



BEST PRACTICES - VEHICLES AND DRIVERS


Section I. Management Leadership

Leadership support is essential in implementing a successful fleet and vehicle risk management program. When management / leadership is involved, your organization can move forward in protecting human life, preventing accidents, reducing losses and costs. Implementing these standards, demonstrates the commitment of management / leadership.


Standard I-1 Senior Management / Leadership is Committed to Driver and Vehicle Safety


 **Problem:** Leadership significantly influences safe driving and fleet management within an organization; without it, each driver or department is left on its own to determine what is important.

 **Best Practice:** Establish and communicate a signed written commitment from the President, Superior or Leadership Team to support driver and fleet safety.

 **Resource:** See Exhibit # I-1.1 for a Sample Policy Statement(s).

Standard I-2 The Organization has a Written Driver Policy with Specific Goals and Objectives


 **Problem:** Without stated goals and objectives, an organization is limited in its ability to measure the effectiveness of the vehicle / fleet risk management program.

 **Best Practice:** An organization should establish the goal of zero losses. This is accomplished through specific policies, goals and objectives for effectively managing the risks.

 **Resource:** See Exhibit # I-2.1 for Sample Goals, Objectives and Member Policies.

Standard I-3 The Organization has a Designated Fleet Administrator

 **Problem:** Without a designated fleet administrator, an organization may be limited in its ability to carry out stated goals and objectives.


 **Best Practice:** A fleet administrator is accountable for overseeing policy administration, driver safety and fleet operations.

 **Resource:** See Exhibit # I-3.1 for a list of Fleet Administrator Responsibilities.

Section II. Driver Qualification

Qualifying drivers by assessing existing and prospective drivers for your organization is essential to preventing accidents and ensuring safe transportation. Some licensed drivers may not qualify to drive on behalf of your organization. Each driver should have a valid driver's license, know the rules of the road and have a good driving record according to the organization's standards

Standard II-1 *The Organization Qualifies its Drivers using Established Criteria*

 **Problem:** Organizations are held accountable for the actions of its drivers. Without established criteria, an organization may increase its risk of accidents.


 **Best Practice:** Establish a set of written criteria to qualify and approve the organization's drivers.

 **Resource:** See Exhibit # II-1.1 for a list of Criteria for Qualifying Drivers.


Standard II-2 *Files for Each Driver are Maintained and Monitored*

 **Problem:** Incomplete files prevent effective monitoring and could increase liability.

 **Best Practice:** Maintain and monitor a separate, confidential driver file for each driver in the organization.

 **Resources:** See Exhibit # II-2.1 for a list of contents of a Confidential Driver File.
See Exhibit # II-4.1 for Confidentiality Requirements of the Fair Credit Reporting Act (FCRA).

Standard II-3 *A Current Copy of Each Driver's License is Kept on File*


 **Problem:** Without monitoring, an organization does not know whether its drivers are licensed to drive a vehicle.

 **Best Practice:** Obtain and examine a copy of every driver's license annually, including religious, employees or volunteers who drive for the organization.


 **Resource:** See Exhibit # II-3.1 Tips on Examining a Drivers License.

Standard II-4 A Motor Vehicle Record (MVR) Review is Completed For Each Driver


 **Problem:** Without reviewing motor vehicle records, MVRs, an organization is unable to properly qualify and monitor its drivers.


 **Best Practice:** Require that a motor vehicle record, MVR, review be completed before serving as an employee or volunteer and annually for all employees or volunteers who are responsible for driving vehicles on behalf of the organization.


Religious drivers will be reviewed on an as needed basis determined by the Individual Driving Assessment (See Exhibit # VI-1.2).

 **Resource:** See Exhibit # II-4.1 How to Obtain an MVR.
See Exhibit # II-4.2 How to Evaluate Driver Records.


Standard II-5 All Drivers Take a Written Exam to Determine their Knowledge of Road Safety


 **Problem:** New and experienced drivers may not know or may have forgotten the rules of the road.


 **Best Practice:** Every driver is required to complete a written basic knowledge test prior to hire; existing drivers complete the test every five years.

 **Resource:** See Exhibit # II-5.1 for a Sample Basic Driver Knowledge Test.
See Exhibit # II-5.2 for Answers - Basic Driver Knowledge Test.

Standard II-6 All Drivers who Operate a Vehicle (other than cars) Pass a Road Test with that Vehicle


 **Problem:** Religious, employees and volunteers may be unfamiliar or unskilled in driving vehicles other than cars, posing increased risks for accidents.

 **Best Practice:** Road tests should be conducted to determine the skills of existing or new drivers who operate vehicles other than cars. The road test results should be documented in the driver file with either a pass or fail result.

 **Resources:** See Exhibit # II-6.1 for an Individual Behind the Wheel Road Observation.
See Exhibit #II-6.2 for information on a Van Maneuvering Test that can be completed by your drivers.

Standard II-7 Each Prospective Driver is Interviewed Regarding Safe Driving Behaviors

 Problem: Organizations place their fleets at a higher risk for accidents when interviews are not conducted.


 Best Practice: Conduct a personal interview with an applicant to review past driving performance, attitude and qualifications. Standard questions should be developed and used during these interviews.

 Resource: See Exhibit # II-7.1 for a list of Sample Questions for Interviewing Applicants.

Standard II-8 Reference Checks are Completed for All Prospective Drivers

 Problem: Without reference checks, organizations risk hiring unsuitable drivers.


 Best Practice: Conduct at least one reference check regarding driving history for all prospective employees and volunteers.

 Resource: See Exhibit # II-8.1 for a list of Questions for Checking Driver References.
See Exhibit # II-8.2 for Application Addendum for Employment Requiring Driving.


Section III. Driver Orientation and Training

Training and education empower drivers with information and skills to safely operate a vehicle and adapt to road and weather conditions and other drivers' behavior. With this information, a driver is equipped to safely drive and navigate an organization's vehicles.


Standard III-1 The Organization has Established Specific Rules and Responsibilities for all Drivers

 **Problem:** When an organization fails to establish and communicate rules and responsibilities, the employees will be unaware of expectations.


 **Best Practice:** Establish specific rules and responsibilities for drivers and communicate these.

 **Resource:** See Exhibit # III-1.1 for a sample list of Basic Rules and Responsibilities.
See Exhibit # III-1.2 for a Driver Safety Procedure.
See Exhibit # III-1.3 for Driver Responsibilities.


Standard III-2 The Organization has a Formal Driver Orientation Procedure


 **Problem:** Drivers who are unaware of an organization's policies, procedures, specific rules and responsibilities for safe driving are a greater risk.

 **Best Practice:** Implement a driver orientation, before a driver is allowed to drive, that includes rules and responsibilities to reduce risk.

 **Resource:** See Exhibit # III-2.1 for Driver and Vehicle Orientation Guidelines.
See Exhibit # III-2.2 for a Driver and Vehicle Orientation Checklist.

Standard III-3 All Drivers Receive Training on Defensive Driving Techniques and Safe Driving


 **Problem:** Those organizations that do not utilize defensive driver training are failing to educate drivers on the skills needed to reduce risk.


 **Best Practice:** Require all drivers to attend a defensive driving seminar within three months of hire and every three years thereafter. Programs should be geared towards the drivers' expected exposure.

 **Resource:** See Exhibit # III-3.1 for a list of Approved Driver Awareness Courses.


Standard III-4 The Organization Provides Ongoing Driver Awareness for All Drivers


 Problem: Without reinforcing driver safety information, drivers get complacent.

 Best Practice: Establish an ongoing driver awareness program to communicate accident statistics, safe driving tips and pertinent information.

 Resource See Exhibit # III-4.1 for a list of Safe Driving Tips and additional information.
See Exhibit # III-4.2 for the sample Company Driver's Handbook.
See Exhibit # III-4.3 for Links to Safe Driving Web Sites.

Standard III-5 All Drivers Receive Specific Training on Safe Operating Procedures for their Vehicle

 Problem: Without specific training, drivers may not be aware of how to use safety features such as anti-lock brakes, adjustments of mirrors, seats and steering wheels because of a lack of knowledge.

 Best Practice: Provide information on special features and safety equipment for drivers who are assigned a new vehicle or operate vans, buses, small trucks, snow plows and other special vehicles.

 Resources: Refer To Dealership, Vehicle Manufacturer / Owners' Manual.
See Driver Orientation Standard III-2.1.


Section IV. Vehicle Records, Inspection and Maintenance

Making sure that vehicles are in safe operating condition reduces the risk of malfunction during use. Properly identifying and tracking vehicles, using a systematic preventive maintenance program and using a formal vehicle inspection program can help establish a safe and reliable fleet.


Standard IV-1 *The Organization has a Reliable System to Identify its Vehicles*

 **Problem:** Without accurate records, an organization is not able to identify important information regarding vehicles and primary drivers.


 **Best Practice:** Establish and maintain an updated centralized list of all vehicles, important information and primary drivers.

 **Resources:** See Exhibit # IV-I.1 for typical information needed for a Vehicle Information System. See Exhibit # IV-I.2 for a Sample Spreadsheet with Vehicle and Driver Information.


Standard IV-2 *The Organization has a Vehicle Maintenance Program Including an Ongoing Recordkeeping System*

 **Problem:** Without proper maintenance and documentation, the operating condition of a vehicle is unknown.

 **Best Practice:** Establish an ongoing preventive maintenance program, with up-to-date vehicle maintenance records.

 **Resources:** See Exhibit # IV-2.1 for a Sample Vehicle Maintenance Guideline. See Exhibit # IV-2.2 for a Sample Vehicle Maintenance Record.

Standard IV-3 *The Organization has a Formal Vehicle Inspection Program*

 **Problem:** Without a vehicle inspection program, an organization's drivers may unknowingly operate an unsafe or damaged vehicle.


 **Best Practice:** Establish a formal vehicle inspection program that requires drivers to inspect their vehicle at regular intervals based on the vehicle's use.

 **Resource:** See Exhibit # IV-3.1 for a Motor Vehicle Safety Inspection Report.


Section V. Accident Reporting, Recordkeeping and Analysis

While organizations strive for zero losses, some unplanned events still occur. Having a formal system to report and deal with accidents, breakdowns and emergencies will provide an organized response to unplanned events.

Standard V-1 *The Organization has a Formal Accident Reporting System*


 Problem: Late or unreported accidents limit the ability to manage claims and control costs.


 Best Practice: Establish and implement an accident reporting procedure.

 Resource: See Exhibit # V-1.1 for Vehicle Claim Report.
See Exhibit # V-1.2 for a list of Sample Accident Reporting Guidelines.
See Exhibit # V-1.3 for Online Auto Claims Reporting


Standard V-2 *The Organization has a Formal Accident Investigation System*


 Problem: When accidents are not investigated, drivers may perceive that accidents are tolerated.


 Best Practice: Establish and implement a formal accident investigation system for all vehicle accidents. This system should identify the cause(s) of the accident and strategies for prevention.

 Resource: See Exhibit # V-2.1 for Recording and Recordkeeping.


Standard V-3 *The Organization has an Accident Review Process*


 Problem: Without analyzing accidents, drivers may not be held accountable and future, preventable accidents may occur.

 Best Practice: Establish a process to address accident experience, causes of accidents, multiple claim drivers, moderate or high risk drivers.

 Resource: See Exhibit # V-3.1 for a Guideline to Determine the Preventability of Accidents.
See Exhibit # V-3.2 for a Spreadsheet to Track and Analyze Accidents.

Standard V-4 *The Organization has Established Emergency Road Procedures*

 Problem: Without a procedure to follow, in the event of a breakdown or road emergency, drivers may not know what to do.

 Best Practice: Establish and implement procedures to deal with a vehicle that is disabled by a breakdown, adverse weather or other conditions.


 Resource: See Exhibit # V-4.1 for Sample Procedures for Breakdowns and Road Emergencies.


Section VI. Evaluating and Improving Driver Performance

Ensuring that drivers can operate vehicles safely is fundamental to preventing accidents. Evaluating driver performance and taking appropriate action is vital for a consistent, safety-oriented policy.


Standard VI-1 *The Organization has a Formal System for Evaluating Drivers*


 **Problem:** Without a formal system, an organization may be unaware of the proficiency of their drivers.

 **Best Practice:** Develop a policy and procedures for evaluating the performance of all drivers annually after an accident or as special circumstances arise.

 **Resources:** See Exhibit # VI-1.1 for a Sample Driver Performance Policy.
See Exhibit # VI-1.2 for an Individual Driving Assessment.
See Exhibit # VI-1.3 for Driver Alert Road Observation Service.


Standard VI-2 *The Organization Takes Corrective Action for Unsafe Drivers*

 **Problem:** Without taking corrective action to eliminate unsafe driving, or improve driver performance, there are no consequences for unsafe driving.


 **Best Practice:** Develop and implement a corrective action procedure for drivers who are involved in accidents, receive traffic tickets or disregard procedures.

 **Resources:** See Exhibit # VI-2.1 for suggested Disciplinary/Corrective/Informative Actions.


Standard VI-3 *Drivers are Evaluated in their Capabilities to Drive Safely*

 **Problem:** As drivers age or develop physical limitations, they are more likely to endanger themselves and others because of reduced capabilities to operate a vehicle safely.

 **Best Practice:** Establish and implement a "Fit To Drive Program" to effectively assess and manage drivers.

 **Resources:** See Exhibit # VI-3.1 for basic criteria of a Fit-to-Drive Program.
See Exhibit # VI-3.2 for Guidelines on How To Help an Older Driver.
See Exhibit # VI-3.3 for a list of Senior Licensing Laws by State.
See Exhibit # VI-3.4 for Recommended Age For Behind The Wheel Driver Testing and Service Providers who can conduct Behind the Wheel Evaluations.
See Exhibit # VI-3.5 The Older and Wiser Driver.
See Exhibit # VI-3.6 The AAA Roadwise Review (CD ROM).
See Exhibit # II-6.1 for an Individual Behind The Wheel Road Observation Form.

Standard VI-4 *Modified Driving Plans are Used for Individuals with Reduced Capabilities*

 Problem: Allowing an individual with reduced driving capabilities to operate a vehicle without restrictions, puts that individual at an elevated risk for accidents or injury.


 Best Practice: Develop, utilize and communicate modified driving plans for individuals with reduced driving capabilities.


 Resources: See Exhibit # VI-4.1 for a list of Specific Considerations When Creating Modified Driving Plans.

Section VII. Insurance Requirements

While vehicle coverage is available through the Risk Pooling Trust, there are circumstances where the vehicles being used are not owned by the organization using them. It is important to ensure coverage for all vehicles being used for the organization's ministry.

Standard VII-1 The Organization has a Personal Vehicle Use Policy


 **Problem:** Employees or volunteers may assume that your organization's coverage will apply, when in fact their personal auto coverage is primary.

 **Best Practice:** Establish and communicate a personal vehicle use policy regarding the insurance and responsibility of the vehicle's owner.

 **Resource:** See Exhibit # VII-1.1 for a sample Personal Vehicle Use Policy and Acknowledgment Form.

Standard VII-2 The Organization has a Policy for Renting Vehicles

 **Problem:** Renting vehicles in a name other than the organization may cause coverage questions.

 **Best Practice:** Establish and communicate a policy for renting vehicles. In addition, check with your underwriting representative to determine the best practice for various rental situations.

 **Resource:** See Exhibit # VII-2.1 for Coverage Explanation for Rental Vehicles.
See Exhibit # VII-2.2 for Rental Car Procedures.

Standard VII-3 The Organization has a Policy for Contracting Third Party Transportation Service Providers

 **Problem:** Organizations that use third party transportation service providers, that do not meet specific qualifications, may place the organization at a higher risk.


 **Best Practice:** Establish a policy of qualifying and using transportation service providers.

 **Resource:** See Exhibit # VII-3.1 for a list of Criteria when Qualifying and Using Transportation Contractors.

Section VIII. Special Circumstances

The wide variety in transportation needs of the Trust membership can create a number of special circumstances, for example, student transportation, foreign drivers, commercial vehicles, etc. It is important to have standards in place to address these needs.


Standard VIII-1 The Organization has a Plan to Eliminate the Use of 11 - 15 Passenger Vans for Transporting Passengers


 Problem: 11-15 passenger vans have been proven unsafe. They are illegal in some states for transporting students.

 Best Practice: Replace 11-15 passenger vans with vehicles that meet federal motor carrier safety regulations.

 Resources: See Exhibit # VIII-1.1 for Safety Concerns Regarding Vans Used for School Transportation.


Standard VIII-2 The Organization has a Formal Procedure for Qualifying Student Drivers


 Problem: Unqualified and inexperienced, under 25 years of age, student drivers operate a covered vehicle. Colleges / Universities that do not qualify student drivers may unknowingly assume an unneeded risk.

 Best Practice: Establish and implement a procedure to qualify student drivers for covered vehicles. Students in high school or under the age of 18 should never be allowed to drive for the organization. In rare circumstances, should a student in high school need to drive a covered vehicle or use their own vehicle on behalf of the school, your underwriter should be contacted to discuss the best practice to manage the risk.

 Resources: See Exhibit # VIII-2.1 for a list of Student/Casual Driver Qualifications.


Standard VIII-3 The Organization has a Formal Procedure for Qualifying Casual Drivers


 Problem: Unqualified and inexperienced, under 25 years of age, casual drivers operate a covered vehicle. Organizations that do not qualify casual drivers may unknowingly assume an unneeded risk.


 Best Practice: Establish and implement a procedure to qualify casual drivers for covered vehicles. Individuals under the age of 18 should never be allowed to drive.

 Resources: See Exhibit # VIII-2.1 for a list of Student/Casual Driver Qualifications.


Standard VIII-4 The Organization has a Formal Procedure to Obtain Guardian Permission for Transporting Minors or Vulnerable Adults


 Problem: An organization may increase their liability when guardians do not authorize the transportation of those under their care.

 Best Practice: Establish a policy that requires signed permission slips anytime minors or vulnerable adults are transported.

 Resources: See Exhibit # VIII-4.1 for an Organization Sponsored Program Agreement Form.
See Exhibit # VIII-4.2 for Use of Personal Vehicle For School Activities Form.
See Exhibit # VIII-4.3 for a Student Driver Permission Form.

Standard VIII-5 The Organization has a Policy for Non U.S. Citizen Drivers

 Problem: Non U.S. citizen drivers with foreign or international driver's licenses may be unfamiliar with the U.S. rules of the road.


 Best Practice: All drivers should have a valid state license and comply with all requirements of Section II, Driver Qualification.

 Resources: Refer to the Standards in Section II.

Standard VIII-6 The Organization has a Policy for Those Driving in Non U.S. Destinations

 Problem: Foreign laws and insurance requirements vary considerably by location.

 Best Practice: Check with your Risk Pooling Trust underwriter for detailed information.

 Resource: Call (800) 807-0300 and ask for your underwriting representative.

Standard VIII-7 The Organization has Policies Addressing the Use of Commercial Vehicles

 Problem: Commercial vehicles require special permits, licenses and qualifications.

 Best Practice: Establish a policy on commercial vehicles that meets state and federal standards.

 Resources: See Exhibit # VIII-7.1 for a list of Commercial Vehicle Groups and Support Information.
See Exhibit # VIII-7.2 for Sample Policies Regarding Commercial Vehicles.

Section IX. Operational Concerns

Managing a fleet of vehicles involves operational concerns such as parking, key control, storage, and related matters.

Standard IX-1 *Vehicles are Stored or Parked in Appropriate Areas*


 Problem: An organization's vehicles are stored or parked in at risk areas.

 Best Practice: Identify, designate and communicate appropriate parking or storage areas for all assigned, pool vehicles and visitors.

 Resource: See Exhibit # IX-1.1 for a Sample Parking and Storage Procedure.

Standard IX-2 *The Organization has a Policy for Managing the Vehicle Keys*

 Problem: Lack of key control can lead to theft, misuse or unavailability of vehicles.

 Best Practice: Establish, implement and follow a written procedure / policy regarding the securing and handling of vehicle keys.

 Resource: See Exhibit # IX-2.1 for Key Control Guidelines.
See Exhibit # IX-2.2 for a Sample Vehicle Key Check Out & Passenger List.