each employee that is being requested to drive on behalf of the company.

They should also require employees to report any subsequent endorsements or infringements of driving licenses.

The following are the categories of vehicles where there may be specific provisions.

- Heavy trucks over a certain tonnage usually require a specific driving license, that has involved particular training and testing, provided by the national country authorities.
- Other special vehicles such as tankers or tractors require additional specific training prior to operation.
- Passenger vehicles to carry more than a certain number of passengers (usually 8) often require a specific training and driving license.
- Normal cars, whether owned by the company, leased, owned by a rental company or by the employee, require a current driving license and appropriate insurance.

## DRIVER STANDARDS

### REFRESHER TRAINING AND CONTINUOUS IMPROVEMENT

Where managers have employees that use vehicles routinely they should implement programmes for refresher training and continuous improvement. This should apply to :

- Professional drivers
- Personnel that drive frequently as part of their job, even if they use their own cars only.

It is recommended that these employees undertake a 'Defensive Driving Course' once in two years.

Such courses are usually run by national automobile organisations or validated professional driving instruction companies, to increase awareness and road safety skills.



### DRIVER ASSESSMENT

Assessment of individual driver behaviours should be performed periodically, it is advisable that this is done at least once a year for routine/professional drivers, through one of the following mechanisms:

- Direct management assessment. The Supervisor or a functional specialist accompanies a driver in part of her/his normal driving day and observes good behaviours as well as gaps. As a result of this assessment, management may recommend more specialised training if necessary.
- Third party specialist companies approved by the company for such assessments

The assessment should include the following:

- Driving skills and qualification
- Behaviour and attitude towards traffic (e.g. defensive driving)
- Respect of legal requirements and traffic regulations

## FACTORS AFFECTING DRIVING

### FITNESS TO DRIVE

Managers and physicians should only authorise driving for business purposes if they have sufficient evidence that the drivers are fit for the task, including

- Sufficiently healthy condition (eyesight, hearing) as appreciated by a competent physician,
- Lack of signs of substance abuse or dependence
- Complete willingness by the employee to perform the task

New employees should be assessed for fitness prior to signature of employment contract.

Medical checks of fitness to drive must be performed with a frequency according to the employee's age and the local conditions. The following best practices for professional drivers serve as examples

<b>Age</b>	<b>Frequency of medical checks</b>
Under 45 years	Every 5 years
46 to 55 years	Every 3 years
56 to 65 years	Every 2 years
Above 65 years	Every year

## FACTORS AFFECTING DRIVING

### **SUBSTANCE ABUSE AND PRESCRIPTION MEDICATION**

The company should not tolerate any driver driving under the influence of drugs, alcohol or medication that may diminish the driver's ability to concentrate and/or react. Any contravention should result in strong disciplinary action that has been agreed in a policy that has been subject to consultation with workers or their representatives.

Where managers have employees that drive for company business they should have training sessions and individual meetings with drivers, to ensure they understand the company rules:

- Drivers having substance dependence or abuse issues and those using over-the-counter drugs or prescribed medication where driving impairment is indicated as an effect, should inform their manager. They must request explicit authorisation to drive from their supervisor.
- They must get authorisation to drive from a qualified doctor before resuming their work as drivers.
- They must notify their manager of the physician's recommendations and authorisations.

### **Drug testing for drivers**

Many companies introduce random drug testing policies particularly if driver competence is a strategic risk issue e.g. for transportation of the public by air road or rail, or where driving involves the carriage of dangerous goods, it is common practice for such companies to have drug testing policies. Careful consideration should be given to their introduction, which should be subject to full consultation with workers and their representatives on the testing regimes, the significance of the results, the consequences of a positive test and the action that will be taken.

## VEHICLE STANDARDS

### GENERAL CONDITION OF VEHICLES

Managers of fleets of vehicles should ensure that all vehicles allocated for company work are in good general condition befitting the company reputation. They should ensure

- Pre-trip and post-trip visual inspection are performed by the driver and, when possible, by a competent fleet supervisor or employee specially assigned to such task.
- Employees report any defects or damage observed during these inspections.

If the above inspections indicate that the vehicle conditions do not correspond to the safety standard, the driver should refuse to take responsibility for the vehicle and management must make sure that the faulty conditions are eliminated before authorising the vehicle to be used again



### EQUIPMENT

**In all cases the equipment should comply with the required national legal standards**

**In any case the vehicle should have the following basic safety equipment:**

- Hand brake
- Safety belts
- Appropriate lights outside and inside the vehicle
- Emergency tyre and equipment for wheel change on the road
- First-aid kit
- Emergency sign (luminescent/high visibility break-down sign)



**The following equipment is recommended**

- Driver and front passenger air-bags
- High visibility jackets for driver
- Torch and basic toolkit
- In some countries there is a requirement for special provisions for drivers e.g. if they require spectacles for driving - a spare pair must be carried in the car

### EQUIPMENT FOR SPECIAL CIRCUMSTANCES

#### **In all cases the equipment should comply with the required national legal standards**

The safety advisor, fleet manager or supervisor should do a risk assessment of the likely driving conditions that may be found in the region and ensure the vehicles driven for business purposes have suitable equipment. E.g.

- If off road driving is likely e.g. for regular visits to farms etc. then only 4 wheel-drive or all terrain vehicles should be specified and used
- If heavy loads have to be regularly transferred from the car to a site (e.g. training material) then access to the car storage area should be suitable and handling equipment such as wheeled trolleys should be provided
- If snow or ice conditions are a regular feature, suitable tyres or chains should be provided. Shovels, matting, cold weather clothing and blankets should be kept in the car in the event of breakdowns
- Suitable food and beverages should be carried in the event that driving in remote areas is likely
- Sales samples should be stored securely and out of sight and special consideration should be given to the use of company logos that could attract violence or theft.
- Vehicles obviously used for the carriage of cash should be subject to special security measures.

## STANDARDS FOR USE OF NON COMPANY VEHI-

### RENTED OR LEASED VEHICLES

Whenever possible, only rental companies with good safety records and safety reputation should be used and the following rules applied:

- Purchasing managers must look at the rental car safety record and documentation before recommending it.
- Rental and leased cars intended for employee transportation must be fully equipped with basic safety devices.
- The prospective driver must visually inspect rented cars before driving them

### USE OF OWN VEHICLES

As a general rule it is not recommended that a company sanctions the use of an employee's car for company business and particularly for trips that exceed 200 Km in total. Exceptions must be explicitly authorised by the employee's direct supervisor. Known exceptions to this rule may exist in countries where the company does not provide a function car (e.g. for itinerant sales personnel) and may allow employees to use their own car for routine work. This exception must be documented in the employee's file.

When using private cars for routine business-related tasks, supervisors and employees must make sure that all the rules applicable to rented cars are respected, especially regarding vehicle condition and equipment.

The insurance arrangements must be in accordance with national laws and if utilising the employees own insurance, it should specify that the employee is covered for the employer's business-related purposes.

## STANDARDS FOR USE OF NON COMPANY VEHI-

### TWO WHEELED VEHICLES

It is recommended to avoid using motor-driven two-wheel vehicles for business purposes.

In areas where there is no other alternative, employees driving two-wheel vehicles must be trained appropriately and wear helmets, whether the vehicle is motor-driven or not.

Other recommended equipment for driving motorcycles:

- Thick shoes or boots
- Thick clothing to protect arms and legs
- Suitable goggles to protect the eyes, if the helmet does not have face protection .



## PLANNING THE JOURNEY

### TRIP PLANNING

Employees, other than professional drivers should only drive when it is indispensable or when alternative methods for travel are unavailable, less efficient or clearly disadvantageous

### RISK ASSESSMENT

Before undertaking journeys drivers should assess the risks associated with the journey. Factors to be taken into consideration include the length of the return journey, the length of the planned activity, the weather conditions, daylight hours, road conditions etc. While it is impossible to give strict guidelines because of variable weather etc., employees should consider either public transport or an overnight stay when the combination of journey and work is likely to exceed 12 hours on a one off basis, including a 250 mile (400 Km) or 6 hour car journey. In all circumstances drivers must take regular rest breaks and avoid driving while fatigued.

The traveller must

- have good knowledge of the planned routes (e.g. maps with current data, sat nav with current data)
- research any current known traffic difficulties. E.g. road works
- anticipate weather conditions
- schedule a rest period of 10-15 minutes every 2 hours maximum
- make breaks for food and drink that will help combat fatigue.
- know if it is feasible to complete the trip respecting all speed limits.

### REVERSING

Many accidents happen when reversing vehicles and this is particularly true during delivery and loading at warehouses and bays where vehicles, peoples and lifting machinery are all present at once.

Company delivery vehicles and trucks should

- always be fitted with adequate mirrors to provide visibility of the rear of the vehicle.
- preferably be fitted with audible alarms and flashing lights that are automotially engaged when reverse gear is selected.

However, the driver should never rely on these as the only means of ensuring risks are controlled.

Spotters should be deployed when there is a significant risk associated with vehicle movement and particularly when reversing.

However care should be taken by both the driver and the spotter to ensure the spotter is in a position to view the area surrounding the vehicle but is not in the path of the vehicle.

Drivers of cars should similarly ensure that the area behind them is clear when they are reversing.

## DRIVING BEHAVIOUR

### CONSIDERATION AND ANTICIPATION

All employees that drive for business must demonstrate full respect of traffic rules and regulations as well as of the other users of roads, streets, etc.

A defensive driving attitude that anticipates errors and likely transgressions by other users is necessary, by considering traffic and road conditions (rain, snow, defective roads, schools etc.)

### SAFETY BELTS

Safety belts must be used by all drivers and passengers in accordance with national rules.

Buses rented for the transport of company personnel must be equipped with safety belts when available.

Passengers must use safety belts when available.

### SPEED

Drivers must respect legal speed limits. It is recommended that drivers do not exceed 130 Km/hour or 80 miles/hour, even when local regulations permit higher speeds.

### COMPANY SANCTIONS FOR TRAFFIC VIOLATIONS

Respect of traffic regulations is the exclusive responsibility of the driver. Repeated violation of regulations may disqualify the employee as a driver. The Supervisor or Fleet Manager will determine the number of repeated incidents tolerated, taking into account the local law.

## DRIVING BEHAVIOUR

### MOBILE PHONES AND DRIVING—engine on, mobile phone off

A substantial body of research shows that using any type of mobile phone while driving is a considerable distraction and substantially increases the risk of the driver crashing. Using a hands-free phone while driving does not significantly reduce the risks because the problems are caused mainly by the mental distraction and divided attention of taking part in a phone conversation at the same time as driving, as the same parts of the brain are used for driving as are used to carry on a phone conversation.

So the best advice has to be - do not use a mobile phone whether hand-held or hands-free when driving.

In some countries it is a criminal offence to use a mobile phone whilst driving and in the event that it can be proven that an accident happened when the driver was using a mobile phone then it constitutes an offence where a custodial sentence may be imposed.

For employees who are provided with mobile phones by the company it must be company policy that employees are instructed to **not use phones** whilst driving and staff must not attempt to phone drivers. They should leave messages on voice mail if contact is required and the driver should pull off the road to a safe place to respond to any request for contact.

Similarly employees should apply the same standards to contact by anyone else such as family and friends.



## CHECK LIST FOR MANAGERS, SUPERVISERS AND DRIVERS

### If it is necessary to drive at work,

- Plan the journey in advance and ensure necessary provisions and equipment is provided for the journey
- Ensure the vehicle is safe to use and fit for purpose
- Ensure drivers are fit, authorised and competent to drive at work
- Only carry goods that the vehicle is licensed to carry
- Ensure the vehicle is safely loaded and within load or passenger limits
- Comply with rules and legislation, ensuring as a minimum that drivers:
  - Wear a seatbelt
  - Obey the speed limit
  - Do not use mobile phones while driving on company business
  - Avoid distractions (eg eating, drinking)
- Report any incidents which occur while driving vehicles at work
- Minimise risks associated with reversing vehicles
- Deploy spotters where there is **significant** risk associated with vehicle movement

## CONTACT INFORMATION



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*This information is provided as guidance only to assist employers consider the risks and measures that could be taken associated with safe driving at work. It is not comprehensive and definitive and could never cover all the road and vehicle risks and different legislation in all the countries of the world. It is intended that employers could use it as a basis and adapt it for their own situations and circumstances. I would welcome any comments that would improve the publication and help me to help you.*

*October 2009*