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SURVEY ON SAFETY INCENTIVE PLANS



October 1951

**SMALL OPERATIONS DIVISION
AMERICAN TRANSIT ASSOCIATION
292 Madison Avenue, New York 17, N.Y.**

American Transit Association

292 MADISON AVENUE • NEW YORK 17 • N • Y •

GUY C. HECKER
Executive Manager
ARTHUR W. BAKER
General Secretary



FOR INTEROFFICE CIRCULATION
FORWARD TO

October 19, 1951

TO MEMBER COMPANIES INTERESTED IN THE ACTIVITIES
OF THE SMALL OPERATIONS DIVISION

Gentlemen:

I am enclosing for your information copy of the "Survey on Safety Incentive Plans" just completed on behalf of the Small Operations Division, with the co-operation of the Department of Personnel and Accident Prevention.

This compilation is based upon the replies of 114 transit companies to an inquiry sheet circulated, during June 1951, to all companies interested in activities of the Small Operations Division. Included are details concerning the individual incentive award plans for drivers, for outstanding accident records, as reported by 88 properties having such plans in effect.

Among the informative details given for each company are such matters as 1) types of award, 2) basis of awards and time intervals, 3) types of accidents counted, 4) number of award winners in 1950 in relation to total number of drivers, 5) group competition, 6) determination of chargeability and 7) accomplishments of incentive award plans.

This is one of a series of related surveys that are being planned to cover the important field of "Safety and Driver Efficiency" in which there is currently widespread interest among small transit companies.

Yours very truly,



General Secretary

enc.

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Devoted to the Operation and Development of the Transit Industry

TABLE OF CONTENTS

	<u>Pages</u>
Foreword and Summary	i to iv
Copy of Form - ATA "Small Operations" Survey on Safety Award Plans (June 1951)	v
Tabulation of Replies of 88 Companies Having Safety Incentive Plans:	
Companies having less than 25 drivers	2 to 5
Companies having 25 to 49 drivers	7 to 10
Companies having 50 to 99 drivers	12 to 20
Companies having 100 to 199 drivers	22 to 27
Companies having 200 to 499 drivers	29 to 33
Companies having more than 500 drivers	35 to 37
List of 26 Companies Reporting They Do Not Have Safety Incentive Plans	39
Appendix - Formal Details of Safety Incentive Plans of 17 Reporting Companies	40 to 88
Alphabetical List and Index of Reporting Companies Having Safety Incentive Plans	89 to 91

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OTHER ATA SAFETY MATERIAL
SPONSORED BY THE
SMALL OPERATIONS DIVISION

During September 1951, with the assistance of the ATA Department of Personnel and Accident Prevention, the ATA Small Operations Division sponsored a compilation AWARD WINNING SAFETY PROGRAMS covering the safety practices, procedures and programs that had proved effective for eleven of the smaller transit companies that had been winners of awards in the annual American Transit Safety Award competition. This material was compiled under general headings of 1) selection, 2) training, 3) accident reporting, 4) accident records, 5) promotional activities, and 6) award plans.

Also, in October 1951, ATA issued a new publication HOW TO HIRE A BUS OPERATOR. This manual was prepared especially for the Small Operations Division under the program of the Committee on Personnel and Accident Prevention.

FORWARD AND SUMMARY

The over-all subject "Safety and Driver Efficiency" covers an important field in which there is currently widespread interest among small transit companies. This interest has manifested itself principally in lively discussions at recent ATA regional conferences sponsored by the Small Operations Division, on topics intended to bring to light ways and means of reducing claims costs, and public liability and property damage insurance expense.

The Administrative Committee of the ATA Small Operations Division, with the assistance of the ATA Department of Personnel and Accident Prevention, is sponsoring a series of related compilations, based upon brief surveys among ATA member companies that have indicated a desire to participate in activities of this Division. These surveys will deal with specific features of successful safety programs.

The "Survey on Safety Incentive Plans" is the first that has been prepared in the series. It is based upon the replies to an inquiry sheet circulated during June 1951 among all ATA member companies interested in participating in activities sponsored by the Small Operations Division. Replies were received from 114 properties. Included in this compilation are details concerning the individual awards to drivers, or to teams or other forms of group competition, for outstanding accident records as reported by 88 companies. The remaining 26 properties indicated that they have no such award plans. A list of the latter group is also included.

For convenience in comparing the safety incentive plans of companies of relatively similar size, the replies have been grouped as follows:

Companies having less than 25 drivers
Companies having 25 to 49 drivers
Companies having 50 to 99 drivers
Companies having 100 to 199 drivers
Companies having 200 to 499 drivers
Companies having more than 500 drivers

Obviously, a few of the replies are not from "small" companies in the generally accepted sense of that term. Such replies were submitted by larger properties that have asked to be included in all matters promulgated by the Small Operations Division.

Types of Awards

As would be expected, quite a few companies are using the Safe Driver Award Plan of the National Safety Council. There were 18 companies specifically noting that they use this particular plan. It is quite probable, too, that the plans reported by some others are similar to or modifications of it. (Copies of the NSC Safe Driver Award Plan are available from ATA headquarters for member companies desiring to know its details).

The most widely used symbol of winning an individual safety award is in the form of a pin, button or badge that can be worn by the driver earning it, and which shows the number of years a driver has operated without a chargeable accident. A majority of these awards are made upon an annual basis, that is, twelve consecutive months of accident-free driving. This is sometimes figured on a calendar year or similar basis, but some reports indicate the award is based upon twelve consecutive accident-free months following the last chargeable accident. The distribution of companies using pins, buttons or badges is about even among the several sizes of companies. Incidentally, a bill fold size card or certificate is quite often

presented to winning drivers with the pin, button or badge.

Cash awards are the second most frequently found type of incentive awards among the reporting companies. The group comprising companies having more than 500 drivers was the only one that did not have some properties using cash awards of one kind or another. There are many variations and combinations of cash awards offered to drivers for good safe driving records. There are awards of from one to five cents per hour, for instance. There are semi-monthly and semi-annual awards of \$10. Other flat amounts are \$2, \$5 and \$10 monthly; \$5, \$7.50, \$10, \$15 and \$20 quarterly; and annual awards amounting to \$5, \$7.50, \$10, \$30, \$35, \$50, \$60 and \$75. In several instances U.S. Savings Bonds are awarded in such amounts as \$25, \$50, \$200 and \$250.

Uniforms or parts of uniforms are awarded by a few companies for safe driving, but only in the two groups of companies comprising those with 50 to 99 drivers and those having 100 to 199 drivers.

Watches are awarded by one or more companies in all groups of companies, except those having 25 to 49 drivers. Usually, watches are given for long terms of consecutive years of accident-free driving.

Also included are several instances where drivers can earn credits or points that have a cash value to the extent they are redeemable in merchandise prizes of considerable variety and value.

Among the miscellaneous awards are such items as wallets, pens, pencils, lighters, shirt and tie, cuff links, tie clasp, plaques and diamond rings.

There are a number of instances, among the companies in the three groups having fewer than 100 drivers, wherein it is reported that incentive awards are given to drivers for accident-free driving by the insurance carriers. These awards are usually a pin, button or badge and a card or certificate, each indicating the number of years driving with no chargeable accidents.

Basis of Awards and Time Intervals

With only a few exceptions the incentive safety awards to individual drivers are based upon the number of "nonchargeable," "preventable" or "not at fault" accidents. In most instances accidents are classed either as "chargeable" or "nonchargeable." A number of companies stress the principle of defensive driving, and indicate accidents are classed solely upon the point as to whether or not they were preventable. Also, there are a number of properties that have a number of gradations of each type of accident. Quite complete details about these are shown either in the principal tabulation of replies to the survey or in the Appendix.

By far the greater number of award plans are based upon 12-month intervals of accident-free driving. However, there are a number of plans having semi-monthly, monthly, quarterly and semi-annual intervals. Of course, too, there are long intervals of safe driving for some of the more expensive awards, running up to five, ten, fifteen and/or twenty years, in several instances.

Types of Accidents Counted

More than half of the reporting companies distributed pretty evenly throughout the various size groups reported that only traffic and passenger accidents are included in their incentive safety award plans. A little better than one third of the remaining companies include accidents to employees in addition to the ones involving traffic and passengers.

Number of Award Winners During 1950

Do only a few or do many operators receive awards where individual safety incentive plans are in effect?

More often than not, more than half of the drivers receive awards. Out of 77 companies for which figures were reported, there were 25 where between 60 and 69 per cent of the drivers received awards in 1950; and there were 14 other companies in which 70 to 79 per cent of the operators were award winners. As a matter of fact, 62 companies reported that 50 per cent or more of their drivers received safety awards in 1950. This included two companies where all of the operators obtained safety awards that year.

This leaves 15 properties where less than 50 per cent of the operators received safety awards during 1950. In one instance, only one man out of a total of 70 drivers won recognition. In this case, however, the basis for giving the awards is quite different, it being decided by majority vote of his fellow operators and maintenance men.

The following table shows the distribution among 77 reporting companies:

<u>Per Cent of Drivers Receiving 1950 Safety Awards</u>	<u>Number of Companies</u>	<u>Cumulative Number</u>
Under 10%	1	1
10-19	4	5
20-29	2	7
30-39	2	9
40-49	6	15
50-59	10	25
60-69	25	50
70-79	14	64
80-89	8	72
90-100	5	77

Among the several groupings of reporting companies, according to size, there were the following interesting results on this point:

<u>Company Groups</u>	<u>Ranges of Per Cent of Winning Drivers</u>
Under 25 drivers	40 to 100
25 to 49 drivers	11 to 79
50 to 99 drivers	1 to 92
100 to 199 drivers	31 to 87
200 to 499 drivers	13 to 100
500 or more drivers	60 to 85

Group Competition

Team or other form of group competition is not widely practiced, especially among the smaller properties. Nevertheless, two or more companies in each of the groupings, according to sizes of companies, reported having in effect some form of group competition for safety awards. There were 19 companies out of 88 reporting companies that have group competitions.

Three out of the five largest companies (with more than 500 drivers) have

them, as do five out of twelve of the next largest group of properties (those having 200 to 499 drivers). Among the smallest reporting companies only two out of 14 of those with less than 25 drivers have group competitions; two out of 14 was also the count for companies having 25 to 49 operators; while there were five among 24 in the group of companies with 50 to 99 drivers; and two out of 19 properties where there were 100 to 199 operators.

Determination of Chargeability

As indicated above, most of these incentive safety awards to individual drivers are based upon the number of "nonchargeable," "preventable" or "not at fault" accidents.

In some instances, chargeability is determined by a company official. Quite often the determination is made by a safety committee or panel containing representation of management and drivers.

In many instances, disputes arising out of the original determination are subject to review. On some of the smaller properties the case is referred to the insurance carrier for determination. There are some instances where it is referred by the involved driver direct to the National Safety Council. Generally, however, there is provision for the determination to be made by a review board comprising representatives of both management and drivers with, sometimes, a representative of the insurance carrier.

Quite complete details of a number of the varying methods of making these determinations are given both in the tabulation of replies to Item 4 on the survey sheet, and in the Appendix to this compilation.

Accomplishments of Award Plans

With only one or two exceptions, the reporting companies find that incentive award plans produce worth-while results. Some properties report that claims and insurance costs have been reduced or held down on account of use of such plans. Some report these plans act to make drivers continually safety-minded. Another point mentioned by several reporting companies is that the incentive plan contributes greatly to encourage drivers in continually practicing defensive driving, resulting not only in fewer claims and damage suits but, also, in fewer instances of buses laid up for repair.

A number of companies make the important point that their incentive award plan is only one of a number of safety activities contributing to the over-all effort to reduce and prevent accidents.

ATA "SMALL OPERATIONS" SURVEY ON SAFETY AWARD PLANS
(June 1951)

Name of Company _____

City _____ Signed _____

1. Do you give individual awards to operators for outstanding accident records? Check (Yes _____
One (No _____)

If "yes,"

(a) What type of award is given?

(b) What is the basis and time interval for the awards?

(c) What types of accidents (traffic, passenger, employee) are counted?

(d) Number of award winners during 1950 _____ Total number of operators _____

2. Do you have team or other form of group competition? Check (Yes _____
One (No _____)

If "yes,"

(a) Please give details and describe awards.

3. If a distinction is made between so-called chargeable and nonchargeable accidents in the above award plans or competitions, please describe how and by whom responsibility or chargeability is determined, and the number of gradations used.

4. What do you feel is being accomplished by your award plan?

Note: If you have a written description of your award plan, please attach a copy with your reply.

Please fill out and return one copy of this form to: American Transit Association, 292 Madison Avenue, New York 17, N.Y.

COMPANIES HAVING
LESS THAN
25 DRIVERS

BELOIT BUS COMPANY, INC., Beloit, Wis.

- 1a. National Safety Council Awards.
- 1b. 12 consecutive months.
- 1c. All reportable accidents.
- 1d. 11 out of a total of 21.
2. No
3. National Safety Council Fleet Memo. #14.
4. Makes driver more safety minded, thereby reducing accidents.

CHARLOTTESVILLE AND ALBEMARLE BUS COMPANY, Charlottesville, Va.

- 1a. - 3¢ per hour no accident bonus.
 - Annual gold award pin.
 - \$47.00 annual check with pin.
 - 5-year no accident -- 21 jewel watch in addition to three above items.
 - 6 years and over -- \$25 war bond in addition to four above items.
- 1b. Monthly for the 3¢ per hour one, and annually for all others. All awards based upon non-chargeable accidents.
- 1c. All types of accidents counted.
- 1d. 12 out of a total of 20
2. Yes
- 2a. We operate 5 city companies and each company competes for a large gold trophy.
3. All accidents are charged or not charged to operators by company management. Operators have right to appeal decision before a review board.
4. We have not paid out any money on an accident since October, 1950, nor do we have any reserve set up against an accident since October, 1950. Our total insurance cost is averaging less than 1/3 cents per mile.

CHEYENNE MOTOR BUS COMPANY, Cheyenne, Wyo.

- 1a. National Safety Council Award Cap Pin and 5¢ per hour safe driving award.
- 1b. Each year for NSC Award, and each month for cash bonus if driver has no chargeable accident during preceding month.
- 1c. Passenger and traffic accidents.
- 1d. 12 out of a total of 19 regular full-time operators eligible to participate.
2. No
3. We use the rules of the NSC for driver awards in determining chargeability.
4. Defensive driving is definitely encouraged by the extra bonus money in the pocket and, also, pride of ownership of award pins encourages safety.

THE DAYTON-XENIA RAILWAY COMPANY, Dayton, Ohio

- 1a. - Monetary at end of year.
 - Engraved certificate plus bill fold award card which the operator can carry with him.
 - Sleeve patch insignia to acquaint the public with his safe driving record, also fellow operators.
- 1b. Each month the operator goes through without a chargeable accident, he accumulates so much monetary credit which is carried to the end of the year. For any chargeable accident in a month, he loses credit for that particular month. All can participate this way and get credit for what they do during the year.
- 1c. For our safe driving award to operators all traffic and passenger accidents are counted in accordance with A.T.A. prescribed accident reporting standards.
- 1d. 16 out of a total of 23.
2. Yes
- 2a. Inter-company competition between our trolley coach operators under the Dayton-Xenia Railway Co., and motor bus operators operating under the Dayton-Xenia Motor Bus Co., an affiliated company. No special awards given.
3. Chargeability or non-chargeability is determined by our insurance company whom we considered impartial. In case of our disagreement with their findings, agreement has to be reached between ourselves and the insurance company before a decision is made.

THE DAYTON-XENIA RAILWAY COMPANY (cont'd)

4. Our A.T.A. safety record speaks for itself. City officials and our riding public certainly have nothing but praise and congratulations for our drivers' safe driving record. Our insurance premiums have been drastically cut as a result and our equipment is out running and not tied up in our shops undergoing accident repairs.

FORT DODGE TRANSPORTATION COMPANY, Ft. Dodge, Iowa

- 1a. \$50 cash is awarded annually if the operator has no more than one non-chargeable accident in each six-month period.
One chargeable accident causes operator to start over from the beginning of the next month.
- 1b. See 1a.
- 1c. Traffic accidents.
- 1d. 6 out a total of 15.
2. No.
3. Chargeable and non-chargeable are the only titles applied to any accident. The determination is made by the management from the facts in the case. The employee may disagree in which case, if necessary, a board is appointed consisting of two drivers and one of management. The decision is final.
4. It develops a personal desire to be classed as a safe driver which is accelerated beyond the normal desire of an ordinary individual to be accident free. The desire to earn the extra money and the pride in being classified a safe driver is important to the elimination of foolhardiness and chance taking.

HANNIBAL TRANSPORTATION COMPANY, Hannibal, Mo.

- 1a. Safety award pins.
- 1b. One year intervals.
- 1c. Passenger and traffic; all types of accidents.
- 1d. 12 out of a total of 18.
2. No.
3. The accident is chargeable if it is one the driver could have avoided. The insurance company determines.
4. Safety education and the awards have reduced our chargeable accidents.

INDIANAPOLIS TRANSIT, INC., Indianapolis, Ind.

- 1a. 1¢ per hour if they have no chargeable accident. For each chargeable accident we take the 1¢ per hour for 90 days. Also, we give \$5 for each year without a chargeable accident. For 10 years they receive a watch, in addition.
- 1b. Annually
- 1c. Traffic accidents.
- 1d. 10 out of a total of 21
2. No
3. An accident is either chargeable or not chargeable, and this is determined by the General Manager and the insurance company.
4. It cuts our accidents, and drivers are more alert.

LA SALLE-PERU CITY LINES, INC., Peru, Ill.

- 1a. Safe driver button.
- 1b. One year
- 1c. Traffic accidents.
- 1d. 20 out of a total of 22.
2. No.
3. Insurance safety engineering staff.
4. Good is accomplished due to the spirit of competition created.

LOUISIANA TRANSIT COMPANY, Harahan, La.

- 1a. While this property reported it does not give individual awards to operators

LOUISIANA TRANSIT COMPANY (cont'd)

1a. cont'd

for outstanding accident records, its reply included the following notes "Have an Efficiency Bonus Plan at the rate of 5¢ per hour, and included is safety record of individual driver. A chargeable accident automatically results in forfeiture of bonus for one month." It is estimated that this property has a total of between 15 and 20 drivers.

RIDGE LINES, McKeesport Penna.

- 1a. Safety button
- 1b. One year
- 1c. All traffic and passenger accidents.
- 1d. 6 out of a total of 6.
2. No.
3. Responsibility is determined by Markel Service engineers.
4. It is a good idea - operators are anxious for safety awards.

SAN MATEO-BURLINGAME TRANSIT, San Mateo, Calif.

- 1a. Button, Markel Service Award.
- 1b. One year, no chargeable accident.
- 1c. Traffic and passenger accidents.
- 1d. 13 out of a total of 19.
2. No.
3. Determined by Markel.
4. First - The operators take great pride in wearing the award. Second - The operators are careful to obtain witness cards to protect their record. Third - Operators are extra courteous against the time they need witness signatures.

SHOALS TRANSIT, INC., Sheffield, Ala.

- 1a. Yearly safety button and certificate. Also, small gift item showing years of safe driving and operator's name. (Wallets, pens, lighters).
- 1b. Annual and consecutive.
- 1c. All except employee accidents.
- 1d. 18 out of a total of 20.
2. No.
3. During 1950 chargeability was determined by the insurance company. During 1951 chargeability was determined by a panel consisting of drivers and management.
4. Drivers strive to do a better job of handling both passengers and equipment.

SUBURBAN SERVICE BUS COMPANY, St. Louis, Mo.

- 1a. Safe driving pins provided by our insurance carrier are presented at a dinner meeting. The wife of each employee is also invited. We formerly gave a money award of \$10 for each accident-free year until a maximum of \$50 per year. We discontinued the money award because a few drivers were dishonest in not reporting small accidents in order to protect their money awards. We must admit though, the money award plan when originally started certainly reduced accidents materially. We are thinking of starting this plan again having in mind that the temporary discontinuance may have taught the drivers a lesson against dishonesty.
- 1b. Yearly at a dinner meeting.
- 1c. Traffic and passenger accidents.
- 1d. 8 out of a total of 12.
2. No.
3. The Safety Engineer of the insurance company and our President review all accident reports to determine which are chargeable and which are nonchargeable. Drivers have right of appeal, but Company and insurance carrier retain final ruling power.
4. We have an enviable safety record for the first nine years, and the success of

SUBURBAN SERVICE BUS COMPANY (cont'd)

4. cont'd

our record is reflected in recognition from our insurance carrier with yearly basic premium reductions along with a retrospective rating plan that reduces insurance costs further with a good accident record.

VINCENNES TRANSIT, Vincennes, Ind.

- 1a. National Safety Council.
- 1b. NSC Award Plan.
- 1c. All types.
- 1d. 10 out of total of 15.
2. No.
3. Company and employee representatives.
4. Improved safety record, and public respect.

COMPANIES HAVING
25 TO 49
DRIVERS

BATTLE CREEK COACH COMPANY, Battle Creek, Mich.

- 1a. Pin and card certificate
- 1b. Yearly for nonchargeable (not-at-fault) accidents.
- 1c. All types of accidents.
- 1d. 31 out of a total of 49.
2. No.
3. Decided by Assistant General Manager, subject to review by an Accident Committee consisting of Assistant General Manager, one supervisor and three operators.
4. We feel that a certain amount of pride is generated. We have a number of operators who jealously guard against all types of possible incidents only because of their record.

THE BEREHA BUS LINE COMPANY, Berea, Ohio

- 1a. Cash award based upon a "points earned" plan. Also pins.
- 1b. 12 months.
- 1c. All types of accidents.
- 1d. 7 out of a total of 36 employees.
2. No.
3. See Appendix for details.
4. Property Damage: The costs both on our equipment and repairs to other property have been reduced considerably.
Personal Injury Accidents: Keeps the drivers on their toes and alert. Some men have criticized our plan as too severe. We judge the act, not the amount of damage involved. For example: one driver just scraped the paint on the right rear corner of the bus. He lost 1200 points.

BRISTOL TRACTION COMPANY, Bristol, Conn.

- 1a. Pins: one, two, three and five years.
- 1b. Yearly - no "at fault" collisions or accidents.
- 1c. Traffic and passenger accidents.
- 1d. 19 out of a total of 26.
2. No.
3. Management and men abide by findings of Markel Service Engineering Department.
4. The institution of our Award Plan three years ago has been the direct cause of improving our accident experience by 50%, resulting in three premium adjustments to our financial betterment.

CROSS TRANSIT CORPORATION, Kokomo, Ind.

- 1a. Safe Driver Awards and Certificates.
- 1b. Annually.
- 1c. Traffic and passenger accidents.
- 1d. 14 out of a total of 26.
2. Yes.
- 2a. We have 13 drivers on each team. The team with the least nonchargeable accidents is entitled to a dinner semi-annually.
3. We have a judge from each team and the Safety Supervisor to judge the accidents. Chargeable accidents are five points and nonchargeable accidents one point.
4. We feel this plan is very satisfactory.

EAU CLAIRE TRANSPORTATION COMPANY, Eau Claire, Wis.

- 1a. - \$5 maximum cash award monthly.
- Annual individual accumulative award pins (shoulder patches for all operators with 5 or more years of cumulative safe-driving records).
- Awards given at annual safety dinners by Company.
- 1b. - Monthly non-chargeable safe driving record.
- Annual awards based on full calendar year of driver without chargeable accident.
- 1c. - Traffic and passenger accidents.

EAU CLAIRE TRANSPORTATION COMPANY (cont'd)

- 1d. 95% of total of 42. (Annual awards to 32 out of total of 42).
2. No.
3. Chargeability determined by Supt. Operations. If any doubt as to operator's contribution to accident, driver panel (3) makes determination. A nonchargeable accident during the month brings a \$1 deduction from the \$5 monthly award.
4. Sizable reduction in accident claims, thereby reducing PL&PD premiums to 1.9% of gross revenue currently. (See Appendix for details of "Operators' Safety and Efficiency Bonus Plan").

GEORGIA POWER COMPANY, Rome, Georgia

- 1a. Usually some type of merchandise such as operators' uniform, cap, shirt, etc.
- 1b. One year.
- 1c. All types of accidents.
- 1d. 4 out of a total of 36.
2. No.
3. Graded by Transportation, Division Assistant Superintendent and President of Local Union. Point reductions are made as follows: A. No charge; B. 1 to 10 points; C. 10 to 25 points. Decision is made by studying accident. National Safety rules are used.
4. Makes the operators more conscientious regarding accidents and stimulates interest in their work. (See Appendix for details of "Prize Set-up").

LIMA CITY LINES, INC., Lima, Ohio

- 1a. Safety Award Pins showing the number of years of driving without a "chargeable" accident.
- 1b. Yearly.
- 1c. Traffic and passenger accidents.
- 1d. 34 out of a total of 49.
2. No.
3. The General Manager is assisted in the rating of questionable accidents by a committee of drivers comprised of older men with good accident records and one comparatively new man who also has a good record.
4. This plan coupled with a Safety Point System which provides a maximum of \$31.50 per year from which uniforms are purchased has materially assisted this Company in winning National Safety Awards for several years. (See Appendix for details of Safety Point Accumulation Plan).

MASSACHUSETTS NORTHEASTERN TRANSPORTATION COMPANY, Merrimac, Mass.

- 1a. Safety buttons.
- 1b. Awards are made each year. If a driver has an accident on a certain date, he has to drive a full year from that date to be eligible for another award. We make both consecutive and nonconsecutive awards.
- 1a. Traffic and passenger accidents.
- 1d. 18 out of a total of 34 regular operators.
2. No.
3. We feel that the driver is not responsible when a passenger is injured by falling when a bus is at a standstill. Any other accident involving collision, sudden stops, starts, and improper operation of any sort is chargeable. The general manager, safety supervisor and representative of the insurance company determine chargeability.
4. We feel that by holding our regular safety meetings and showing movies on safety and having discussions about different types of accidents, our drivers try at all times to earn their awards. Our accident rate has been dropping each year for the last few years.

NORTHERN TRANSIT COMPANY, Fargo, N. D.

- 1a. In conjunction with the Maryland Casualty Company, we present yearly pins and

NORTHERN TRANSIT COMPANY (cont'd)

1a. cont'd

certificates acknowledging safety record. (See also 4 below).

- 1b. Yearly.
- 1c. Traffic and passenger accidents.
- 1d. 18 out of a total of 30.
2. No.
3. Only chargeable accidents are counted. Chargeability is determined by insurance company after consulting with our dispatcher.
4. Some good. In addition, we pay \$5 per month for safe driving without chargeable accident. In case of question, chargeability is determined by 3 men: insurance representative, employee representative, and company representative.

OGDEN TRANSIT COMPANY, Ogden, Utah

- 1a. - \$7.50 each year without a chargeable accident.
- National Safety Council Pins.
- 1b. One year.
- 1c. All types of accidents.
- 1d. 38 out of a total of 48.
2. No.
3. If it is determined by investigation that the accident could have been avoided, it is charged to the driver. Chargeability is determined by a committee made up of the General Manager, Superintendent of Transportation and Claims Adjuster of insurance company, subject to revision by Union.
4. We believe it helps.

ORLANDO TRANSIT COMPANY, Orlando, Florida

- 1a. A merit system whereby each driver earns designated points according to his accident experience during the month. Accidents are grouped into three classes: nonchargeable, partially chargeable, and fully chargeable, according to a representative Review Board.
- 1b. On a month to month basis as far as earned points are concerned; with Bonus Points considered each quarter. Each driver may cash in his accumulated points to become an award winner at any time.
- 1c. All types of accidents wherein the driver is involved.
- 1d. Award plan was not in effect until 1951. We have 41 drivers.
2. Yes.
- 2a. As an extension to the individual award plan, there will become effective in August 1951 a group competition plan with points being awarded to each team.
3. See Appendix for details
4. Before we had this safety program our experience rating was the worst ever. Claims for 1950 with reserves amounted to \$12,662. So far this year (8/8/51), with our merit system, we have had only four chargeable accidents which are minor collisions, amounting to approximately \$500. Our drivers are well pleased and eager to accumulate points. Their record shows they are accident minded. Our new insurance company is well pleased and we hope to have a rate reduction before long.

POTOMAC EDISON COMPANY, Hagerstown, Md.

- 1a. Cash.
- 1b. - Safe driving bonus of \$5 for each non-chargeable accident month, with an increase to \$7.50 when a driver has completed his tenth 12-month period with no chargeable accidents.
- Also, an annual award of \$10 starting with the sixth 12-month period, and which increases by \$5 for each succeeding 12-month period.
- 1c. Traffic and passenger accidents.
- 1d. 32 out of a total of 42.
2. Yes.

POTOMAC EDISON COMPANY (cont'd)

- 2a. Drivers were divided into four teams and the winning team given a trip, which covered fishing, ball game or a show, each 3 months. When a tie occurred, the contest was held open for the second 3-month period. If teams were still in a tie without any chargeable accident, awards were made to teams in the tie. (See Appendix for additional details).
3. A committee composed of, a Safety Director, 3 Drivers, and 2 Supervisors, re-view each accident and determine what are chargeable and nonchargeable on the basis of whether or not the driver used the judgement and foresight as expected of a bus driver toward the prevention of the occurrence.
4. We feel that we not only caused each driver to be considerably more conscious of his own driving, but also to watch his fellow drivers in order to give him ideas for improvement. The decrease in our cost of public liability and property damage has proven to us that these plans are worthwhile.

WHEELING PUBLIC SERVICE COMPANY, Wheeling, W. Va.

- 1a. We use National Safety Council Safe Driver Awards, in accordance with rules set up by the Council.
- 1b. -
- 1c. -
- 1d. 21 out of a total of 38.
2. No.
3. -
4. -

WOODLAWN & SOUTHERN MOTOR COACH CO., Aliquippa, Penna.

- 1a. Cash award amounting to \$30 a year, as follows: \$2 a month for 6 months, plus a bonus of \$3 at end of 6 months if driver has no chargeable accidents.
- 1b. First six months of the driving bonus runs from Jan. 31st to July 31st, and second six months is from Aug. 1st to Feb. 1st.
- 1c. By the rules of the National Safety Council.
- 1d. 21 out of a total of 42.
2. No.
3. - Vehicle accident record analysis and summary once a month.
- Manager, two drivers, sit in on these meetings.
- Safety Director reads the accident report and they act upon it.
- Driver has the right to appeal his case, if he thinks a wrong decision has been made.
- When this occurs, we call in the insurance men and with the same committee they review the accident report that was appealed. This decision is final.
4. It is helping to cut down the chargeable accidents.

BAKERSFIELD TRANSIT COMPANY, Bakersfield, Calif.

- 1a. Gold Pin and prizes.
- 1b. Program runs from January 15th of one year to the next January 15th.
- 1c. Traffic and passenger accidents.
- 1d. 23 out of a total of 34 participating operators.
2. No. We found teams were not successful.
- 2a. When we had teams, a banquet was given for the winning team with all award winners as guests regardless of which team they belonged to. We feel it was a free ride for non-award winners.
3. All accidents are classified by a committee consisting of 3 operators, 1 management and 1 insurance carrier. Operators appear before the committee for questioning and if majority feel that operator was negligent in the operation of his vehicle, the accident is classified as chargeable. Only two classifications are used: chargeable or nonchargeable. (See Appendix for details of plan).
4. Our insurance is purchased on the retrospective plan. Actual cost since program has been in effect has been much less than a fixed premium policy.

COMPANIES HAVING

50 to 99

DRIVERS

BEAVER VALLEY MOTOR COACH COMPANY, New Brighton, Penna.

- 1a. A cap badge with driver's name and number of years driven without a chargeable accident.
- 1b. 12-month period.
- 1c. All accidents.
- 1d. 53 out of a total of 80.
2. No.
3. The driver is charged with the accident if he is at fault in any way concerning it. A committee of five decides whether or not an accident is to be charged. This committee consists of the following: The Safety Director and one driver who acts as secretary, and four drivers elected by the drivers.
4. The drivers appreciate these badges and put up some good fights to get them. It creates interest and keeps Safety before them all the time.

BIBB TRANSIT COMPANY, Macon, Ga.

- 1a. Safety pins.
- 1b. 12 consecutive months without a chargeable accident.
- 1c. All types of accidents.
- 1d. 36 out of a total of 93.
2. No.
3. By a Board of three men: An Operator, Superintendent and Supervisor.
4. A decrease in accidents. Operators try very hard to obtain safety pins.

BORO BUSES, Red Bank, N. J.

- 1a. - Safe driver pins and certificates.
- 5% bonus on driving time payable at the end of each 12 weeks, if there are no chargeable accidents within that period.
- 1b. Awards are made on the basis of years of driving without an accident.
- 1c. All types of accidents: traffic and non-traffic.
- 1d. 20 out of a total of 50.
2. No.
3. Accidents are discussed with driver and Traffic Superintendent. Decision is made by President. (See Appendix for details of plan).
4. Accidents are being reduced.

COLORADO SPRINGS TRANSIT COMPANY, Colorado Springs, Colo.

- 1a. - \$10 quarterly toward uniform for gold award.
- \$5 quarterly toward uniform for silver award.
- Yearly pin awards from insurance company.
- 1b. Awards every three months.
- 1c. All accidents involving a driver on duty, including courtesy to passengers.
- 1d. An average of about 6 drivers per quarter, out of a total of 80, who do not earn award.
2. Yes.
- 2a. Bulletin board showing each driver's record by month keeps data in front of drivers. Gold star for no chargeable accident; silver star for avoidable accident; and a red star for a chargeable accident.
3. Safety committee composed of Traffic Supervisor and four drivers decide on all accidents.
4. It apparently keeps safety in front of drivers as our accident experience is favorable in comparison to other companies.

COLUMBUS TRANSPORTATION COMPANY, Columbus, Ga.

- 1a. Badge worn on cap.
- 1b. 12 months as of September 1st each year.
- 1c. Traffic and passenger accidents.
- 1d. 59 out of a total of 99.
2. No.

COLUMBUS TRANSPORTATION COMPANY (cont'd)

3. Superintendent of Transportation - None.
4. Improved morale and safety.

EMPLOYEES TRANSIT LINES, INC., Lorain, Ohio

- 1a. - \$50 Defense Bond for a 12-month non-accident period according to National Safety Council rules.
- \$25 Bond, one accident.
- 1b. 12 months.
- 1c. All types of accidents.
- 1d. 30 out of a total of 50.
2. No.
3. We use National Safety Council rules, thus eliminating all arguments.
4. There are so many factors involved: insurance premiums, damages on own vehicles, loss of use, public relations, etc.

EVANSTON BUS COMPANY, Evanston, Ill.

- 1a. National Safety Council Safe Driver Award.
- 1b. 12-month periods ending December 31st and June 30th.
- 1c. Preventable traffic and passenger accidents.
- 1d. 65 out of a total of 90.
2. Yes.
- 2a. Ten teams of nine men each. No awards.
3. Accident Review Committee of two from office and two operators decide whether accidents are preventable or unpreventable.
4. Believe that most of the operators are earnestly trying to avoid accidents.

FITCHBURG & LEOMINSTER STREET RAILWAY CO., Fitchburg, Mass.

- 1a. Pin.
- 1b. One year. Operator must drive 1920 hours.
- 1c. Traffic and passenger accidents.
- 1d. 38 out of a total of 80.
2. No.
3. At present between a committee comprising union representative, garage superintendent and director of public relations.
4. It has helped to cut down accidents.

GALVESTON TRANSIT COMPANY, Galveston, Texas

- 1a. For each month (24 working days) that an operator goes without a chargeable accident, he accrues a credit of \$5 toward a bonus, and in December each year the operators are paid the bonus earned during the preceding 12 months. The maximum amount any operator can earn is \$60, even though if he worked enough of the 24-day months it might be possible for him to accumulate more than 12 of those months of safe driving.
- 1b. See above.
- 1c. Passenger and traffic accidents.
- 1d. 58 of our 74 operators had no chargeable accidents in 1950 and earned the full bonus.
2. No.
- 2a. In addition to the cash bonus, we have a safety party each quarter, which every operator who has had no chargeable accidents during the preceding quarter is privileged to attend.
3. We have a committee of three supervisory employees who classify the accidents each month as follows: (a) One that could have been avoided with ordinary care; (b) One that could have been avoided with extraordinary care; and c) One beyond control of the operator. (a) and (b) are chargeable accidents and an operator having an (a) must work 60 days before he is privileged to accrue for his monthly bonus, and with a (b) accident must work 30 days.

GALVESTON TRANSIT COMPANY (cont'd)

4. The operators are certainly happy with the idea of this bonus near Christmas time, but we can't put our finger on any actual saving in accident costs derived from it. It undoubtedly makes operators extremely conscious of accidents, and when they do have one the possibility of their being charged with it usually promotes more interest and thinking on their part than otherwise would result. We consider the money well spent for the combination of the bonus and the safety party.

HAMILTON CITY LINES, INC., Hamilton, Ohio

- 1a. Safety Award Pins showing the number of years of driving without a "chargeable accident."
- 1b. Yearly.
- 1c. Traffic and passenger accidents.
- 1d. 50 out of a total of 80.
2. No.
3. The General Manager is assisted in the rating of questionable accidents by a committee of drivers composed of older men with good accident records and one comparatively new man who has a good accident record.
4. This plan coupled to a Safety Point System which provides a maximum of \$45 per year from which uniforms are purchased, has materially assisted in the National Safety Council Award several years by this company. (See Appendix for details of "Safety Point Accumulation Plan").

HUDSON BUS LINES, Medford, Mass.

- 1a. Safe driving pin given by insurance company showing the number of years driver has been operating with no chargeable accident.
- 1b. Chargeable and nonchargeable accidents are judged. Awards are given yearly.
- 1c. Traffic accidents.
- 1d. 24 out of a total of 53.
2. No.
3. Accidents are either at fault or not at fault. The type of accident is determined by the insurance safety engineer in conjunction with the Company claim agent.
4. It tends to make the drivers conscious of the number of accidents they do or do not have. Each man involved in an accident gets a thorough "grilling" on his accident. They fight hard to get a pin each year. The management feels this is important to them.

INTER-CITY COACH LINE COMPANY, Lansing, Mich.

- 1a. Cash, with maximum of \$50 graded down depending on number of accidents and exposure time.
- 1b. Annual.
- 1c. Chargeable.
- 1d. 50 out of a total of 82.
2. No.
3. Determination made by committee composed of three drivers, one from garage, and Safety Director.
4. General reduction in accidents and better attitude toward safety measures.

JAMESTOWN MOTOR BUS TRANSPORTATION CO., Jamestown, N. Y.

- 1a. We have been giving \$10 cash safety awards for the past several years, but are discontinuing the practice as of December 31, 1951. Each driver will be eligible for one more cash award unless he disqualifies himself in the meantime. Although the granting of safety awards was not covered in our labor contract, we traded this item for a \$25 annual allowance for uniforms, which has no tie-in with accidents, effective July 1, 1951.
- 1b. For each 6 months without a chargeable accident. When driver receives a cash

JAMESTOWN MOTOR BUS TRANSPORTATION CO. (cont'd)

1b. cont'd

award or has a chargeable accident, he starts a new six months period.

1c. Traffic and passenger accidents.

1d. 55 out of a total of 88. (It is possible for a driver to receive two cash awards in one year).

2. No.

3. Chargeability is determined by the Safety Director who, in some instances, consults with the Assistant General Manager. Employees are given opportunity to appeal decisions before final award is made. Accidents are graded either chargeable or non-chargeable.

4. Nothing of benefit to the Company. We are discontinuing the awards as of December 31, 1951. The Management feels that cash safety awards tend to cause some drivers to:

- Cover up and fail to report some minor accidents such as passengers falling while boarding or alighting, closing doors on passengers and minor traffic accidents.

- Devote too much of his accident report to alibiing the accident instead of reporting complete, true and essential facts so necessary for Company to determine liability in settling claims - also for determining whether or not accident is chargeable to driver.

- Become disgruntled when charged with an accident for which he is so sure was not his fault although the facts indicate otherwise.

THE PUBLIC UTILITIES COMMISSION OF KITCHENER, Ontario, Can.

1a. A banquet is given each year at which time the operators with an accident free year and the operators on the winning team are presented with safety award buttons plus a pen, pencil, shirt and tie, cuff links, or some small gift.

1b. Yearly.

1c. All types of accidents.

1d. 51 out of a total of 90.

2. Yes.

2a. We divide our operators into teams of 10 men to a team. These names are drawn at the beginning of the year and posted on a bulletin board.

3. Chargeable accidents are decided each month by a representative of our insurance company, our Insurance Adjustor and the Operating Superintendent.

4. At one time we had a system where we paid an operator \$2 for an accident free month and \$50 if he went the complete 12 months. But when wages started to rise, this was figured in the wage scale and apparently this system is just as satisfactory as our accident rate is better than it has been.

LYNCHBURG TRANSIT COMPANY, Lynchburg, Va.

1a. - Lapel Safety Button for each year's operation without a chargeable accident.
- Also 4¢ per hour for each hour worked per calendar month is added to payroll at end of month for each operator if he did not have a chargeable accident during the month.

1b. See 1a.

1c. Passenger accidents while coach is moving and all traffic are counted. Employee accidents, and passenger accidents while coach is standing (except door accidents) are not counted.

1d. 40 out of a total of 60.

2. Yes.

2a. Operators are divided into four competitive teams. Each team has the name of a famous race horse. Race track is displayed in drivers' room showing team standings. Each calendar quarter each member of the winning team is presented a necktie at the Safety Meeting.

3. We have chargeable and nonchargeable accidents. Chargeability is determined by a committee composed of coach operators. This committee meets at the end

LYNCHBURG TRANSIT COMPANY (cont'd)

3. cont'd

of each month and passes on chargeability. (List of rules for guidance for the committee will be found in the Appendix).

4. The above described program was begun in 1946. In 1945 we had 61 accidents. In 1950 we had 46, with approximately the same mileage being operated. We feel that the program is constantly keeping the operators safety minded which we feel is the "key" to safe operation. The result of the safety program has enabled the company to decrease its excess liability coverage. The company is now self insured up to \$10,000.

THE PITTSBURGH AND WEIRTON BUS COMPANY, Weirton, W. Va.

- 1a. Our insurance company (Markel Service) gives out a merit badge indicating number of years of driving with no chargeable accident.
- 1b. Yearly.
- 1c. All types of accidents.
- 1d. 32 out of a total of 51.
2. No.
3. Insurance company representative.
4. It promotes individual safe driving by having each operator advertise personally his merit badge. He takes pride in wearing such a badge.

PUEBLO TRANSIT COMPANY, Pueblo, Colo.

- 1a. - \$10 toward uniforms for quarterly gold award.
- \$5 toward uniforms for quarterly silver award.
- 1b. Award made every three months.
- 1c. All accidents and courtesy violations for drivers while on duty.
- 1d. Out of a total of 75 operators about 8 do not earn awards each quarter.
2. Yes.
- 2a. Bulletin board shows all drivers and their safety record by months; gold star for no chargeable accident; silver star for an avoidable accident, and a red star for a chargeable accident.
3. Committee of company manager and four drivers judge all accidents.
4. Past accident record of company under former owners was rather bad. Safety awards have probably helped some.

SIOUX CITY TRANSIT COMPANY INC., Sioux City, Ia.

- 1a. - In the future it will be an annual safe-driving award for experts only in accordance with a National Safety Council Plan.
- Also, industrial awards are given the men for safe working according to NSC standards.
- 1b. Annually on basis of rules specified by the NSC.
- 1c. All types of accidents.
- 1d. 51 out of a total of 96.
2. No.
3. No gradations used. Chargeables determined by representative from the transportation department, claim adjuster, and safety director.
4. Keeps all employees safety conscious. We are very conscious of claim expenses and the increased cost of public liability and property damage and we are in hopes that the fleet safety program we have recently enrolled in, effective July 1, 1951, will prove to be of help to us on our safety program.

We have two Marlin bulletin boards where we keep safety material well displayed and also a blackboard scoreboard showing how we stack up to previous years as to collisions, injuries on bus, and boarding and alighting accidents. We think this has increased the operator's interest in trying to do a better job of handling passengers and we have reason to believe that they have been thinking safety more than ever.

SIOUX CITY TRANSIT COMPANY, INC. (cont'd)

4. cont'd

It was suggested at the Midwest Transit Meeting that the Midwest area put out a monthly standing of the various operating companies to see how we compare with other companies and give this information monthly to our employees.

Also our operators are in competition with other operating companies that have the fleet safety program so we will know how we stack up with other companies over the United States in our same operating classification. This will be posted monthly.

A monthly safe-driving booklet is being mailed to the operators' homes along with any other material we may have in the way of safety. This applies also to our industrial group.

Our first 6 months of '51 are much improved over '50 or '49.

SOUTH CAROLINA ELECTRIC & GAS CO.-CHARLESTON DIVISION-Charleston, S.C.

- 1a. - \$75 bonus is given each driver who completes a calendar year without a chargeable accident.
- Safe Driver pins are given to each driver who completes a calendar year without having a chargeable accident. Years can run consecutively until driver has a chargeable accident.
- A gold watch is given each driver who completes 5 consecutive years without having a chargeable accident.
- 1b. See 1a.
- 1c. Passenger and traffic accidents are counted against an operator's record when the operator is found to be at fault.
- 1d. 69 pins and 3 gold watches out of a total of 91 drivers.
- 2. No.
- 3. See Appendix for details of Chargeable Accident Classification.
- 4. The plan of awarding pins and gold watches is a good sound incentive system. (Note: Although definite plans have not been formulated, consideration has been given to placing the two divisions of the company (Charleston and Columbia) on the same basis, to the extent that our labor agreement will permit.)

SOUTH CAROLINA ELECTRIC AND GAS CO.-COLUMBIA DIVISION-Columbia, S.C.

- 1a. - Uniform Allowance - It is understood and agreed that The Company will pay a uniform allowance to each operator who, in any twelve (12) consecutive months, is involved in no chargeable accident causing damage to property or person in excess of \$50.00. Those employees who complete such twelve (12) months period on or before October 25, 1948, will receive an allowance of \$50.00. Those employees who complete such period after October 25, 1948, will receive an allowance of \$75.00.
- Pins - "Safe Driver" pins are awarded by the Company to each operator who drives 12 consecutive months without a chargeable accident from July 3 to July 3. For each consecutive 12 months of driving without a chargeable accident the operator will receive a "Safe Driver" pin with the appropriate numeral. The following is the breakdown of the "Safe Driver" pins awarded the drivers by years:

1 through 3 years	Plain
4 through 6 years	1 Ruby Center
7 through 9 years	2 Rubies
10 through 12 years	1 Diamond
13 through 15 years	1 Diamond 2 Rubies
16 through 18 years	2 Diamonds 1 Ruby
19 through 20 years	3 Diamonds

SOUTH CAROLINA ELECTRIC AND GAS CO.-COLUMBIA DIVISION (cont'd)

- 1b. 12 months.
- 1c. Traffic and passenger accidents are graded by the contest rules of the National Fleet Safety Contest.
- 1d. 84 received uniform allowances and 74 received Safety Pins for the year ending July 2, 1950, out of a total of 91 operators.
2. Yes.
- 2a. Several years prior to 1950 the drivers were divided up into groups that competed against each other and the competition was very keen and good results were obtained. The losing group was to serve a supper to the winners. After winning the A.T.A. award for several years the whole group acted as a team to win the A.T.A. award for another year. For winning this award a supper was given to all of the drivers.
3. - Grading of chargeable and nonchargeable accidents are guided by the rules of A.T.A.
- Uniform allowances are governed by the following:
"It is understood and agreed that The Company will pay a uniform allowance to each operator who, in any twelve (12) consecutive months, is involved in no chargeable accident causing damage to property or person in excess of \$50.00. Those employees who complete such twelve (12) months period on or before October 25, 1948, will receive an allowance of \$50.00. Those employees who complete such period after October 25, 1948, will receive an allowance of \$75.00."
- Company Safety Pins are awarded to the drivers according to the rules of the A.T.A. and N.S.C. Fleet Safety Contest, except the driver is not held chargeable for an accident beyond his control. This non-chargeability is determined by the Safety Department and Superintendent of Transportation.
4. We feel the above award plans have been very helpful in winning the ATA Top Award Plaque for six consecutive years for cities with 100,000 to 250,000 population. (Note: Although definite plans have not been formulated, consideration has been given to placing the two divisions of the company (Charleston and Columbia) on the same basis, to the extent that our labor agreement will permit).

TUCSON RAPID TRANSIT COMPANY, Tucson, Arizona

- 1a. Our insurance company gives safe driving pins on a one, two or more year basis for nonchargeable accident years.
- 1d. This property has approximately 66 drivers.

UNITED MOTOR COACH CO., Des Plaines, Ill.

- 1a. National Safety Council Safe Driver Award.
- 1b. One year without a preventable accident. These awards are issued yearly to drivers at a regular Company meeting.
- 1c. Traffic and passenger accidents.
- 1d. 27 out of a total of 53.
2. At present no.
3. Committee of four grade accidents as to preventability and non-preventability. This Committee consists of two drivers who alternate every three months according to seniority, Safety Director and a Safety Engineer from the insurance company.
4. Drivers are very conscious of their accident records due to this Safe Driver Award.

VALLEY TRANSPORTATION COMPANY, Lemoyne, Penna.

- 1a. - Bond
- Tie Clasp

VALLEY TRANSPORTATION COMPANY (cont'd)

1a. cont'd

- Certificate

1b. Voted by all employees. One year.

1c. All types of accidents

1d. One out of a total of 70.

2. No.

3. An operator can have an accident and still win the award. All features and safety of driving are considered, such as handling passengers, reporting for work, running on time, cooperation with fellow employee, etc.

4. By all employees voting and posting the results, each operator knows what his standing is with his fellow employees.

Note: The foregoing replies suggested this as being one of the most unique award plans reported. In further correspondence with the management it was pointed out that three things make this plan different from most others: First, the award is voted by all employees; second, that there was only one winner out of a total of 70 operators in 1950; and, third, that an operator can have an accident and still win. This brought the following additional statement from the Company:

"We can only say that this is the second year that we have attempted to organize this safety award. The primary thing we are trying to create is to hold all the operators interested in this safety award. There definitely are accidents that should not enter into the award qualifications; also the fact that an operator is cooperative in his work, dependable, courteous to his passengers, etc. We believe by including all of these qualifications you can definitely keep the operators much more interested in obtaining this safety award, than by narrowing it down to perhaps the or twelve men of your organization. The fact that all employees vote for three operators that they believe are outstanding does this, as you know the operators have definitely established themselves with the other employees by their attitude and cooperation as to what type of an operator they are.

"Now, of course, we have a small organization and our shop office, and operators come in very close contact with one another, thus enabling them to be able to judge the individual. We will say this, that in posting the winner for 1950, we included in the bulletin that the Company is open to all suggestions that might be helpful in further determining next year's winner. We have already received some suggestions, and possibly there might be a few changes. We believe that it will take two or three more years of selecting safety award winners, to finally setting up our policy of selection.

"Once again, the principal issue is to keep all operators pulling for this award and not after the first month of the year to know that they have been disqualified."

Further correspondence developed that although three operators are voted upon, there is only one winner who takes all three prizes (bond, tie clasp, and certificate). The object of voting for three is to eliminate any promotion on behalf of one particular operator. Incidentally, the maintenance men vote in this contest too, but they are not eligible for any award. On this small operation the maintenance men are well acquainted with the operators. "The chief object of this award", the Management states, "is to try to keep all operators in the running the whole year. We believe that if an operator does not consider himself out of the running for this award because of one incident or accident, he will hold more interest in his job and in the contest."

WISCONSIN PUBLIC SERVICE CORPORATION, Green Bay, Wis.

1a. A card and button from the Employers Mutual, of Wausau, Wis. The card bears a statement to the effect that the party named on it has operated a Motor Vehicle for --- years without a chargeable accident. The button has the number of years inscribed.

WISCONSIN PUBLIC SERVICE CORPORATION (cont'd)

- 1b. Year, from July 1 to following June 30.
- 1c. Traffic accidents only.
- 1d. 54 out of a total of 63.
2. No.
3. Only chargeable accidents are involved. Responsibility is determined by Personnel Department, and in some cases they refer to the Operating Department.
4. This plan has aroused a very good interest and sense of responsibility in the men. In fact, last year we planned on discontinuing the plan, but received so many request from the men that we reconsidered and put it back into effect.

YORK BUS COMPANY, York, Penna.

- 1a. Pin.
- 1b. One year clear of any chargeable accident.
- 1c. All accidents are counted.
- 1d. 68 out of a total of 96.
2. No.
3. Superintendent of Transportation and General Manager.
4. All drivers are proud of receiving this award which is handed to them by the Mayor of the City.

COMPANIES HAVING
100 to 199
DRIVERS

BATON ROUGE BUS COMPANY, INC., Baton Rouge, La.

- 1a. National Safety Council.
- 1b. As described in NSC Fleet Safety Memo, #14 and #3
- 1c. Traffic accidents.
- 1d. 68 out of a total of 101.
2. No.
3. Classified according to NSC Regulations.
4. It causes the operators to take greater interest in their accident record and makes them more safety conscious.

BOSTON, WORCESTER & NEW YORK ST. RY. CO., Framingham, Mass.

- 1a. - A \$50 Savings Bond.
- National Safety Council pins.
- 1b. For each full year without a preventable accident.
- 1c. All types of accidents.
- 1d. 78 out of a total of 131.
2. No.
3. We use the National Safety Council definition of preventable accidents.
4. We feel that we have definitely improved our safety record.

BUFFALO TRANSIT COMPANY, INC., Buffalo, N. Y.

- 1a. National Safety Council Awards.
- 1b. One year of driving without a chargeable accident.
- 1c. Traffic and passenger accidents.
- 1d. 116 out of a total of 145.
2. No.
3. We give a chargeable only when an accident could have been avoided by our driver. This is determined by our Claims Manager and any questions are referred to the National Safety Council in Chicago.
4. The drivers take a pride in these awards and, also, feel that the awards give a good recommendation if applying for other work.

CHARLESTON TRANSIT COMPANY, Charleston, W. Va.

- 1a. - Watches and uniforms
- Drivers with no chargeable accident have pictures in local papers.
- 1b. Safe driving, given yearly.
- 1c. All types of accidents.
- 1d. 83 out of a total of 136.
2. No.
3. An accident is either chargeable or nonchargeable. This is determined by the Safety Supervisor and the Assistant Superintendent.
4. The above awards furnish ample incentive to reduce our accidents.

CITY RAPID TRANSIT LINES, INC., Newark, Ohio

ZANESVILLE RAPID TRANSIT, INC., Zanesville, Ohio

MANSFIELD RAPID TRANSIT, INC., Mansfield, Ohio

SANDUSKY RAPID TRANSIT, INC., Sandusky, Ohio

- 1a. - A plaque with the driver's name and an interchangeable insert showing the number of accident-free years.
- Also, a lapel button showing the number of accident-free years.
- 1b. The time interval for the awards is one year. The award is given on the basis of nonchargeable accidents during any twelve-month period.
- 1c. All types of accidents are counted.
- 1d. 34 out of a total of 108.
2. No.
3. Responsibility for accidents is determined by a Review Board meeting quarterly, consisting of a representative of the insurance carrier, a representative of the drivers, and the superintendent of the property involved, with the safety

CITY RAPID TRANSIT LINES, INC.
ZANESVILLE RAPID TRANSIT, INC.
MANSFIELD RAPID TRANSIT, INC.
SANDUSKY RAPID TRANSIT, INC. (cont'd)

3. cont'd

supervisor acting as secretary of the meeting. We have no gradations. Awards are made strictly on the basis of nonchargeable accidents.

4. Our experience has been a general over-all reduction in accidents since the plan went into effect slightly more than two years ago, and it has proven more effective than a cash award plan which we at one time had.

EVANSVILLE CITY COACH LINES, INC., Evansville, Ind.

- 1a. Cash awards paid quarterly.

1st 3 months without Preventable accident \$5

2nd 3 " " " " \$10

3rd 3 " " " " \$15

4th 3 " " " " \$20

- 1b. At the end of each year completed without preventable accident the driver receives "Certificate of Driving Excellence", then reverts to 1st quarterly payment and works through the 4th. When driver is charged with preventable accident his 1st period starts the day following such accident.

- 1c. Traffic and passenger accidents.

- 1d. 139 - \$5 awards
104 - \$10 awards
100 - \$15 awards
75 - \$20 awards

Average number of drivers was 160.

2. No.
3. A committee composed of Vice President and General Manager, Manager of Claim Department and President of Union.
4. It is definitely benefiting us because it keeps supervision as well as the operators conscious of the individual accident records.

FLINT TROLLEY COACH COMPANY, Flint, Mich.

- 1a. - Safety certificates and pins.
- After 6 years, uniform or check whichever is preferred, (\$5 bonus monthly).

- 1b. Monthly and yearly.

- 1c. Traffic and passenger accidents.

- 1d. Total number of operators is 145.

2. No.
3. Safety Director and General Superintendent determine regarding accidents.
4. We feel it helps in reduction of accidents.

FORT WAYNE TRANSIT INC., Fort Wayne, Ind.

- 1a. Yearly cash awards given each December for year ending November 30.

- 1b. Based on point system with value of 1¢ per point accrued at 200 points per month and debited per accident classification. A 10% bonus percentage for each complete safe driver year is applied to final award point balance. (See Appendix for complete details).

- 1c. All traffic and passenger accidents per ATA standards.

- 1d. 120 out of a total of 158 (year's average).

2. No.
3. Accidents judged by Superintendent of Transportation, Superintendent of Operation and Safety Director:
 - A. No fault on part of Operator
 - B. Partial fault of Operator
 - C. Total fault of Operator

4. A definite incentive has been created through the cash awards; also a spirit of

FORT WAYNE TRANSIT INC. (cont'd)

4. cont'd

pride through recognition of our best drivers by way of a Safety Award board listing individual records of all men in the drivers' room.

GRAND RAPIDS MOTOR COACH COMPANY, Grand Rapids, Mich.

- 1a. - No accident service lapel pins.
- Also, National Safety Council shoulder patch.
- 1b. No chargeable accidents on a yearly basis.
- 1c. All accidents.
- 1d. 51 out of a total of 167.
2. No.
3. All facts of accident studied for chargeable or nonchargeable. Committee composed of Superintendent of Transportation, Personnel and Claim Department heads.
4. Reduction in accidents based on previous years.

INDIANA RAILROAD (DIVISION OF WESSON COMPANY), Indianapolis, Ind.

- 1a. The following applies to our three city operations namely: Anderson, Muncie and Richmond, Indiana.
 - The safety award plan which is in effect now has been used since 1942. It includes earning credit towards uniforms or cash as follows:
 - Merit Award Plan: After 1100 hours of pay without a chargeable accident driver is presented with a new uniform cap or a monetary credit of \$4.95. After 1600 hours of pay without a chargeable accident driver is presented with a new pair of uniform pants or a monetary credit of \$14.95, and after 2200 hours of pay without a chargeable accident he is presented with a new uniform jacket or a monetary credit of \$17.35.

On an average, each driver operating a year without a chargeable accident will receive a complete uniform or more depending on the number of hours he worked. If a driver has a chargeable accident he does not lose his accumulated monetary credit, but does lose his hours and returns to "0". For instance if a driver has a chargeable accident and accumulated hours totaling 1500 and a monetary credit of \$4.95 he does not lose the monetary credit of \$4.95 but he does lose the 1500 hours and starts with "0" hours on the day of the chargeable accident, therefore, it is possible for a driver to receive a portion of the merit award, even though he has a chargeable accident.

- Other awards include:
 - Safe Driver Award pin and certificate from Markel Service, Inc. for operating one year without a chargeable accident.
 - Also, a company certificate on same basis.
 - 19 jewel Hamilton Engraved Wrist Watch for 10 years without chargeable accident.
 - Indiana Railroad diamond ring (\$250 value) for 15 years without chargeable accident.
- 1b. See 1a.
 - 1c. The types of accidents judged in a driver's record are any types of operational accidents, including property damage accidents, accidents with fixed objects, and personal injury or possible personal injuries to passengers.
 - 1d. There are a total of 137 operators.
 2. No.
 3. There is an Accident Review Board of 7 members, as follows: Two drivers and the garage steward representing the drivers involved in the accident; two company management representatives and the garage superintendent plus the insurance representative. The Safety Director acts as secretary to this Board, compiling all information possible and presenting it to the Board at the time the Board meets to classify accidents; usually at the end of each month.
 4. We feel that the Merit Award System, as a part of our Accident Prevention

INDIANA RAILROAD (DIVISION OF WESSON COMPANY) cont'd

4. cont'd

Program, is an added incentive to the operator for safe driving, and we believe it has played a big part in helping to cut down accidents. This is particularly with regard to severity due to the alertness on the part of the driver. As a result of our experience we find that the driver is more conscious about his Merit Award than he is with his Safe Driving Award.

NUECES TRANSPORTATION COMPANY, Corpus Christi, Texas

- 1a. - Cash bonus.
- National Safety Council awards.
- 1b. - Cash bonus award is earned for 90 days driving without a chargeable accident, four successive periods earn an additional bonus equal to a 90-day award.
- National Safety Council awards are made at the completion of one year's driving without a chargeable accident.
- 1c. Traffic, passenger and employee accidents.
- 1d. Out of a total of 100 drivers, the following awards were given in 1950:
- 321 Quarterly awards of \$5.
- 58 Yearly awards of \$5 additional.
- 50 NSC awards.
2. No.
3. Accidents are first charged by the Safety Department on National Safety Council Rules. All accidents that are charged are then referred to a 5-man committee who approve or disapprove their being charged. A Driver as a last resort may appeal a chargeable accident direct to the National Safety Council, Fleet Safety Division (quite a few have gone to the Council, however they have never reversed a decision).
4. We believe that pride in a driver's driving is built up by being able to display his National Safety Council Safe Driver Emblem on his cap.

PENN TRANSIT COMPANY, McKeesport, Penna.

- 1a. Pin indicating years of safe driving.
- 1b. Awards are given annually based upon a year's operation without an at fault accident.
- 1c. Traffic and passing accidents.
- 1d. 89 out of a total of 110.
2. No.
3. There are two gradings: chargeable and nonchargeable, made by the Superintendent of Transportation.
4. Drivers are made more safety conscious. The majority of them really strive to earn their awards.

ROANOKE RAILWAY & ELECTRIC COMPANY, Roanoke, Va.

- 1a. - National Safety Council no-accident awards.
- Lord Elgin Wrist Watches.
- See also 2a below.
- 1b. - The NSC Awards are on an annual basis, presented at regular Quarterly Meetings.
- The watches are for 10 years without an accident.
- 1c. Traffic and passenger accidents.
- 1d. 112 NSC Awards and 4 watches out of a total of 145 drivers.
2. Yes.
- 2a. Our operators are divided into four teams. Each team has a supervisor as Captain and Co-Captain and the winning team is recognized at our Quarterly Safety Meetings and given a banner or some small gift. At our last Meeting each man on the winning team was given a necktie. The number of the Team winning for the year is engraved on a plaque.

Our Company is also in a inter-company contest with three other properties

ROANOKE RAILWAY & ELECTRIC COMPANY (cont'd)

2a. cont'd

owned by the same people and a trophy is given the winning team in this group.

In 1950, we gave all of our operators a \$25.00 bonus each three months they operated a bus without an accident, This year we are giving them 4¢ per hour for each month without an accident, paid on a monthly basis.

3. We follow the National Safety Council rules in charging accidents, which means that if the bus is moving and an accident occurs, it is most always chargeable. This is determined by the General Superintendent.
4. We feel that our accident prevention program is enabling our Company to operate at a profit.

SAVANNAH TRANSIT COMPANY, Savannah, Ga.

- 1a. - Bill-fold certificate
- "Safety" pin.

- 1b. 12 consecutive months one star
24 " " two stars
36 " " three stars
Four years four stars

Thereafter - a safety star becomes a single pin with the number of years indicated on it.

These pins are gold and are very nicely designed. They are worn by the operator on the band of his cap, in a position for the public to recognize them. After award of a 3-year pin, should an operator have a chargeable accident, he is penalized 12 months for that accident.

- 1c. All types of accidents are included in this program.
- 1d. 66 awards out of a total of 106 drivers.

2. Yes.

- 2a. This Company also carries on safety team competition, -all operators are divided equally into eight teams, - a Captain and a Co-Captain are their own members; contests are strictly on a monthly basis, and the team having the smallest number of accidents, is the winner. In this contest there is no distinction between chargeable and non-chargeable accidents, the teams are charged with all accidents; should there be a tie at the end of the month between two or more teams, that monthly contest is continued between the teams in question until one finally wins.

The members of the winning team usually have a safety supper; however, this is changed at times to provide a prize for the monthly winner of a turkey at Thanksgiving and Christmas time, or some other appropriate prize for conditions that might arise from time to time.

Daily records are maintained in the Operators' Room, showing the operator's individual accident record, cumulative for the year in question, and also safety team records are posted every day, both graphically and by tabulation.

3. The individual safety awards plan penalizes a driver 12 months for a chargeable accident.
4. -

SOUTH SUBURBAN SAFEWAY LINES, INC., Harvey, Illinois.

- 1a. - Pins and cards, designating number of years safe driving without a preventable accident.
 - 23-jewel Hamilton pocket watch for 5 years safe driving without an accident.
 - 23-jewel Hamilton pocket watch for 10 years safe driving without a preventable accident.

SOUTH SUBURBAN SAFEWAY LINES, INC. (cont'd)

1a. cont'd

- Banquet for 3 or more award winners.
- 1b. Awards are given for safe driving without a preventable accident at one year intervals. See also 1a.
- 1c. All types of traffic and passenger accidents.
- 1d. 122 out of a total of 167.
- 2. No.
- 3. Accidents are judged once each month by accident judging board consisting of safety committee of three drivers and two men from the company. Drivers can appeal the verdicts of the safety committee to the President of the company and his decision is final.
- 4. We feel our award plan has encouraged safe driving among our operators. Our drivers, almost without exception, are proud of their safe driving records and recognition given them for their years of safe driving.

TULSA CITY LINES, INC., Tulsa, Okla.

- 1a. Safety Award Pins: 1 year Bronze
 - 2 years Silver
 - 3 years Gold
 - 4 years gold with ruby
 - 5 years Wreath emblem award containing diamond and number of years.
- 1b. - No avoidable accidents for one year from date of last avoidable accident.
 - 10 days allowed for sickness.
 - Vacation and regular days off counted as days worked.
- 1c. Traffic, passenger and employee accidents are counted.
- 1d. 103 out of a total of 197.
- 2. No.
- 3. We use avoidable and unavoidable, as determined by the Assistant Superintendent.
- 4. A reduction in the number of accidents. Operators are desirous of earning the awards.

COMPANIES HAVING

200 to 499

DRIVERS

AKRON TRANSPORTATION COMPANY, Akron, Ohio

- 1a. 1 Year free from Chargeable Accidents. For the First Year and each year thereafter that an operator completes free from chargeable accidents, he is given a card of appreciation, signed by the President, General Manager, Superintendent, and Safety Director of the Company. Sample attached.
Also for 1 Year he is given a No Accident Pin bearing the Company's insignia.
- 2 Years free from Chargeable Accidents. A No Accident Pin bearing the Company's insignia.
- 3 Years free from Chargeable Accidents. A Watch Charm Engraved.
- 4 Years free from Chargeable Accidents. \$20.00
- 5 Years free from Chargeable Accidents. \$25.00
- 6 Years free from Chargeable Accidents. \$30.00
- 7 Years free from Chargeable Accidents. \$35.00
- For each additional Year free from Chargeable Accidents. \$35.00

During January the Company gives a Safety Banquet and entertainment, for all operators and their wives, who have completed either the First half, or the Last half of the preceding year without a chargeable accident.

- 1b. See 1a.
- 1c. (See Classification of Accidents for Youngstown Municipal Railway Company in Appendix. Akron and Youngstown properties are under same management).
- 1d. - During 1950, 228 or 78% of our 292 operators who were eligible completed the year without a chargeable accident.
- During 1950, 298 or 98% of our operators who were eligible completed six months, either during the First half or the Last half of the year without a chargeable accident.
- 2. No.
- 3. Chargeability is decided by the Claim department, and approved by the Superintendent. (See Classification of Accidents for Youngstown Municipal Railway Company in Appendix for additional details. Akron and Youngstown properties are under same management).
- 4. Reduction in number of accidents.

ALEXANDRIA, BARCROFT & WASHINGTON TRANSIT COMPANY, Alexandria, Va.

- 1a. - Pins
- Uniforms
- 1b. - Pins are given on consecutive years of safe driving.
- One 3-piece uniform is given for each 2200 hours of non-chargeable driving.
- 1c. Traffic and passenger accidents.
- 1d. 35 out of a total of 280.
- 2. No.
- 3. Chargeability is determined by Superintendent of Safety upon completion of investigation of accident.
- 4. We feel that our award plan creates interest and safe driving and, also, helps to eliminate accidents.

THE CINCINNATI, NEWPORT AND COVINGTON RAILWAY CO., Covington, Ky.

- 1a. The National Safety Council Safe Driver Award.
- 1b. The time interval is one year. Operators must operate accidents free 12 months for a one-year award, 24 months for a two-year award, 36 months for a 3-year award, etc. After they have earned their 3-year award, they are given a penalty of 12 months for every preventable accident they might have before they can earn the next highest award.
- 1c. All traffic and passenger accidents.
- 1d. 218 out of a total of 413.
2. Yes.
- 2a. We have two operating Divisions of the same number of operators that compete for the honor of having the most men winning NSC Safe Driver Awards. There is no award for the Division that wins this honor.
3. The Division Superintendent places a recommended classification on each accident, then the report is sent to the Assistant Superintendent of Transportation who puts a classification on the accident and, finally, it is classified by the Superintendent of Transportation. The gradation of accidents is as follows:
 - i. Operator clearly not at fault. (Could not have been prevented by operator).
 - ii. Equipment failure where failure could not be foreseen.
 - iii. Operator exercised ordinary care, but could have avoided the accident by extraordinary care.
 - iv. Ordinary care would have prevented the accident.
 - v. A careless avoidable accident.
 - vi. A miscellaneous report. Information wanted by the Company, but not an accident.
4. This award plan makes our operators very accident conscious and the frequent awarding of these awards tends to keep the operators conscious of their duty to prevent all types of accidents.

THE COMMUNITY TRACTION COMPANY, Toledo, Ohio

- 1a. Merchandise prizes.
- 1b. Points accumulated on a monthly basis can be converted at any time.
- 1c. Traffic and onboard passenger accidents, personal injury to operator excluded.
- 1d. Almost every operator out of our total of 330 used some of his points during the year.
2. No.
3. Accidents are either chargeable or nonchargeable. Chargeability is determined by Safety Director. If appealed by operator, Committee of three, consisting of Claims Attorney, Superintendent of Transportation and Safety Director reviews the case with the operator. (See Appendix for complete details of award plan).
4. We have experienced a definite improvement in accident record since installation of plan.

CRESCENT MOTORS, INC., Anniston, Ala.

- 1a. Pin showing length of continued service without a chargeable accident.
- 1b. First pin awarded at completion of six months with no accident. Then a pin at the end of each year completed with no chargeable accident.
- 1c. Only accidents that driver could have avoided such as closing door on passenger, starting bus with a jerk, running into rear of car or sideswiping a parked car.
- 1d. 60 out of a total of 307.
2. Yes.
- 2a. We have division competition in each town where we have shops. Safety banquets with safety talks and films.
3. These are graded by safety directors. All accidents are shown on drivers record. Only those chargeable are held against his team in the contest.
4. We feel that this has a tendency to hold the accidents down, as every driver

CRESCENT MOTORS, INC. (cont'd)

4. cont'd

likes to keep his team on top of the list. A bulletin is issued each week showing the division team standing.

DULUTH-SUPERIOR TRANSIT COMPANY) Duluth, Minn. and

DULUTH-SUPERIOR BUS COMPANY) Superior, Wis.

- 1a. i. Personalized bill fold.
ii. Complete uniform.
iii. Gold watch.
- 1b. i. For 5 years without a chargeable accident.
ii. For 10 years without a chargeable accident.
iii. " 15 " " " " " "
- 1c. All types of accidents.
- 1d. 5 years 9)
10 years 2) out of a total of 200 operators.
15 years 1)
2. Yes.
- 2a. - No team plan, but there are two groups "Bus Operators" and "Maintenance Employees".
- Annual cash award.
- Cost about \$3,200
- (See Appendix for complete details of Safety Contest Rules.)
3. Chargeability determined by a judging board of operating department heads and Claim Agent. Operator may appeal decision to a six-man appeal board - three members selected by employees and three by management. For degree of chargeability see contest rules in Appendix.
4. We believe a greater effort to avoid accidents is exercised by our operators as a result of this award plan. The incentive is demonstrated by his concern, particularly in a borderline chargeability case. Record is of considerable value in pointing out accident-prone individuals.

FORT WORTH TRANSIT COMPANY, INC., Fort Worth, Texas

- 1a. National Safety Council Safe Driver Award.
- 1b. 12 months without a chargeable accident. The awards are issued each month for those earned during the previous month.
- 1c. Traffic and passenger accidents.
- 1d. 197 out of a total of 285.
2. Yes.
- 2a. Operators are divided into ten teams for a two-month period. The team with the least number of reports is given a chicken dinner and a \$5 cash award. If an operator has a run during the time of the dinner, he is paid for any time lost. The team Captain of the winning team, who is elected by the team, wins a \$15 cash award.
3. - Only chargeable accidents count on the Safety Awards.
- In the team competition all accidents count.
- A Committee of three determine the responsibility of accidents.
4. We feel that we receive considerable benefits from both the Safety Awards and the team competition.

GARY RAILWAYS, INC., Gary, Indiana

- 1a. National Safety Council.
- 1b. 12 consecutive months of nonchargeable accidents.
- 1c. Traffic and passenger accidents.
- 1d. 150 out of a total of 203.
2. No.
3. - Chargeability determined after investigation by Claim Department and Transportation Department. Decision may be altered in the light of further investi-

GARY RAILWAYS, INC. (cont'd)

3. cont'd

- gations, or operator may appeal decision to N.S.C.
- Two gradings - preventable and nonpreventable.
- 4. Accidents are not graded by traffic conditions or regulations, but whether or not they could have been prevented. It is teaching the operator to drive defensively and not depend on traffic rules or signals.

HONOLULU RAPID TRANSIT COMPANY, LTD., Honolulu, Hawaii

- 1a. Cash awards:
 - Any operator completing one full year of service without a chargeable accident shall receive a safety award of \$25.00 in cash and for each additional year thereafter without a chargeable accident or from the date of his last chargeable accident shall receive the safety award of \$25.00 in cash.
 - After receiving such yearly safety award five consecutive times he shall at the time he receives his fifth consecutive safety award be given an additional \$50.00 cash.
 - After receiving such yearly safety award ten consecutive times he shall at the time he received his tenth safety award be given an additional \$100.00 in cash.
- 1b. Annually for 12 consecutive months without chargeable accidents.
- 1c. Traffic and passenger accidents.
- 1d. 284 out of a total of 326.
- 2. No.
- 3. All accidents are marked chargeable or not chargeable. This decision is determined by the Accident Committee which is composed of the Assistant Superintendent of Transportation, Superintendent of Maintenance Department and the Claims Agent.
- 4. It is felt that this type of award plan is conducive to safe operations as the majority of the operators look forward to receiving their safety awards. In any event, this plan certainly helps keep our operators alert and safety conscious.

LEHIGH VALLEY TRANSIT COMPANY) Allentown, Penna.

LEHIGH VALLEY TRANSPORTATION COMPANY)

- 1a. - Pocket card certificate
 - Pin
- 1b. 12 consecutive months of nonchargeable accident operation.
- 1c. All types except employee accidents.
- 1d. 182 out of a total of 424.
- 2. No.
- 3. Responsibility determined by Superintendent of Transportation and Claim Agent after joint analysis.
- 4. Intangible results, but we feel all to the good with the majority of operators.

PHILADELPHIA SUBURBAN TRANSPORTATION COMPANY, Upper Darby, Penna.

- 1a. - Pins between one and five years.
 - Sleeve patches between five and ten years.
 - Gold watch and pin at ten years.
- 1b. Must work 36 consecutive months without a chargeable accident for a three-year award, then awards are made each 12-month period without a chargeable accident.
- 1c. Only traffic and passenger accidents.
- 1d. 136 out of a total of 310.
- 2. Yes.
- 2a. See Appendix for rules governing safety contest.
- 3. Accidents are placed in three classifications: 1- Non-chargeable; 2- Preventable (not chargeable); and 3- Chargeable. The degree of responsibility is determined by a 5-man Safety Committee.
- 4. We feel that it is definitely a contributing factor in our improved accident record.

THE YOUNGSTOWN MUNICIPAL RAILWAY COMPANY, Youngstown, Ohio

- | | |
|--|---|
| 1a. 1 Year free from Chargeable Accident. | For the First Year and each year thereafter that an operator completes free from chargeable accidents, he is given a card of appreciation, signed by the President, General Manager, Superintendent, and Safety Director of the Company. Sample attached. |
| 5 Years within 10 Years free from Chargeable Accidents. | A solid gold pocket watch, engraved with the Company insignia, operator's name, year presented, and reason for the award. |
| 10 Years within 21 Years free from Chargeable Accidents. | A gold ring with the Company insignia, set with a diamond, initials engraved in the ring and year presented. |
| 15 Years free from Chargeable Accidents. | A solid gold wrist watch, engraved with the operator's name, year presented, and reason for the award. |
| 20 Years free from Chargeable Accidents. | A gold medal, engraved on the front with the reason, and on the back, with the operator's name, and year presented. Also \$200.00 in U. S. Savings Bonds. |
| 25 Years free from Chargeable Accidents. | A plaque, engraved with the operator's name, year presented, and the reason for the award. Also \$250.00 in U. S. Savings Bonds. |

During January the Company gives a noon and evening Safety Banquet and entertainment, at which time the Awards are given to the operators. Each operator who has completed either the First half, or the Last half of the preceding year, is eligible to attend with his wife.

- 1b. See 1a.
- 1c. See Classification of Accidents in Appendix.
- 1d. - During 1950, 167 or 76% of our 220 operators completed the year without a chargeable accident.
 - During 1950, 212 or 96% of our operators who were eligible completed six months, either during the First half or the Last half of the year without a chargeable accident.
- 2. No.
- 3. Chargeability is decided by the Claim department, and approved by the Superintendent. (See Classification of Accidents in Appendix for additional details).
- 4. Reduction in number of accidents.

COMPANIES HAVING
MORE THAN
500 DRIVERS

INDIANAPOLIS RAILWAYS, INC., Indianapolis, Ind.

- 1a. National Safety Council Safe Driver Award.
- 1b. One year without responsible accident.
- 1c. Traffic and passenger accidents.
- 1d. 550 out of a total of 850.
2. No.
3. Chargeability determined by Division Superintendent.
4. We think the results are beneficial.

KANSAS CITY PUBLIC SERVICE COMPANY, Kansas City, Mo.

- 1a. "Safe Driver" card.
- 1b. Cards issued to all operators who have gone through the year without a chargeable accident.
- 1c. All classifications of accidents.
- 1d. 838 out of a total of 1086.
2. Yes.
- 2a. The four operating divisions compete for monthly cash awards, which are placed in a division canteen fund. All operators share in fund at end of year. Monthly awards are \$50, \$30 and \$20. Contest is based on each division's improvement over its own past records. Points are awarded in direct proportion to the relative improvement made by each division under its own 4-year average.
3. Division Superintendents in conference with General Division Superintendent classify all accidents as chargeable, partly chargeable, or indeterminate.
4. Supplements other activities to create among operators a desire to operate safely.

SAN DIEGO TRANSIT SYSTEM, San Diego, Calif.

- 1a. - A pin award of our own design to be worn on lapel or cap. This has a removable numbered disc, which is changed for each additional year of safe driving.
- See also 4 below concerning Police Department Driver's Award.
- 1b. Each operator is eligible for a new award for each twelve months operated without a preventable accident. He must, however, operate a minimum of 125 hours each month, or 375 hours per quarter, to get credit. Record is kept for each individual operator and is not on a calendar year basis.
- 1c. Both traffic and passenger accidents are included. Injury to the operator himself is not counted, but an injury he caused to another employee through the operation of his bus would be.
- 1d. 432 out of a total of 541.
2. No.
3. Operator loses three months credit for each preventable, or chargeable accident. The classification is first made by the Division Dispatcher, or Foreman, who talks with the operator and secures his report. The reports are reviewed by the Superintendent of Transportation and the Supervisor of Safety, and classification is sometimes changed. In case the accident is charged as Preventable, the operator has recourse to an Appeals Committee.
4. - A constant interest in Safety is fostered by these awards, as the large majority of the operators are proud of the pin as showing their safe driving record. The pins are presented at quarterly safety meetings, which the operators attend voluntarily. The interest is shown by the fact that operators are constantly requesting a check of their records to ascertain when their next award is due.
- In addition to the pins issued by the Company, the local Police Department issues a Professional Driver's Award to each operator who operates a calendar year without an accident of any kind, with the exception of a happening when the bus is properly parked. This is a wallet-size card which shows the number of consecutive years of operation without any accident. It is highly prized by the operators, as it contains the signatures of both the Chief of Police and of the Company President. For 1950 a total of 157 of our operators were awarded these cards, one being for six consecutive years, which is as long as this program has been maintained by the Police Department.

SURFACE TRANSPORTATION CORPORATION (Third Avenue Transit System), New York, N.Y.

- 1a. - Lapel pin designating number of years of safe driving.
 - Wallet-size Safe Operator Award cards designating number of years driving without a chargeable accident.
- 1b. Nonchargeable accidents, 1 year interval. See 3 below.
- 1c. All types of accidents.
- 1d. 1878 out of a total of 2200.
- 2. Yes.
- 2a. Divisional Awards are made every six months. There are two types of awards:
 - i. - For having the lowest frequency rate and, ii.- For best reduction. The awards are engraved plaques.
- 3. - A hearing on an accident that is of a questionable nature is held with the operator involved, Superintendent, Safety Department Representative and Union Representatives who determine the chargeability.
 - Any accident that is chargeable incurs a one-year penalty period before another award is issued. An employee must complete three consecutive years before he leaves the proving stage, i.e., a chargeable accident on 7/7/47 calls for a 1-year award on 7/7/48, 2-year award on 7/7/49, 3-year award on 7/7/50. If said employee had a chargeable accident on 8/20/49, he would have to start all over again; 1-year award from chargeable date, etc. On the other hand, if the chargeable accident occurred on 11/15/50, employee would be compelled to drive one year from date of last chargeable accident, then a four-year award would be issued. This procedure is followed for every year after the proving period.
- 4. Operators are aware of their last chargeable accident and try very hard to avoid accidents. When an operator, who has fallen by the wayside by having a chargeable accident, sees his fellow operator receive an award, there is a certain hurt pride. This tends to create in the mind of such an operator a feeling, "I am just as good a driver as he," and he will go out and prove it. Incentives are a wonderful thing when handled correctly. If handled incorrectly, they can be harmful, however.

VIRGINIA TRANSIT COMPANY, Richmond and Norfolk, Va.

PORTSMOUTH TRANSIT COMPANY, Portsmouth, Va.

- 1a. - Safety pin and certificate
 - 21-jewel watch
 - Annual dinner for all award winners and their wives.
- 1b. - A pin and certificate are given for 12 consecutive months without a chargeable accident, and are awarded at a banquet attended by the safety operators and their wives.
 - A 21-jewel watch is given for five years without a chargeable accident.
- 1c. All accidents are counted regardless of type.
- 1d. 503 out of a total of 836 divided as follows:

	<u>1 Yr.</u>	<u>2 Yr.</u>	<u>3 Yr.</u>	<u>4 Yr.</u>	<u>5 Yr.</u>	<u>Total Awards</u>	<u>No. of Employees</u>
Portsmouth	8	10	19	32	26	95	116
Richmond	36	38	52	48	35	209	386
Norfolk	<u>24</u>	<u>42</u>	<u>48</u>	<u>57</u>	<u>28</u>	<u>199</u>	<u>334</u>
Totals	68	90	119	137	89	503	836

- 2. Yes.
- 2a. No formal group competition, however, the operators in the three cities compete with each other in an effort to secure the highest number of awards.
- 3. A committee in each city comprised of Superintendent of Transportation, Superintendent of Maintenance, and Superintendent of Claims classify all accidents after they have been investigated by the Claim Department, and the operator is charged with the accident if it can be determined that he did anything to contribute to it, or if he left anything undone which he should have done. We use three gradations of chargeable accidents any one of which will prevent the

VIRGINIA TRANSIT COMPANY (cont'd)
PORTSMOUTH TRANSIT COMPANY (cont'd)

3. cont'd

operator from being eligible for an award.

4. We feel that our award plan adds to the effectiveness of our over-all safety program and increases the interest of the operators in maintaining safety records. As a result of our safety program, of which the award plan is an integral part, we have experienced a material reduction in all types of accidents.

COMPANIES REPORTING
THEY HAVE
NO SAFETY AWARD PLAN

1. Capitol Transit Company, Little Rock, Arkansas
2. Duke Power Co. (Durham Branch) Durham, North Carolina
3. Harrisburg Railways Company, Harrisburg, Pennsylvania
4. Interstate Power Company, Dubuque, Iowa
5. Iowa City Coach Company, Iowa City, Iowa
6. Levis Transport Company, Levis, Quebec
7. Middlesex & Boston Street Railway Company, Waltham, Massachusetts
8. Ohio Valley Bus Company, Huntington, West Virginia
9. Oshkosh City Lines, Inc., Oshkosh, Wisconsin
10. Ottawa Transportation Commission, Ottawa, Ontario
11. Peoples Transport Corporation, Muskegon, Michigan
- * 12. Public Service Company of New Hampshire, Manchester, New Hampshire
13. Rapid Transit, Inc., Saugus, Massachusetts
14. Reading Street Railway Company, Reading, Pennsylvania
15. St. Joseph Light & Power Company, St. Joseph, Missouri
16. Scranton Transit Company, Scranton, Pennsylvania
17. Shenango Valley Transportation Company, New Castle, Pennsylvania
18. Shreveport Railways Company, Shreveport, Louisiana
19. Springfield City Lines, Inc., Springfield, Ohio
20. Syracuse Transit Corporation, Syracuse, New York
21. Trenton Transit Company, Trenton, New Jersey
22. United Electric Railways Company, Providence, Rhode Island
23. West Penn Railways Company, Pittsburgh, Pennsylvania
24. Wilkes-Barre Transit Corporation, Wilkes-Barre, Pennsylvania
25. Worcester Street Railway Company, Worcester, Massachusetts
26. York Utilities Company, Sanford, Maine

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- * - In 1948 and 1949 we had a team form of competition among our operators, but we discontinued it.
 - Teams were organized after the pattern of major league baseball. Percentage of accidents vs. man-days was worked out to determine team standings. Accidents classified as "Reportable" under National Safety Council Fleet Contest Rules were used for contest purposes. Cash awards were presented to winning teams, amounting to about \$20 per man.
 - No distinction was made between so-called chargeable and nonchargeable accidents. All "reportable" accidents were used regardless of avoidability.
 - During the second year there was a noticeable lack of interest in weekly posting of team standings. We discontinued the plan at the end of the second year, for lack of a different type of competition which was needed to renew operators' interest.

APPENDIX

Formal Details

of

Safety Incentive Plans

of the

Following Companies

Bakersfield Transit Company, Bakersfield, Cal.
The Berea Bus Line Company, Berea, Ohio
Boro Buses, Red Bank, New Jersey
The Community Traction Company, Toledo, Ohio
Duluth-Superior Transit Company, Duluth, Minn.
Eau Claire Transportation Company, Eau Claire, Wis.
Fort Wayne Transit, Inc., Fort Wayne, Ind.
Georgia Power Company, Rome, Ga.
Hamilton City Lines, Inc., Hamilton, Ohio
Lima City Lines, Inc., Lima, Ohio
Lynchburg Transit Company, Lynchburg, Va.
Orlando Transit Company, Orlando, Fla.
Philadelphia Suburban Transportation Co., Upper Darby, Pa.
Potomac Edison Company, Hagerstown, Md.
South Carolina Electric & Gas Co. (Charleston Division) Charleston, S.C.
(Youngstown Municipal Railway Co., Youngstown, Ohio
(Akron Transportation Co., Akron, Ohio

BAKERSFIELD TRANSIT COMPANY, BAKERSFIELD, CALIFORNIA

SAFETY INCENTIVE PLAN

PARTICIPANTS: All regular and extra bus operators.

DURATION: The campaign shall be for one year, starting 15 January, 1948.

PRIZES: Prizes to be selected by employees who qualify, from a catalog; the value of each employee's prize to be determined by the degree of his success in avoiding preventable accidents during the campaign.

POINT AWARDS: Prize points will be awarded according to this schedule:

First month without preventable accident	150	Points
Second " " " "	150	"
Third " " " "	150	"
Fourth " " " "	300	"
Fifth " " " "	300	"
Sixth " " " "	300	"
Seventh " " " "	600	"
Eighth " " " "	600	"
Ninth " " " "	600	"
Tenth " " " "	1200	"
Eleventh " " " "	1200	"
Twelfth " " " "	1200	"
BONUS FOR ONE YEAR WITHOUT PREVENTABLE ACCIDENT	<u>1250</u>	"
TOTAL	<u>8000</u>	Points

Three preventable accidents in any one-year-period means discharge.

Forfeiture of points: A preventable accident occurring in any month will void all points issued to participants for that period only. Another preventable accident occurring in that month will void all points issued to the participants for the next month only. Points earned in previous months will not be affected.

Failure to report an accident means discharge.

Accident classification: All operators involved in an accident shall appear before the safety committee and will be informed of the campaign classification of each accident.

Safety Committee: Composed of one driver from each team, one mechanical employee from the shop, one from management, and one from the carrier. Meetings will be held on the last Tuesday of each month beginning February 24, 1948.

Points: Points will be awarded and posted to the operator's record and may be used for prizes of equal point value after the campaign period for which they have been issued is completed; or accumulated for a more valuable prize. Points are only redeemable for prizes offered in this catalog, and have no other value.

Points are redeemable only by the person to whom they are issued, after the campaign period, and that person must be in the employ of the company at that time.

THE BEREA BUS LINE COMPANY, BEREA, OHIO

SAFETY AND SERVICE AWARD PLAN

This new Safety and Service Award Plan shall become effective on Jan. 1, 1950, at 12:01 AM. The first Award Year shall be from Jan. 1, 1950 to Dec. 16th, 1950 ----- then each year thereafter, each Award Year shall be from Dec. 16th to Dec. 16th of the following year.

AWARD POINT SYSTEM:

Each employee will be given 2400 points at the beginning of each Award Year---this is equivalent to 200 points per month.

1. Points will be deducted for accidents according to the following classification:

Class "A"--Preventable--An accident which could have been prevented. It resulted directly from lack of proper judgement or skill by the driver, such being the primary factor contributing to the accident. Deduct 1200 Points.

Class "B"--Preventable--An accident which could have been avoided by proper judgement or skill of the driver, even though other party or weather conditions may have primarily contributed. Deduct 600 Points.

Class "C"--Non Preventable--An accident occurring under circumstances beyond drivers control. No points deducted.

Class "D"--An accident known by the driver but not reporting it. Deduct 1800 points.

2. Points will be deducted for:
 - a) not securing witnesses when humanly possible Deduct 150 points.
 - b) missing scheduled run or reporting late to work ... Deduct 100 points.
3. Points will be added under a Bonus Percentage System:
 - a) For each Award Year completed without a loss of points, (must have 2400), each employee will earn a 10% bonus in points to and including 5 or more years: 1 year-10%, 2 years-20%, 3 years-30%, 4 years-40%, 5 years or more, -50%.
 - b) Each employee shall lose 10% of his accumulated bonus for any infraction causing loss of points.

EXAMPLE: Full-time Main-line Driver, Mister X.

If a driver, Mister X, loses no points through deductions under Items 1 and 2 on first page, by Dec. 16, 1950, he will receive a 10% bonus in points on Dec. 16, 1950.

THE BEREA BUS LINE COMPANY (cont'd)

EXAMPLE: Full-time Main-line Driver, Mister X. (cont'd)

2400 points for the year.
240 points as a 10% bonus for first year.
2640 total points for driver X for 1950.

Each Award Point is worth 10¢ or \$264.00 as a Safety and Service Award for the year.

If at the end of the 2nd year, Dec. 16, 1951, Driver X still has no deductions, he will get:

2400 points for the year
480 points as a 20% bonus
2880 total points at the end of the 2nd year (Dec. 16, 1951)

If at the end of the 3rd year, Dec. 16, 1952, driver X still has no deductions, he will have:

2400 points for the year.
720 points as a 30% bonus.
3120 total points at end of 3rd year (Dec. 16, 1952)

But say Driver X had a Class "B" accident during his 3rd year, he would have:

2400 points for the year
480 points bonus (20%--he loses 10% due to "B" accident.)
-600 points -- deduction for Class "B" accident.
2280 total points at end of 3rd year.

Full-time ABC and Olmsted Falls & Strongsville Drivers:

Will be given 2400 points per year, same deductions will be made under Items 1 and 2, and same Bonus Plan will be followed as set up in Item 3.
Points will be worth 5¢ ea.

Garage Men - (Drivers & Mechanics)

Will be given 2400 points per year, same deductions will be made under Items 1 and 2, plus a 600 point deduction for a carelessly made "Bonehead Error." These will be gone over at a Garage Mens Meeting. The same Bonus Plan will be followed as set up in Item 3.
Points will be worth 10¢ ea.

Night Men - Garage:

Will be given 2400 points per year, same deductions will be made under Items 1 & 2 on first page, plus a 600 point deduction for a carelessly made "Bonehead Error." Same Bonus plan as set up in - Item 3 will follow.
Points worth 5¢ each.

THE BEREA BUS LINE COMPANY (cont'd)

Part-Time Drivers:

Will be given 2400 points per year, same deductions will follow as in Item 1 & 2 on page one...But if you work; during the Award Year:

Under 1,375 hours, points are worth 2¢ each.

Between 1,375 and 2,175 Hours, points are worth 5¢ each.

Over 2,175 Hours, points will be worth 10¢ each.

Same Bonus plan as set up in Item 3 will follow.

Relative-Items:

Award Payments shall be made only to Employees on The Berea Bus Line Company Payroll at the end of the Award Year.

Classification of Accidents (whether "A", "B", "C") will be made each month. Three Drivers, having one vote each, will be appointed and serve as judges each month. Majority vote will classify each accident. A Representative of our Insurance Company will present each accident case and act in an advisory capacity to the Drivers Board, but, he cannot vote as to the classification.

New Employees will come under plan at the rate of 200 points per month on the 16th of the month following employment.

200 Points per month will be deducted from the 2400 points given at the beginning of the Award Year for Leave of Absence or for a prolonged illness.

If an Employee leaves The Berea Bus Line Company, and is again rehired at a later date, he will be treated as a new employee as far as the Award Plan goes.

Cash value of points may vary from year to year and management may change, improve or discard this plan as conditions warrant.

BORO BUSES, RED BANK, NEW JERSEY

SAFE DRIVING AWARDS

(Note: Following is the text of an 11-page printed booklet covering Boro Buses "Safe Driving Awards". A 5 per cent safe driver bonus has been added since adoption of the rules in this booklet).

This booklet is addressed to Boro Buses Salesmen and those operating Company cars in order to emphasize again the Company's basic interest in accident prevention, and to acquaint all operators with the rules which govern the Company's award plan for recognition of safe driving.

Safe and considerate operation of Boro Buses equipment on the highways is a most important part of every driver's job. Our mutual welfare depends upon the public's good will toward us; thus it is to every employee's personal interest to drive most courteously at all times and not to contribute in any way to the possibility of an accident.

Motor vehicle accidents are a great national problem as yet unsolved. Accidents account for an annual toll of 30,000 to 40,000 fatalities, over a million non-fatal injuries, and damage to property of staggering amount---all of which is a needless cost to the Nation, estimated at four to five billion dollars each year.

We have an obligation to combat and to avoid contributing to this huge toll of death and injury and property damage. One attack will be to recognize true, safe operation of Company equipment. Thus the Company will give recognition to drivers for safe operation of its cars and buses. This recognition will be in the form of shoulder-patches, certificates and pins awarded annually.

SAFE DRIVING CERTIFICATES

1. Certificates for Consecutive Years of Safe Bus Operation

This is the highest honor. The awards are made yearly to drivers who have not been involved in an avoidable accident* either since the date awards were inaugurated, or since the driver's assignment to a driving job. Certificates show the starting date of the safe driving record and date of issue.

2. Certificates for Cumulative Years of Safe Bus Operation

The plan of accumulating years of safe driving has been set up so that a driver will not lose his entire rating after several years of accident-free operation because of one avoidable accident. Cumulative Certificates are awarded annually to drivers who have driven at least three consecutive years without an avoidable accident, subsequently broken their records, and then gone on to accumulate additional years of safe operation.

*See Page 47--"Classification of Accidents"--for definition of Avoidable Accidents.

SAFE DRIVING PINS FOR BUS SALESMEN

1. Safe Driver Pins are awarded to Bus Salesmen at the time Certificates are presented. No more than one pin of a kind is awarded to

BORO BUSES (cont'd)

SAFE DRIVING PINS FOR BUS SALESMEN (cont'd)

1. cont'd

any one driver.

RULES

1. Year of Safe Driving

A year of safe driving will be figured on the basis of any twelve consecutive months of driving without an avoidable accident.

Part Time Drivers are entitled to recognition for safe driving when they drive without avoidable accident throughout the period it requires to accumulate twelve months of safe operation, such period not to exceed three years. Each twelve months so accumulated will be considered one year of safe driving. Cumulative Certificates only will be awarded to Part Time Drivers.

2. Consecutive Years of Safe Operation

In order to qualify for a one-year award, a driver must complete twelve consecutive months of operation without an avoidable accident from the time he starts on a driving job. In order to qualify for a two-year award, a driver must complete twenty-four consecutive months of operation without avoidable accident; and for a three-year award, thirty-six consecutive months, etc.

3. Cumulative Years of Safe Driving

A. Drivers with less than three consecutive years of safe operation lose their rating each time they are involved in an avoidable accident and their safe driving records start over as of the first of the month following that of the accident. Cumulative Certificates are awarded for one and two years of safe driving. (See Examples Nos. 1 and 2.)

B. Proving Period. When a driver accumulates three consecutive years of safe operation he passes the "Proving Period" and from then on does not lose his rating if involved in an avoidable accident, but instead receives an "Award Delay" penalty, which delays his next award exactly one year.

C. "Award Delay" Penalty. This one-year delay penalty is applied for each avoidable accident, and the driver charged with such accident will have to complete the twelve-month period safely, as dated from his last award, and then go on and complete an additional twelve consecutive months of safe operation before being eligible for his next higher award. (See Examples Nos. 3, 4 and 5.)

EXAMPLES

1. A driver employed on January 1, 1944, who drives safely until December 31, 1944, will be eligible to receive a One-Year Certificate and a One-Year Pin. If he continues to drive safely for another twelve

BORO BUSES (cont'd)

EXAMPLES (cont'd)

1. cont'd

months, he will receive a Two-Year Certificate and a Two-Year Pin.

2. Suppose that this driver is involved in an avoidable accident on February 10, 1946--then his previous record would be voided and he would be required to start anew from March 1, 1946. If he now drives safely for twelve consecutive months (until February 28, 1947), he will be eligible for a One-Year Certificate, but he will not be awarded another One-Year Pin. Should he drive a second twelve months without accident, he will be eligible for a Two-Year Certificate.

Should he be charged with an avoidable accident during the second twelve months, his record is again voided and this procedure will continue until he successfully passes the "Proving Period."

3. Suppose a driver has completed three consecutive years of safe driving covering the period March 1, 1941, to March 1, 1944, and on March 2, 1944, is involved in an avoidable accident. He must then drive safely until March 1, 1945, as a reinstatement period, and continue to drive safely until March 1, 1946, to be eligible to receive the Cumulative Four-Year Award.

4. If a driver, having completed three-consecutive years of safe driving covering the period March 1, 1941, to March 1, 1944, drove safely from March 1, 1944, to February 28, 1945, and was on that day involved in an avoidable accident, he could not receive his Cumulative Four-Year Award until he had safely driven the twelve consecutive months to March 1, 1946.

5. A second avoidable accident during the same twelve-month period would postpone the Four-Year Award until March 1, 1947; a third, to March 1, 1948, etc. In other words, for each avoidable accident there is an "Award Delay" penalty of twelve months.

Therefore, those drivers who have successfully passed through the "Proving Period" lose no more or no less than one year for each avoidable accident, regardless of whether the accident occurs in the first month or in the twelfth month of the driving year.

AVOIDABLE ACCIDENTS

As long as we have accidents there is going to be a difference of opinion as to who is responsible, particularly on the part of those involved, and, in large measure, it is this very difference which makes motor vehicle accidents an unsolved national problem. The great majority of these accidents reflect a seeming lack of responsibility and inadequate appreciation of the moral obligations which accompany the right to operate a motor vehicle. It is gratifying that the Company's accident experience has improved steadily during the past few years, for it indicates that our drivers are aware of their obligations and that effort to deal both firmly and fairly in considering responsibility for accidents will produce results.

BORO BUSES (cont'd)

RESPONSIBILITY VS. AVOIDABILITY

Responsibility to avoid accident goes much beyond carefully observing traffic rules and regulations. The driver's primary responsibility is to drive to avoid accidents, regardless of the weather, roads, and the other fellow's non-observance of regulations or his faulty driving. Award classification is based on whether the accident was avoidable, and not on who was mostly responsible and at fault. The fact that an accident occurs in the yard or terminal does not affect the basic responsibility of the driver to operate without accident. There is a growing national attitude that certain types of accidents are largely unnecessary. By all means we should try to keep in step with this forward thinking attitude. Therefore, the types of accident described in the following pages will be looked on as avoidable unless thorough investigation reveals extenuating circumstances, in which event the case will be judged on its merits and may be classified as unavoidable.

1. Backing Accidents. The care with which a vehicle is backed depends entirely on the driver. Both the left and right mirrors should be used and care exercised to make certain the way is clear. The driver is in no way relieved of his responsibility to back safely when someone guides him. The guide does not have control of the bus and can neither start it nor stop it. 2. Collision with Vehicle Ahead. Having the vehicle ahead stop suddenly is a common highway hazard. Collision with such vehicle is believed unlikely when following at a safe distance.

It may be properly asked: "What is a minimum safe distance?" The rule of thumb of one vehicle length for each ten miles an hour of speed is fundamentally sound, and this following distance is close enough so that, with few exceptions, other vehicles will not cut in front.

The advantage of following at a safe distance is twofold: first, one is very unlikely to run into the vehicle ahead; secondly, one is not obliged to make a severe emergency stop and thus become a target for the vehicle behind, should it be following too closely.

3. Our Vehicle Struck in Rear by Another.
- a. Overtaking and passing traffic when close to intersection, then stopping suddenly for red light.
 - b. Permitting our vehicle to roll back in preparation for starting ahead.
4. Stopping at Railroad Crossings. The law requires that Buses shall come to a stop immediately before crossing a railroad grade crossing. Without question the driver who runs into the back of our Bus which has come to a stop at a railroad crossing is very much at fault. On the other hand, our drivers should do two very definite things to help avoid this kind of accident:
- a. Pull over to the right.
 - b. Gradually slow down to a stop.

In the event of an accident, failure to take both of these precautions will warrant classifying the accident as avoidable. Pulling over to the right is a definite signal which usually can be seen 400 or 500 feet away, and attracts attention day or night. It clearly indicates that the vehicle ahead is going to do something other than just proceed along the highway. Furthermore, pulling over to the right gives the unwary driver an opportunity to pass rather than run into the back of the Bus. Pulling over to the right and slowing down gradually will help avoid rear-end collisions at railroad crossings.

5. Accidents at Intersections.
The presence or absence of traffic lights or STOP signs will not be considered

BORO BUSES (cont'd)

5. Accidents at Intersections. (cont'd)

in the determination of avoidability, for these are signals only, and while any driver who ignores them is very much at fault, such accidents can and must be avoided. The basic responsibility for such accidents is on the individual who fails to obey these signals, but this does not relieve us of the responsibility to drive in a manner that will permit us to avoid the accident.

a-- Driving Straight Through Intersection.

(1) Collisions with vehicles coming from either left or right.

(2) Collisions with approaching vehicles turning left in front of our driver.

b-- Starting Through Intersection When Light Changes. Collision with other vehicle or pedestrian.

c-- Right Turn. Collision with vehicle apparently parked at curb but driver is in seat and vehicle moves forward as our driver makes a right turn. Reverse situation likewise is avoidable.

d-- Right or Left Turns. Collision with parallel or cross traffic even when other vehicle illegally passes at intersection.

e-- Intersection Accidents with pedestrians.

f-- Other Vehicle Skidding Into Our Vehicle Passing Through Intersection.

6. Accidents Blamed on Brakes.

a-- Worn or Unequalized Brakes.

b-- Bus Rolls Away While Parked.

Whether equipped with mechanical or air-operated hand brakes.

The burden of responsibility is placed on the driver to operate within the limits of the mechanical condition of his equipment. The driver has the responsibility to refuse to take out a vehicle he knows to be in unsafe condition and the responsibility to refuse to continue driving if he finds that his vehicle is unsafe after having it on the road.

7. Accidents with Trolley Cars.

Drivers when overtaking and passing a trolley car are required to do so safely. Drivers will be expected to avoid the "swing" of a trolley when it is switching or rounding curves.

8. Weaving Right or Left.

Failure to keep in line in multiple lane traffic. Contact often takes place near rear of bus on one side or the other as vehicle swings from lane to lane. May look unavoidable, as though car tried to pass through a space too narrow, but this space is made too narrow for car by weaving Bus.

9. Squeeze Plays--Shut Outs.

Usually due to leading driver cutting over just as driver behind speeds up to pass. Leading driver forces other into obstruction in center of street, such as bridge girder, pillar, or lamp post, or squeezes other into parked car, or oncoming traffic, etc. Company drivers should not get into a position where they may be forced into a column or post, nor should they swerve at such time as to force others into trouble.

BORO BUSES (cont'd)

10. Starting From the Curb--Entering the Flow of Traffic.

It is the responsibility of the driver leaving the curb or entering the flow of traffic to do so safely and without being involved in an accident.

11. Our Moving Car or Bus Struck by Vehicle Leaving Curb.

When a vehicle is about to leave the curb, there is a driver behind the wheel, the front wheels are turned toward the street, the engine is running, and at night the lights are turned on. These are all signs that the vehicle may move--possibly with little or no other warning. Company drivers should look for these signs and heed their warnings. By doing so, most accidents of this kind can be avoided. Where investigation shows there was failure to look for and observe these warning signs, the accident will be considered avoidable.

12. Entering Traffic From Driveway, Alley or Side Street.

- a-- Entering traffic safely from a private driveway, alley or side street is the driver's responsibility.
- b-- Other driver enters main road from driveway, alley, or side street. In general, such accidents are avoidable.

13. Poor Visibility -- Day or Night, Fog, etc. The burden of responsibility is placed on the driver to operate within the limits of his ability to see and to control his vehicle. Therefore, these conditions will not be considered sufficient reason for classifying an accident as unavoidable.

- a-- Darkness, Fog, etc. Weather conditions of fog, heavy snow, etc., increase the hazard of driving but must be met.
- b-- Blinded by Glare.

14. Pedestrian Accidents. Accidents involving pedestrians have always been difficult to deal with and classify, for many times neither the driver nor the pedestrian can tell exactly what happened or how the accident occurred, or there is disagreement in their reports.

From a viewpoint of safe driving awards, there is something questionable and hollow about presenting an award to a driver who has been involved in a fatal pedestrian accident the week before just because the accident is looked on as unavoidable.

Where the accident is looked on as avoidable, the one-year delay penalty, of course, will apply. However, if there is doubt or disagreement regarding avoidability, it is felt there should be some penalty attached to being involved in a pedestrian accident. Therefore, such accidents will be automatically classified "Doubtful" and will carry the following award delay penalties in making the next award:

Non-fatal pedestrian accident--6 months.

Fatal pedestrian accident--12 months.

15. Skidding Accidents. Wet streets, mud, snow, ice and sleet account for their full quota of accidents primarily due to reduced traction and interference with visibility because of frost, sleet or fog. During the four months of December, January, February and March there are about as many accidents as occur throughout the balance of the year.

BORO BUSES (cont'd)

15. Skidding Accidents. (cont'd)

Both avoidable and unavoidable accidents rise to a peak, indicating that many drivers fail to use sufficient caution or lack the skill to meet slippery road conditions. However, offsetting this we find thousands and thousands of drivers who, year after year, go right through the winter months without the slightest accident, proving that skidding accidents can be avoided and that, though it is not easy, one can drive safely through the winter. Therefore, accidents resulting from a skid on the part of our vehicle, whether the skid be straight ahead or sideways or a combination of both, will be considered avoidable.

Often snow, melting in the sun, runs across the road to some shaded spot and freezes, causing a patch of smooth ice on an otherwise clear road. This is a common winter hazard, yet every winter it catches the unwary. Accidents resulting from a "sudden patch of ice" will be considered avoidable. Snow and ice-rutted roads are another common winter condition calling for greatly reduced speed for safe operation. Accidents due to loss of control of the vehicle while traveling rough rutty roads will be considered avoidable.

PROCEDURE FOR APPEALING DECISIONS ON AVOIDABILITY

When a driver has been charged with an accident which he feels was unavoidable, it is his privilege and duty to make a written request for a review of the case. This request should be addressed to his Supervisor and should contain the complete details of the accident, outlining all the extenuating circumstances, and giving the reasons why the accident was an exception to the rule and should be classed as unavoidable. If desired, the Supervisor will render assistance in the preparation of such requests.

The Supervisor is to forward this appeal to the Office with a letter expressing his own views.

The Office will then restudy the circumstances of the accident, taking into consideration the driver's and Supervisor's comments.

WHAT TO DO WHEN INVOLVED IN A MOTOR VEHICLE ACCIDENT

Company policy requires that you make no statement to anyone except an officer of the law, a Company representative, or a duly accredited representative of our insurance company. In the event the insurance carrier wishes your statement, the interview will be arranged for you.

Never attempt to settle any accident yourself. This may be considered as an admission of responsibility and involve both you and the Company. Keep a cool head and do not argue as to responsibility.

You have been supplied with a special heavy manila envelope containing "Automobile Accident Report," "Witness" Cards, and "Not at Fault" cards. Instructions concerning the use of the forms and other important information are printed on the envelope.

It is your responsibility to carry in your vehicle at all times one of these envelopes containing a blank form and at least four cards. A new supply may be obtained from your Supervisor.

BORO BUSES (cont'd)

PROCEDURE TO BE FOLLOWED:

1. Get Complete Information. At the time of the accident, make a note of all the information necessary to complete Automobile Accident Form. Study this form so that you will know what information is required. No matter how trivial the accident may seem, and even if there has been no contact, it is necessary to make a detailed report of the occurrence.
2. Stay at the Scene of the Accident. Do not leave the scene of the accident until you have all the information you need and conditions justify your doing so.
3. Personal Injury. In the event of a personal injury, all possible assistance should be rendered immediately to the injured.
4. Not at Fault Cards. If the individual who collides with you admits or states it was his fault and to forget it, ask him as a favor to you to fill in, date, and sign the "Not at Fault" card.
5. Witness Cards. Make a special effort to secure witnesses. This is important for your own protection. Ask any witnesses to fill in and sign "Witness" cards. If the witness states that he did not see the accident, have him so note on the "Witness" card under "Remarks" and date and sign the card. Often a passing photographer stops to get pictures. Ask him to give you his name on a "Witness" card. Get these cards signed even if a "Not at Fault" card has been signed.
6. License Plate Numbers. Write down the license plate numbers of any cars present at or after the time of the accident. These people can be located by us to testify regarding the accident and position of the vehicles after the accident.
7. Notify Office. After you have obtained all necessary information, "Witness" cards, and "Not at Fault" cards, telephone the Office at once, and report the accident.
8. Notify Police. In case of an accident involving a personal injury or considerable property damage, notify the State or Local Police as well as the Office.
9. Courtesy. Always be courteous. Keep calm. Avoid arguments. The question of who is at fault is not your problem.
10. Statements. Do not make any promises to anyone. Refer all requests to the office. Do not sign any statements of any kind.
11. Accidents must be turned into the office personally within 24 hours after the accident.
12. Non-Reporting of Accidents means instant dismissal.

THE COMMUNITY TRACTION COMPANY, TOLEDO, OHIO

BULLETIN NO. 1563 - NEW SAFETY CONTEST

May 1, 1948, as amended
May 1, 1949.

TO ALL OPERATORS:

Effective April 30, 1948 the "No Chargeable Accident Award Plan", which has been in effect under regulations dated November 10, 1945, was discontinued. All records with respect to this plan will be brought up to April 30, 1948 under the direction of Mr. E. W. Evans, Director of Safety.

NEW SAFETY CONTEST

Prizes for Carefulness

Effective May 1, 1948 your Company will inaugurate a "Prizes for Carefulness" plan for operators in the Transportation Department.

This plan is one of the many efforts that will be made in a campaign to reduce the rising accident cost.

All operators should carefully read the rules and learn how to obtain prizes for carefulness.

Justification for this contest will be determined by the results attained in reducing accidents.

By performing your duties without "avoidable" accidents, you can "cash in" on your safety efforts by obtaining prizes for your home, your family and yourself.

"Safety is Free - Take Care to Get Your Share"

Details of the contest beginning May 1, 1948 are given below.

Individual Safety Record

1. For Each Calendar Month of operation without an "avoidable" accident:

An operator will receive 100 points

No points will be awarded an operator for a month in which he has an "avoidable" accident. Each month is a separate safety unit with every contestant making a fresh start the first of each month.

2. No Accident Bonus

If you Safely Perform Your Duties for the Entire 12 Months of the Contest Year (May 1, 1948 to April 30, 1949) without an "avoidable" or "no report" accident, or other contest penalty, you will receive a bonus of 300 points.

THE COMMUNITY TRACTION COMPANY (cont'd)

2. No Accident Bonus (cont'd)

In addition to having no "avoidable" accidents, to be eligible the contestant must also have worked as an operator at least 75 per cent of his assigned work during the contest year. (Total of 9 months during period May 1, 1948 to April 30, 1949).

Illustrations

A. A contestant who accumulates 11 individual months of safe operation during the contest year without an "avoidable" or "no report" or "blind", etc. accident will receive:

11 x 100 points = 1100 points

B. A contestant with a clean 12 months' record for the contest year will receive:

a. 12 x 100 points = 1200 points

Note - Bonus is applied as follows on an Individual Basis:

1st	3	Mo.	Period	No	Accidents	100	Points
2nd	"	"	"	"	"	150	"
3rd	"	"	"	"	"	150	"
4th	"	"	"	"	"	200	"

Thus an operator with 12 months accident free record will earn 1200 Regular plus 600 Bonus Points for a total of 1800 Points.

Penalties

Failure to submit a regular report covering any accident or occurrence involving any property damage or personal injury (no matter how slight) will result in the contestant being declared ineligible for any award of points during the current month, plus an additional penalty of 100 points being deducted from his present or future balance of points. Such contestant will also be ineligible for the "No Accident" bonus points for the year, the "no report" bonus, and any other bonus points awarded on April 30, 1949.

Avoidable Accidents

An accident is "avoidable" regardless of where it happens or the extent of the personal injury or property damage, if it is evident that it could have been prevented by the exercise of better judgment or greater care on the part of the operator. In other words if the evidence discloses that the operator was negligent by not exercising proper preventive measures to avoid an accident, in the face of obvious or known hazards and conditions, he will be considered to have contributed to the chain of events that resulted in the accident, and the accident will be classed as "avoidable".

Miscellaneous passenger incidents involving fights, disturbances, etc. in which the operator is the aggressor, and personal injury occurs to the passenger, shall be classed as "avoidable".

Note:

From the above definition, you will observe the emphasis is placed upon

THE COMMUNITY TRACTION COMPANY (cont'd)

Avoidable Accidents (cont'd)

the exercise of proper preventive measures in the face of obvious or known hazards and conditions. In other words, our policy is to encourage the use and practice of safe habits that prevent accidents.

Unsafe habits such as operating at a speed greater than is proper under existing conditions, following too closely, rough operation, etc. are the cause of accidents. If an operator by his unsafe habits invites an accident, it is logical to say that any resulting accident was "avoidable".

The fact that an operator has the right of way when an accident occurs does not necessarily mean the accident was not "avoidable" if by careful operation the accident could have been avoided.

Remember - "Man makes his own habits - but habits make the man" - let's make our habits safe habits.

The determination of "avoidable accidents" will be made by a committee selected by the Company.

Any employee questioning the avoidability of an accident may appeal the decision to the Safety Department and will be given a hearing provided such appeal is made in writing within 30 days from the date of posting.

The decisions of the Director of the Safety Department in appeal cases will be final.

How to Obtain Awards

Prize award books and point lists will be furnished to show the items of merchandise that may be obtained and the points required.

No cash may be used in lieu of points. Operators cannot overdraw on their balances of unused points. Points cannot be transferred from one contestant to another. An operator must select a prize, or prizes, the points required for which do not exceed his total number of unused points. The balance of unused points of each operator will be posted on the bulletin board every three months.

Order blanks may be obtained from the Dispatcher's office. All executed order blanks will be forwarded to the Safety Department for approval.

Termination of Employment - Cancellation of Points

In the event an operator terminates his employment with the Company his points will be held available for 30 days thereafter. It is permissible for any member of the operator's family to "cash in" these points for merchandise if the participant is unable to do so himself. At the end of 30 days all unused points will be cancelled.

Eligibility

An operator who has worked 75% or more of his assigned work during a month shall be eligible to receive the full number of points for the month.

THE COMMUNITY TRACTION COMPANY (cont'd)

Eligibility (cont'd)

Any operator who has worked 50% to 74% of his assigned work during a month shall be eligible to receive 3/4 of the number of points for the month.

An operator who has worked 25% to 49% of his assigned work during a month shall be eligible to receive 1/2 of the number of points for the month.

An operator who has worked less than 25% of his assigned work during a month shall not be eligible for any points for that particular month.

General

The Company reserves the right to terminate this plan at any time. In the event of termination the balance of any unused points of any operator will be cashed in on a fair and equitable basis.

C. H. FORSGARD

CHF:JM

President

DULUTH-SUPERIOR TRANSIT COMPANY) DULUTH, MINN. AND
DULUTH-SUPERIOR BUS COMPANY) SUPERIOR, WIS.

SAFETY CONTEST RULES

The present accident prevention contest has been in operation since January 1, 1943. It is the purpose of the management to continue this contest as long as employes show the proper spirit of cooperation and safety records justify its expense.

Certain minor revisions have been made in the contest from year to year and in order to keep all employes properly informed, the following set of rules has been brought up to date and will remain in effect until further notice.

SAFETY CONTEST RULES
(Revised 11-1-44)

The contest year commences on the 1st of November and terminates the 31st of October of the following year.

Employes will be divided into two groups known as "Bus Operators" and "Maintenance Employes". The "Bus Operators" group will include all bus operators in Duluth and Superior. The "Maintenance Employes" group will include all mechanical, garage and roadway employes in both cities.

Prize points will be awarded as follows:

An operator or qualified maintenance employe will receive 200 points for each no chargeable accident month, or 2400 points for a total of twelve such months.

A maintenance employe will receive 100 points for each no chargeable accident month, or 1200 points for a total of twelve such months.

200 points equal one dollar.

Prize points will be deducted as follows:

		<u>Bus</u> <u>Operators</u>		<u>Maintenance</u> <u>Employes</u>
Type	"A"	800 points		400 points
	"B"	600 "		300 "
	"C"	200 "		100 "

Accidents will be classified as follows:

Type "A" - An accident is considered "Type 'A'" regardless of where it happened or the extent of the personal injuries or damages involved, if it is clearly evident that it could have been avoided by the exercise of good judgment, reasonable foresight, and proper care on the part of the employe.

It will include personal injuries to employes and damage to Company property as well as injury and damage to the public.

DULUTH-SUPERIOR TRANSIT COMPANY)
DULUTH-SUPERIOR BUS COMPANY) (cont'd)

Type "B" - An accident shall be considered "Type 'B'" when the employe is clearly at fault to some extent but when outside causes are involved which tend to lessen the degree of the employe's fault to a considerable extent.

Type "C" - An accident shall be considered "Type 'C'" when it is found that the employe was not as fully alert as he might have been and could have avoided or minimized the occurrence by a little better judgment and precaution.

For each accident-free year commencing with January 1, 1943 and every November 1st thereafter while this contest continues, the following additional points or bonuses will be allowed:

	<u>Bus Operators</u>	<u>Maintenance Employes</u>
First year	200	100
Second "	400	200
Third "	600	300
Fourth "	800	400
Fifth year and every additional year-	1000	500

Employes in the maintenance group who drive buses or trucks regularly will participate on the same basis as bus operators.

Degree of chargeability will be decided by a three-man committee headed by the Claim Agent and selected by the management. An appeal from their decision can be made by filing a "Request for Reconsideration" to the Appeal Board as in the past. All such requests must be filed within fifteen days after the "Accident Prevention Chart" is posted.

Eligibility -- Every employe who has worked at least seventy-five hours during a four week payroll period will receive full credit for that month.

Changing Work -- Employes changing from one group to another will be entitled to participate in each group according to their records in each group on the basis described under "eligibility".

In case an employe works in both groups in the same calendar month, he will be given credit in the group in which he has worked the greatest number of hours, and in case of tie hours, will be given credit in the bus operators' group.

Keeping Records -- Records will be kept in the General Office for each employe. An "Accident Prevention Chart" will be posted each month showing the number of points each employe has accumulated and also the number of accidents charged against each employe.

Mr. Clifford W. Johnson, Chairman of the Appeal Board, will also act as Contest Supervisor. Any employe desiring additional information, should consult him.

DULUTH-SUPERIOR TRANSIT COMPANY)
DULUTH-SUPERIOR BUS COMPANY) (cont'd)

It should be clearly understood by bus operators that this contest in no way interferes with the continuous records already established by them, which will be kept the same as heretofore.

Type "C" accidents will not affect the records kept for honor roll purposes and will not affect the additional points allowed for the annual bonus. If, however, an employe has three type "C" accidents during a contest year, it will be considered equal to one type "B" accident and dealt with accordingly.

In order to receive the yearly bonus, an employe must work the required number of hours per month for each month of the contest year.

If an employe has more deductible points than credit points during the contest year, he will have a deficit to work off before he can start saving points.

Employes are entitled to all points earned at the end of a contest year. No deficit points will be carried over from one year to the next.

Cash prizes will be awarded until further notice.

Employes must be in the service of the Company at the end of the contest period in order to be eligible for an award.

Approved:

R. B. Thompson (signed)
Vice President and General Manager

Dec. 31, 1948

EAU CLAIRE TRANSPORTATION COMPANY, EAU CLAIRE, WISCONSIN

NEW
OPERATORS' SAFETY & EFFICIENCY BONUS
PLAN

Effective May 1st, 1948, a new Operators' Safety and Efficiency Bonus Plan will become operative, whereby an Operator may earn a maximum bonus of \$5.00 per month for Safety and \$5.00 per month for Efficiency, or a total Bonus of \$10.00 per month.

These Bonuses will not be cumulative, and will be based on the Operator's Record for each month, payment being made for the month in question on the first payday after the 10th. of the following month.

The following Penalty Rules will apply on the new

SAFETY PLAN:

\$5.00 per month Safety Bonus will be paid each Operator eligible for the Plan - subject to the following:

1. Operator's Record for month must be free from violations of Company, City, and State Motor Vehicle Safety Rules.
2. Record must be free from all Chargeable Accidents, as follows:
 - (A) Any accident resulting from the violation of any State Traffic Law is chargeable.
 - (B) Backing up accidents are considered avoidable.
 - (C) Running into vehicle or object ahead is avoidable.
 - (D) Failure to yield the right-of-way at any intersection is chargeable.
 - (E) Accident due to vehicle failure because driver has failed to report defect, is chargeable.
 - (F) When result is due to failure of operator to extend ordinary caution and courtesy to others.
 - (G) Accidents due to improper parking by the driver are the fault of the driver, and are chargeable.
 - (H) Accidents due to the driver's attention not being centered on the driving of vehicle, but being diverted by unnecessary conversation or neglect of duty, is chargeable.
 - (I) Driver taking chances by weaving in or out of traffic, or by not making sure that clearance is sufficient for passing around, between or through other vehicles in traffic.
 - (J) An accident is chargeable when the driver contributes in any degree to said accident, due to lack of alertness or observation.
 - (K) An accident caused by failure of operator to observe the recognized rules of safe driving or safe conduct, is chargeable.
 - (L) Failure to exercise due caution and care of operation of vehicle resulting in an accident, after hazardous operating conditions have been recognized by operator.
3. Record must show an effort to observe and maintain recognized and common-sense Safety procedure, such as not leaving Bus with engine running; failing to report mechanical defect in Operator's Bus; visiting with other employees and/or passengers while Bus is in motion; etc., etc.
4. Failure to report ANY accident in which the Operator's Bus is involved.

EAU CLAIRE TRANSPORTATION COMPANY (cont'd)

SAFETY PLAN: (continued)

5. A penalty of \$1.00 from the maximum will be deducted for non-chargeable accidents in which Operator's Bus is involved; subject to review by a "Review Board" composed of Two Operators.

EFFICIENCY PLAN:

\$5.00 Efficiency Bonus will be paid each month to each Operator eligible for the Plan, subject to the following penalties, as outlined below:

- | | |
|---|---------------------|
| 1. Failure to collect fares | \$5.00 to dismissal |
| 2. Absence from duty without permission | \$5.00 to dismissal |
| 3. Absence on account of sickness without notifying the Garage. | \$5.00 to dismissal |
| 4. Discourtesy to passengers | \$2.50 |
| 5. Disturbances and disputes | \$2.50 |
| 6. Failure to maintain necessary token bank | \$2.50 |
| 7. Failure to take Bus out of Garage on time | \$1.00 to dismissal |
| 8. Smoking while on Buses | \$2.00 |
| 9. Leaving Terminal ahead of time | \$2.00 |
| 10. Running ahead of time | \$2.00 |
| 11. Leaving Terminals late, unnecessarily | \$2.00 |
| 12. Miss Reliefs | \$2.00 |
| 13. Failure to submit Complete necessary Reports, PROMPTLY | \$1.00 |
| 14. Failure to turn-in lost articles promptly | \$1.00 |
| 15. Carrying passengers past destination | .50 |
| 16. Passing up passengers | .50 |

RAY M. FEY,
General Manager.

Dated May 1, 1948.

FORT WAYNE TRANSIT, INC., FORT WAYNE, INDIANA

SAFE DRIVER AWARD AND BONUS

The following new Safe Driver Award and Bonus Plan is the result of extensive investigation and planning by the Safety and Transportation Departments in cooperation with your Union Representatives. It is offered as an improved plan to better reward the consistently safe driver and to penalize less severely the man who experiences a single preventable accident over a long period of time.

This new Safe Driver Award & Bonus Plan as explained below shall become effective December 1, 1949, at 12:01 A. M.

THE ANNUAL AWARD PLAN

Award Point System:

Each operator shall be credited in the amount of 200 award points on the first day of each month. An operator working less than 40 hours in a month shall not be credited with any points for the following month.

Each operator shall be debited for each accident according to its classification within the following:

Class "A" - Non-preventable - No Points. An accident occurring under circumstances entirely beyond the driver's control.

Class "B" - Preventable - 600 Points. An accident which could have been avoided by proper judgment or skill of the driver even though other party or weather conditions may have primarily contributed.

Class "C" - Preventable - 1200 Points. An accident resulting directly from lack of proper judgment or skill by the driver, such being the primary factor contributing to the accident.

Class "D" - Preventable - 1800 Points. An accident known by the driver to have happened but not reported.

Class "E" - Non-preventable - No Points. Incident reports pertaining to an accident within the vicinity of but not in contact with our vehicle or of any disturbances other than actual accident on our vehicle. (Such reports are forwarded to our Claim Department but are in no way tabulated on accident records.)

Value of Award Points:

The Safe Driver Award Plan shall run for 12 months beginning each December 1, 12:01 A. M. A month by month tabulation listing points added, deducted, and the resulting point balance per operator shall be posted in the operator's room.

Each award point shall be worth 1¢, such value to be applied at the end of the award year for payment of Safe Driver Awards not later than December 15th.

Award payments shall be made only to operators on Fort Wayne Transit payrolls as of the end of the award year.

Operators first employed within the award year shall be eligible under the Award Plan for actual months worked subject to normal calculation of credit and debit points accumulated during those same months.

FORT WAYNE TRANSIT, INC. (cont'd)

Value of Award Points: (cont'd)

No deficit points shall be carried over to the following award year.

THE ANNUAL BONUS PLAN

Bonus Percentage System:

For each award year completed without a preventable accident an operator earns a 10% Bonus to and including 5 or more years: 1 year - 10%, 2 - 20%, 3 - 30%, 4 - 40%, and 5 or more - 50%. Such percentage multiplied by a man's award point balance shall determine his bonus point balance.

Each operator shall be credited in advance with an additional 10% bonus for the bonus year following each December 1st.

Each operator shall lose 10% of his accumulated bonus for each preventable accident experienced.

Value of the Bonus Point:

The Safe Driver Bonus Plan shall coincide with the Award Plan beginning each December 1st, 12:01 A. M. Current standings on bonus percentages earned shall be tabulated with the posted award listings of each operator.

Each bonus point shall be worth 1¢, such value to be applied at the end of the bonus year for payment in addition to Safe Driver Awards not later than December 15th.

Bonus payment shall be made only to operators on Fort Wayne Transit payrolls as of the end of the bonus year.

Operators first employed within the bonus year shall not be eligible under the Bonus Plan during that same year.

FORMER PLAN CREDIT

The former Safety Award Plan for operators shall cease to exist on December 1, 1949 at 12:01 A. M.

All awards earned at that time shall be paid in full. An operator's remaining safety hours accumulated at that time shall be paid for proportionately in accordance with the schedule of the old Plan.

An operator's record of Safe Driver Years accumulated under the old Plan shall be automatically credited to the new.

EXAMPLE CASES

J. J. Jones:

Operator Jones as of December 1, 1949 completes 450 safety hours under the old Plan toward the 550 hours necessary for his next award of \$9.75 (trousers). He will be paid $450/550 \times \$9.75 = \7.98 to clear the old Plan.

Jones had completed 4 years without a chargeable accident under the old Plan and is therefore given credit for a 40% Bonus on the new Plan plus another 10% in

FORT WAYNE TRANSIT, INC. (Cont'd)

J. J. Jones: (cont'd)

advance for the year beginning December 1, 1949 (50% total). He is also credited in advance 200 points for the month of December.

At the end of the year, December 1, 1950, Jones had received the total 2400 credit points (200 x 12 months). He had completed the year submitting only 3 Class "E" Incident Reports for which no award points are debited and also thereby retained his full 50% bonus credit. The 50% bonus applied to his 2400 award points gave him a total point balance of 3600 for which Jones received a \$36.00 Safe Driver Award and Bonus check.

S. S. Smith:

Operator Smith entered the new Plan with 3 Safe Driver Years behind him (30% Bonus) plus credit (10%) for the year beginning December 1st (40% total). He accrued the full 2400 award points for 12 months driving.

Smith unfortunately experienced a Class "B" preventable accident within the year and was debited 600 award points and 10% of his bonus credit. At year's end he therefore had 1800 award points with 30% bonus or a total point balance of 2340. His Safe Driver Award and Bonus check amounted to \$23.40.

W. W. White:

Operator White had no past Safe Driver Years to apply on the new Plan but was credited with 10% bonus for the year beginning December 1, 1949. He worked less than 40 hours in one month of the year following, losing the 200 credit points for that month, and thereby accumulated 2200 award points for the year.

White experienced 5 Class "A" accidents, 2 Class "B", and 1 Class "C" which cost him a total of 2400 award points. He lost his 10% bonus with the first preventable accident and ended up 200 award points in the red at year's end. White received no check for a Safe Driver's Award or Bonus that year. (His slate was wiped clean, however, for the coming year and he started again with 10% bonus and 200 award points per month.)

B. B. Black:

Operator Black had 2 Safe Driver Years on the old Plan giving him 20% Bonus plus 10% in advance to start the new Plan. (30% total). He accrued the full 2400 award points for 12 months driving.

Black experienced 6 Class "A" and 2 Class "B" accidents losing 1200 award points. 20% of his bonus was also lost by the 2 Class "B" preventable accidents. His remaining 10% bonus as applied to his award point balance of 1200 gave a total point balance of 1320 for a value of \$13.20.

GEORGIA POWER COMPANY, ROME, GEORGIA

PRIZE SET-UP FOR OPERATORS IN THE ROME DIVISION

FIRST PRIZE: One Winter Uniform, including Pants and Jacket.

SECOND PRIZE: Operator's outfit, consisting of pants, shirt, and cap (winter).

THIRD PRIZE: Operator's Shirts (2) and tie.

BASIS FOR AWARDING PRIZES:

1. CONTEST BETWEEN OPERATORS WILL RUN FROM JANUARY 1, 1949, THROUGH DECEMBER 31, 1949.
2. IN CASE OF A TIE, AWARDING OF PRIZES WILL BE GIVEN TO THE OPERATOR WHO HAS COMPLETED THE MOST BUS HOURS DURING THAT YEAR.
3. THE FOLLOWING IS TO BE USED AS A POINT BASIS ON WHICH PRIZES WILL BE AWARDED.
4. BEST IMPROVED OPERATOR OVER ONE YEAR

I. ACCIDENTS 60 Points

- (a) For every class "A", No points will be deducted from record.
- (b) For every class "B", 1 through 10 points will be deducted.
- (c) For every class "C", 10 through 25 points will be deducted.

II. APPEARANCE 5 Points

- (a) Take a look into your mirror every morning and see if you're ready to meet your public as far as personal appearance is concerned.
- (b) A careful observation will be kept over the entire year by the Supervisors, and other Company officials, and one-half point will be deducted for each case where appearance has been neglected.

III. COACH OPERATION 10 Points

- (a) One point will be deducted for each case reported of jerky operation of bus.
- (b) One point will be deducted for each case reported of stopping and starting bus before customer gets on or off.
- (c) Three points will be deducted for each case reported of crossing Railroad before bus is brought to a full stop.
- (d) One Point will be deducted for each case reported of operator not having nameplate displayed.
- (e) One-half point will be deducted for each case reported of Operator failing to see passenger at regular stops through his negligence.
- (f) Five points will be deducted for each case reported of Operator leaving transfer point or terminus point over two minutes before scheduled leaving time.
- (g) One point will be deducted for each case reported of Operator talking to passenger while bus is in motion.
- (h) Two points will be deducted for each case reported of Operator smoking while bus is moving.
- (i) Two points will be deducted for each case reported of operator being discourteous to passengers.
- (j) Ten points will be deducted for each case of failure to report for run or reporting late.
- (k) Ten points will be deducted for each case of failure to turn money in on proper day.
- (l) Deduction for other cases of improper operation of buses will be decided upon by the investigation committee and Division Superintendent.

GEORGIA POWER COMPANY (cont'd)

IV. REVENUE REPORTS 25 Points

Gross overage and shortage will be added individually. One point will be deducted for each \$1.00 error made in turn-ins. The total sum of the 12 months will be used as a basis for the 25 points. If the amount exceeds the 25 points, it will be necessary to subtract this amount exceeding the 25 points from some other section's points.

HAMILTON CITY LINES, INC., HAMILTON, OHIO

Section 18. Safety Point Accumulation Plan. For each month, bus drivers driving without a chargeable accident will be credited with 600 points. If the driver operates for twelve (12) consecutive months without a chargeable accident, an additional bonus of 1800 points will be credited to his account. Each point will have a money value of one-half (1/2) cent so that if a driver operates for twelve (12) consecutive months without a chargeable accident, he will be entitled to a total credit of 9000 points, or \$45.00 from which must be deducted Withholding Tax and Old Age Pension payments to the Government. Out of his net cash credit each bus driver will be required to purchase uniforms and uniform supplies in accordance with Company specifications to the extent of such credit.

The General Manager shall be assisted in the rating of questionable accidents by a committee of drivers composed of older men with a good accident record and one comparatively new man who also has a good accident record.

The method of providing clean working clothes of standard design as specified by Company for all garage employees shall be under a plan of cost to the Company not to exceed the average point credit of all bus operators for the period January 1 to December 31 of each year.

LIMA CITY LINES, INC., LIMA, OHIO

SAFETY POINT ACCUMULATION PLAN

Section 13. For each month, bus drivers driving without a chargeable accident will be credited with 400 points. If the driver operates for twelve (12) consecutive months without a chargeable accident, an additional bonus of 1500 points will be credited to his account. Each point will have a money value of one-half (1/2) cent so that if a driver operates for twelve (12) consecutive months without a chargeable accident, he will be entitled to a total credit of 6300 points, or \$31.50 from which must be deducted Withholding Tax and Old Age Pension payments to the Government. Out of his net cash credit each bus driver will be required to purchase uniforms and uniform supplies in accordance with Company specifications to the extent of such credit.

Drivers having chargeable accidents will have debits against their point account in the following amounts:

E - Accident -	1000	points
D - Accident -	800	points
C - Accident -	600	points
B - Accident -	400	points

Accidents rated "A" will not result in any deduction from a driver's point credits.

The General Manager shall be assisted in the rating of questionable accidents by a committee of drivers composed of older men with a good accident record and one comparatively new man who also has a good accident record.

A method of providing clean working clothes of standard design specified by the Company for all garage employees shall be worked out under a plan of cost to the Company not to exceed the average point credit to all bus operators for the period January 1, 1951 to December 31, 1951.

LYNCHBURG TRANSIT COMPANY, LYNCHBURG, VIRGINIA

THE ACCIDENT REVIEW BOARD

CONTENTS:

- I The Purpose and Responsibility of the Accident Review Board.
- II Who the Review Board Consists of.
- III When and Where the Review Board Meets.
- IV The Procedure of the Review Board Meeting.
- V Instructions for the Chargeability of Accidents.

- I. The purpose of the accident review board is to render to the operators of the Lynchburg Transit Company a just and unbiased decision relative to the chargeability of their accidents. This decision shall be based on the instructions laid down in part V of this bulletin which governs the chargeability of accidents.

It shall be the responsibility of the Review Board to:

1. Assemble beforehand all information pertinent to the accidents to be reviewed.
2. Carefully analyze the details of each accident and determine beyond a reasonable doubt whether or not the operator is guilty of negligence.
3. Properly classify each accident as either "At Fault" or "Not at Fault".
4. Use the knowledge gained from the analysis of each accident to remedy conditions that contribute to such accidents, and educate the operator in the prevention of future accidents.

II. THE REVIEW BOARD WILL CONSIST OF FIVE (5) MEN AS FOLLOWS:

1. The Safety Director or other member of the Safety Department to act as Chairman.
2. An operator in good standing, with at least one year of seniority and not having had a chargeable accident in past twelve (12) months.
3. A representative of the supervisory force who has been employed with the Company for at least one year and in good standing. (Example: Supervisor, Dispatcher, etc.)
4. A representative of the maintenance department in good standing and having been employed at least one year.
5. One employee selected at large, of good standing, with at least one year of employment and not having had a chargeable accident during the past twelve months. (This member of board will usually be another operator).

The above men will be asked to serve on the board by the Safety Director but will not be asked to serve for more than one meeting at a time.

LYNCHBURG TRANSIT COMPANY (cont'd)

III. PLACE

The Review Board meetings shall take place in the Safety Department's Office. The board will meet as often as necessary in order to review all accidents presented to the board for consideration.

IV PROCEDURE:

It shall be the duty of the Chairman of the board to see that proper records and minutes of the meetings are kept to arrange for the meetings; and for each accident to be reviewed, the Chairman shall assemble:

- (a) Copy of accident reports.
- (b) All facts pertaining to the accident and results of the investigation of accidents.
- (c) Driver's daily report and dispatch sheets for the day during which the accident occurred.
- (d) Street Platt.
- (e) Miniature cars and buses.
- (f) Pictures of location of accident if available.

Before each board meeting arrangements shall be made to have each operator present who was involved in an accident since the last board meeting, the chargeability of which was questionable in the opinion of the operators involved. In cases whereby the operator realizes that the accident could have been prevented by him and is therefore definitely chargeable against his record, the operator involved should not ask to appear before the board for review. This would only be a waste of time for everyone concerned.

Each operator, whose accident is to be reviewed will appear before the board individually at the appointed time and place. If he has not previously appeared before the board, the purpose of it will be thoroughly explained to him by the Chairman. The Chairman will read the accident report. The operator will then be asked to explain in detail the circumstances surrounding the accident, using the street platt and the miniature vehicles if he so desires. The person who investigated the accident will then be called on for any facts which may be of interest or importance. After the operator has finished giving his explanation and the investigator of the accident has made his statement, the members of the board will then ask any questions they desire. The operator will then retire from the room.

The board shall then spend sufficient time analyzing the accident until an agreement is reached as to all the facts pertaining to the accident and the degree of responsibility of our operators for the accident. It is imperative that the board determines if the operator is guilty of negligence or contributing negligence by referring to the instruction on chargeability of accidents found in part V of this bulletin.

The board will then vote by secret ballot prepared especially for this purpose.

LYNCHBURG TRANSIT COMPANY (cont'd)

When the board has reached its conclusion the operator will be called in and the results of the boards analysis of the accident will be given to him in detail. In every case sufficient time shall be taken to explain to the operator how the accident could have been avoided and to obtain his assurance that he understands and will drive in the future so that such types of accidents may be avoided.

V INSTRUCTIONS FOR THE CHARGEABILITY OF ACCIDENTS:

Each operator involved in an accident contributes to it in a greater or lesser degree. Usually each failed to employ defensive driving tactics. The rules for determining whether or not an accident shall be charged against an operator's record are based upon the principles of defensive driving.

A defensive driver is one who is careful to commit no driving errors himself, who makes allowances for the lack of skill or improper attitude on the part of the other fellow and who does not allow hazards or weather or road conditions or the actions of pedestrians and other drivers to involve him in an accident. He keeps continually on the alert, recognizes an accident producing situation far enough in advance to apply the necessary preventive action and concedes the right of way when necessary to prevent an accident.

Responsibility for accidents is based on whether or not the accident was avoidable and not on who was primarily responsible or at fault. Therefore: Unless thorough investigation tends to show circumstances quite beyond the control of our operator, the following types of accidents will be regarded as "At Fault".

1. GRADE CROSSING COLLISIONS: Collisions with trains at grade crossing regardless of where they occur. Since trains are on a track, they always have the right of way. Regardless of time or weather conditions, it is the duty of each operator to stop at all grade crossings, open his door and listen, and make sure the way is clear before proceeding.
2. BACKING ACCIDENTS: The care and skill with which a vehicle is backed depends entirely upon the operator. It is the operator's responsibility to make sure the way is clear and even if someone is guiding him, he is never relieved of this responsibility, because the operator alone can start, stop and control his vehicle. Sounding of the horn is a MUST in all maneuvers while backing a vehicle.
3. COLLISION WITH VEHICLES AHEAD: Having the vehicle ahead stop suddenly without warning is a common hazard. Such collisions are avoidable because operators should follow at a safe distance, namely, the distance in which they can stop without a collision with the vehicle ahead. Company rules state that the operator should never follow closer than one coach length for every ten miles per hour of speed. This distance may lengthen from time to time because of existing road conditions, weather or mechanical condition of the coach.
4. OUR VEHICLE WHEN STRUCK IN THE REAR BY ANOTHER VEHICLE WILL BE AVOIDABLE WHEN:
 - (a) Our operator was passing when close to an intersection, and when stopping suddenly for a red light, stop sign, pedestrian or other vehicle.

LYNCHBURG TRANSIT COMPANY (cont'd)

- (b) OUR VEHICLE IS IMPROPERLY PARKED: Company rules state that whenever our vehicle is stopped for any reason, it must be pulled off the highway as far as practical.
- (c) OUR VEHICLE ROLLS BACK WHEN STARTING: Our vehicle must be put in motion without endangering vehicles behind, even though they may be too close for safety.
- (d) FOR MAKING SUDDEN STOPS UNLESS IT BE AN EMERGENCY: It is the duty of our operator to make smooth, gradual stops, at the same time giving proper signals at a reasonable distance, in order that the vehicle driver behind may recognize these signals and take precautionary actions. Particular care must be taken at grade crossings on the open highway. Our operator should observe his mirrors frequently before stopping, in order to make sure following vehicles are being guided by his signals.

5. ACCIDENTS AT INTERSECTIONS WHEN:

- (a) Driving straight thru' without using proper precautionary measures, such as:
 - 1. Watching for approaching cars from any direction.
 - 2. Slowing properly for blind or dangerous intersections.
 - 3. Giving right of way to vehicles turning.
 - 4. Obeying lights or other warning signals.
 - 5. When passing another vehicle in or near an intersection.
 - 6. Failing to yield right of way to other vehicles.
- (b) Starting through intersections when the light changes before cross traffic has cleared. Our operator is instructed to start on a go light, only after he has made sure that the intersection has been cleared of all traffic on his left and right.
- (c) Collision with any traffic or object while making a left or right turn without using proper precaution and skill. Turns may only be made when they can be done safely and every precaution must be taken to prevent a collision, such as proper signals, turning from the correct lane of traffic and above all, watching other approaching traffic and pedestrians.
- (d) Making U Turns.

6. ACCIDENTS WHILE PASSING OR BEING PASSED:

- (a) Operators are required never to pass another vehicle until they are absolutely sure that it is safe to do so. They must make sure that they have plenty of time to pass the other vehicle and get back on their side of the road before approaching traffic reaches them. They must also make sure that they don't cut back too quickly and force the vehicle being passed to run off the highway. Passing another

LYNCHBURG TRANSIT COMPANY (cont'd)

(a) cont'd

vehicle in or in the immediate vicinity of a bridge, at or near an intersection or viaduct, or any other close place, at or in a curve or at the crest of a hill is inexcusable. Our operator is required to sound his horn and use his electric signals, so as to give ample warning to the vehicle being passed and also to warn traffic that may be following. He must use his mirrors in order to make sure the way is clear, before he attempts to cut from one lane of traffic to another. Our vehicles should never pass another at a greater speed than 10 MPH faster than the vehicle being passed.

- (b) When being passed our operator is required to yield the right of way to the vehicle which is passing and never to speed up in order to prevent this passing. If traffic is approaching at a high speed, he is required to slow down in order that the vehicle passing can safely get back into the proper lane.

7. WEAVING RIGHT OR LEFT FROM THE LANE IN WHICH HE WAS OPERATING.
8. SQUEEZE PLAYS AND SHUTOUTS: Operators should never get in a position where they will be forced into trouble, nor should they force others into trouble. In all traffic and particularly in making right turns, our operator is required to be alert and use extreme caution. In making a right turn he should never get far enough from the curbing or parked cars, to allow another vehicle to squeeze between our vehicle and the curbing or parked cars. He must be sure the way is clear before making the turn.
9. ACCIDENT WHEN PULLING AWAY FROM CURB OR OTHER PARKING PLACES: When pulling out, our operator is required to signal his intention, look in all directions and proceed at a gradual angle only when the way is clear.
10. WHEN ENTERING TRAFFIC FROM DRIVEWAY OR ALLEY OR SIDE STREET: Our operator is required to come to a complete stop before entering traffic from a driveway, alley or side street. He must then wait until traffic is clear from both directions and be extremely cautious entering the main traffic lanes.
11. ACCIDENTS WHEN OTHER VEHICLE IS ENTERING TRAFFIC FROM A DRIVEWAY, ALLEY OR SIDE STREET: Our operator must be continually on the alert for other vehicles entering the main traffic lanes and it is his duty to yield the right of way to them in order to prevent an accident.
12. COLLISION WITH STREET CARS: Street cars, like trains, are on a fixed track and cannot change directions suddenly. Street cars which are turning are a constant hazard, therefore, it is our operators duty to be especially alert when passing or meeting street cars. When following street cars that have stopped to discharge passengers he must use every precaution, and if no safety zone is provided for said passengers, he must stop well back of the exit or entrance door.
13. COLLISIONS WITH VEHICLES FROM OPPOSITE DIRECTION, HEAD ON OR SIDE-SWIPE. WHEN.
 - (1) Our operator fails to stay in the proper lane.

LYNCHBURG TRANSIT COMPANY (cont'd)

- (2) Passes on hills or curves.
 - (3) Disregards traffic signs or signals.
 - (4) Fails to take precautionary actions before an impending collision. It is the duty of our operator to always be, alert for approaching traffic and especially watchful for vehicles that may be approaching in the wrong traffic lane. It is required that under such conditions he pull over as far to the right as practical and stop.
14. PEDESTRIAN ACCIDENT - ALL TYPES, INCLUDING CHILDREN AND PEOPLE WALKING FROM BETWEEN PARKED CARS: The pedestrian always has the right of way, regardless of whether he is walking with or against a traffic sign or signal. Our operator must be especially alert when driving through business or residential districts, and keep a constant look out for children and people walking from between parked cars. Speed limit signs at all schools must be obeyed to the letter, regardless of conditions or time of day.
15. NON-COLLISION AND COLLISION WITH FIXED OBJECTS SUCH AS:
- (a) Running off the road.
 - (b) Striking of stationary objects, parked cars, walls, etc.
 - (c) Over-turning.

Our operator is required to operate his vehicle in such a manner that he always has it under control, and will be able to stop before striking any object. Sudden swerving of the steering wheel is particularly dangerous at high speeds and often results in over-turning or leaving the roadway. He should also possess the necessary skills to avoid hitting any stationary object in making any type of maneuver.

16. SKIDDING:WHEN OUR VEHICLE SKIDS: Special care must be used when the condition of the roadway makes skidding a possibility. Our operator is required to reduce speed in keeping with these conditions, and keep his vehicle under constant control at all times.
17. ACCIDENTS DUE TO POOR VISIBILITY: It is the duty of our operators to always drive at a speed in keeping with the extent of visibility. During rainy and cold weather when windows are likely to become frosted, our operator must use extra care and slow down or stop when lack of visibility is likely to cause an accident. During foggy weather he must use due caution and use his lights to the best advantage. Passengers must never be allowed to stand in such a way that the operator will not have full use of his mirrors or in other ways impair his vision. During the hours of darkness regardless of weather or other conditions it is the operators duty to reduce speed and above all, never over-drive his headlights.
18. ACCIDENTS DUE TO FAULTY BRAKES: It is the operators responsibility to report faulty brakes and to drive within the limits of the mechanical condition of the vehicle. This also includes run-a-away vehicles from parked position due to failure of scotching coach properly.
19. MECHANICAL FAILURE: If investigation shows that said failure is a cause of the accident and this was due to rough and abusive handling of equipment,

LYNCHBURG TRANSIT COMPANY (cont'd)

19. MECHANICAL FAILURE (cont'd)

this means such as; Unnecessary severe application of brakes, cutting the steering wheel while the vehicle is not in motion, sudden and jerky starts, etc.

20. FALLING PASSENGERS WHEN ANY NEGLIGENCE IS NOTED ON THE PART OF THE OPERATOR: Our operator must never allow baggage to be placed in such a manner that might cause a passenger to trip and fall. He must also use extreme caution when he has standing passengers, to prevent their falling by jerky starts or sudden stops.
21. FALLING LUGGAGE, PARCELS, ETC.: Our operator is required to supervise and assist in the loading of all luggage and parcels and never start his coach in motion until all such luggage is properly stored and secured.
22. STRIKING AGAINST AN ANIMAL: OUR operator must be on the alert for animals and it is his duty to use due caution and skill when they are encountered whether on the street or open highways.
23. MISC. ACCIDENTS; - ANY UNCLASSIFIED ACCIDENT WHICH OCCURS THRU NEGLIGENCE ON THE PART OF THE OPERATOR: NOTE: A reportable accident shall be any accident in which our vehicle, a passenger, or the welfare of either is involved, when said accident results in death, injury, apparent injury or property damage regardless of who was hurt, what property was damaged or to what extent, where it occurred, or who was responsible.

LYNCHBURG TRANSIT COMPANY

Department of Safety

ORLANDO TRANSIT COMPANY, ORLANDO, FLORIDA

"PRIZES FOR CAREFULNESS"
RULES AND INSTRUCTIONS

The accident rate in your Company has been cut tremendously in the past few months, and we have decided to reward you with a chance to win prizes and awards in appreciation for the splendid cooperation that you have shown to accomplish the above.

This is to be a Safety Contest. The reward will be in points and the points will buy prizes of all types and descriptions - for yourself, your wife, your family.

The contest will be judged on the three following classifications:

1. - Accidents in which the Driver has no responsibility.
2. - Accidents in which the Driver is partially responsible.
3. - Accidents in which the Driver is totally responsible.

* * * * * Safety is Free - Take Care To Get Your Share * * * * *

Details of the Contest are as follows:

Individual Safety Record Beginning - - -

1. For each calendar month you perform your duties without a chargeable type accident, you will receive 600 credit points.
2. During each calendar month if you are charged with an accident in which you, the Driver, are partially responsible, you will be penalized 300 points and receive only 300 credit points toward the total. All other additional accidents of this type accumulated during the month will be charged against your earned balance at the rate of 300 credit points per accident.
3. An accident in which the Driver is totally responsible excludes him from receiving any credit points during that particular calendar month. If the Driver should have an accident falling in class 2, and also an accident in class 3, the accidents under class 2 will be charged against his accumulated balance of points earned.

* * * * * Every Month Is A New Contest * * * * *

The Contest will be divided into four 3-month periods for the year:

First Period: If you safely perform your duties for the first period (3 months) under Class 1, you will receive an additional 500 Credit Points. Should you have an accident under Class 2 you will lose 250 Credit Points - and 250 additional points for each accident under Class 2. Of course if you have an accident under Class 3, you will receive no Bonus Points.

Second Periods: If you have continued to perform your duties in the Number 1 Class, you will receive 600 Bonus Points in

ORLANDO TRANSIT COMPANY (cont'd)

Second Period (cont'd)

addition to the ones already earned. Any accidents under Class 3 - no Bonus Points; any accident under Class 2 will be charged to you at the rate of 200 points per accident.

Third Period: If you have completed the first three periods under Class 1, you will receive 700 Bonus Points, in addition to the ones you have already earned. Any accident under Class 2 will be charged to you at the rate of 200 points per accident. Accidents under Class 3 - no Bonus Points.

Fourth Period: Now, if you have completed one year of perfect performance and have had no chargeable accidents during the entire four periods, you will be rewarded 1000 additional Bonus Points to the ones already earned. Should you in this period have an accident under Class 2, you will be charged 200 Credit points per accident.

Contest completed - a new Contest will be started each 12 months with each contestant starting out new. All points earned and not spent will be added to your total as the amount rises. Each year a contestant completes a perfect record he will be awarded with Points in the following manner:

- 1. Two-year record - 2000 points in addition to those already earned and 1000 points additional per year following; such as: 3 years - 3000; 4 years - 4000; etc.

2. Illustration: A

3 Months	1800	
Bonus	<u>500</u>	
	2300	
3 Months	1800	
Bonus	<u>600</u>	
	4700	
3 Months	1800	
Bonus	<u>700</u>	
	7200	
3 Months	1800	
Bonus	<u>1000</u>	
	10,000	total credit and bonus points for perfect record.

- 3. Illustration: B (1 Class 2 Accident in first 3 month period)
(1 Class 3 Accident in 3d three month period)

3 Months	1500
Bonus	<u>250</u>
	1750
3 Months	1800
Bonus	<u>600</u>
	4150
3 Months	1200
Bonus	<u>-0-</u>
	5350

ORLANDO TRANSIT COMPANY (cont'd)

3. Illustration B (cont'd)

3 Months	1800	
Bonus	<u>500*</u>	
	7650	total points

* If a Driver has a Class 3 accident in one quarterly period, the following period his Bonus Points begin at 500 with no accidents in the following period.

TO THE DRIVERS OF THE ORLANDO TRANSIT COMPANY

1. On the following pages we have tried to explain the purpose of the Review Board which will determine the classification of all questionable accidents. This Board will become active upon the adoption of the Merchandise Incentive plan by this Company.

The reasons for this Board are for the protection of the driver and for the protection of the Orlando Transit Co., as well. The duties of this Board will be conducted in a business like manner at all times and shall determine impartially, accidents that are in any way questionable as to their classification such as Chargeable - Non-Chargeable or Partially Chargeable.

This Board will be known as the "Accident Review Board", and is a very important phase of any Safety Program such as we are now participating in.

2. Each accident will be carefully reviewed by the Board with the driver present; a decision is reached with the driver absent. After the decision is reached the accident is again carefully reviewed with the driver, at which time defensive driving practices which might have avoided the accident are discussed. In carrying out this responsibility, the Review Board goes through the following steps.

A. To assemble all the information pertinent to all accidents and to have available all necessary information on cases to be considered at the Review Board Meeting.

B. It is the responsibility of this Board to analyze the details of all automotive and Non-Traffic accidents, and to determine beyond a reasonable doubt whether or not our driver is guilty of negligence.

C. It is incumbent upon the Review Board to classify each accident, as "Chargeable - Non-Chargeable or Partially Chargeable."

D. After determining the proper classification of an accident, it is then necessary to determine whether or not this accident, if of the chargeable type, is chargeable against the driver's record.

E. Use the knowledge gained from analyzing each cause in correcting conditions that may contribute to accidents and in educating all drivers in the prevention of accidents.

The Review Board shall be composed of the President, Supervising Mechanic, Supervisor, two drivers selected by drivers, preferably senior drivers, and the local Insurance Adjuster. This provides for a minimum of six members.

ORLANDO TRANSIT COMPANY (cont'd)

The following definitions shall be used in classifying accidents.

1. Reportable Accidents.
A reportable accident shall be any accident in which Orlando Transit Co. Automotive equipment is involved, or where injury is caused in loading or discharging passengers or in the event a passenger riding on Bus may have become injured.
2. Chargeable Accidents.
A chargeable accident is any reportable accident in which the Orlando Transit Company driver in question failed to exercise every possible precaution to prevent this accident. Responsibility to prevent accidents goes beyond careful observance of traffic rules and regulations. Drivers must drive in a manner to prevent accidents, regardless of the other fellow's faulty driving or non-observance of traffic regulations.
3. Non-Chargeable Accident.
A "Non-Chargeable" accident is one in which Orlando Transit Company equipment is involved, but in which the Orlando Transit Co. driver has done everything within his control to prevent the happening of an accident.
4. Non Traffic Accident.
A "Non Traffic" Accident is one in which the property of some person is damaged or personal injury is caused by an Orlando Transit Co. driver to riders of the bus or while he is in the act of taking on or discharging passengers at an establishment which is or is not the property of the Orlando Transit Co. These accidents should be reported to the Transit Co. office or the Insurance Adjuster the same as "Traffic Accidents."
5. Responsibility of Accident.
Responsibility for accidents is based on whether or not the accident was Chargeable by the Orlando Transit Co. driver and not on who was primarily responsible or at fault. Therefore: Unless thorough investigation shows extenuating circumstances quite beyond the control of the Transit Co. driver the following types of accidents will be regarded as Chargeable.

Chargeable Accidents

1. Grade crossing Collisions: Collisions with trains at grade crossings. Regardless of when the accident occurred. Trains always have the right of way.
2. Backing Accidents: The care with which a vehicle is backed depends entirely on the driver - whether or not he uses both the left and right rear view mirrors, and how careful he is to make certain the way is clear. The driver is in no way relieved of his responsibility to act safely when someone guides him. The guide does not have control of the vehicle and can neither start nor stop it.
3. Collision with the vehicle ahead: Having the vehicle ahead stop suddenly is a common street and highway hazard. Collisions with such vehicles are considered preventable therefore they must be defined as Chargeable. Drivers should always follow at a safe distance.

ORLANDO TRANSIT COMPANY (cont'd)

4. Accidents in pulling away from curb or other parking space: It is the responsibility of our driver to enter the flow of traffic safely.
5. Accidents when entering traffic from a driveway, alley or side street: It is our driver's responsibility to enter traffic safely from such locations.
6. Non-Collision and collision with fixed objects: Includes over-turning in roadway, running off roadway, and collision with culvert, traffic signal, parked vehicle or other objects.
7. Skidding accidents: In which our vehicle skids.
8. Accidents due to poor visibility: Darkness, fog, rain, glare, etc. The burden of responsibility is placed on the driver to operate his vehicle within his ability to see ahead.
9. Accidents due to faulty brakes: It is the drivers responsibility to report faulty brakes. It is also the drivers responsibility to drive within the limits of the mechanical condition of his vehicle.

Non-Chargeable Accidents

1. Orlando Transit Co. vehicle properly parked, struck by another vehicle.
2. Orlando Transit Co. vehicle properly standing in halted lane of traffic, struck by another vehicle.

Partially Chargeable Accidents

1. Mechanical failure: When the investigation of a "Mechanical Failure," accident shows that the mechanical failure which caused the accident was due to rough and abusive handling on the part of the driver, the resulting accident should be charged as definitely a "Partially Chargeable Accident."
2. Yard: The same rules apply regardless of where the vehicle is being operated. When operating on private or Company property the driver is in no way relieved of his responsibility to operate safely.
3. Accidents when other driver enters the main road from driveway, alley, or side street: These accidents may be avoided by Defensive driving.
4. Collisions with other vehicles: Head-on, angle, side swipe, collisions and all rear end collisions caused by other vehicles hitting the rear end of our vehicle.
5. Included are all accidents occurring when passing other vehicles: It is the drivers responsibility to pass safely.
6. Pedestrian Accidents: All types of pedestrian accidents, including collisions with children and with persons coming from between parked cars.
7. Accidents at Intersections:
 - A. Driving straight through intersection - Collision with vehicles coming from either the left or the right, regardless of the presence or absence of stop signs or traffic lights, or whether the light was green or changing.

ORLANDO TRANSIT COMPANY (cont'd)

B. Driving straight through intersections - Collision with approaching vehicle making left in front of driver.

C. Starting through intersection when light changes: Collision with cross traffic which has not cleared the intersection.

D. Making right or left turns: Collision with approaching or cross traffic. Collision with adjacent traffic even when the other vehicle is illegally passing at the intersection. Also collisions with a vehicle leaving curb as our driver makes right turn.

8. Making U Turns.

9. Accidents while passing or being passed: Drivers are required to overtake and pass safely, and not speed up when being passed. Passing must be on proper side for vehicle involved.

10. Squeeze plays and shutouts: Usually due to leading driver forcing the other driver to the left of the center line - into parked vehicles, adjacent traffic, stationary objects, or off the highway. Drivers should not get into a position where they may be forced into trouble, nor should they swerve so as to force others into trouble.

11. Weaving right or left: Failure to keep in line in multiple lane traffic. Some accidents may seem unavoidable if it appears that the other vehicle tried to pass through a space too narrow, when actually the space was made too narrow by the weaving of our driver.

There will no doubt be some accidents of a freakish nature that none of us can foresee and the type which no ruling can possibly be made beforehand, in such case it is the duty of the Orlando Transit Co. Review Board to determine where the blame if any shall be laid regarding an accident not previously covered.

It is the sincere hope of the Management that each of you will read this carefully and keep it for future reference not only as a guide but as an incentive for each man to do his job, to be proud of his work and to create a feeling of security and good will. Again we want to take this opportunity to congratulate each of you for the marvelous way our Safety Program has been accepted and for the safe driving you have done since it was started. Keep it up!

PHILADELPHIA SUBURBAN TRANSPORTATION COMPANY, UPPER DARBY, PA.

October 10, 1950

RULES GOVERNING RED ARROW LINES SAFETY CONTEST

This contest will begin 12:01 A.M., October 16, 1950 and will close 12:00 Mid-night, October 15, 1951.

1. Contestants must be either car or bus operators or car or bus starters employed by the Philadelphia Suburban Transportation Company to be eligible to participate. All employees coming under these categories will be grouped into teams of approximately thirty (30) members each.

2. Car and bus teams will compete separately, that is to say that teams consisting of bus operators and starters will compete only against other teams consisting of bus operators and starters and car operators and starters will compete only against other car operators and starters except as specified in Paragraph 10.

3. Each team must have a captain who will be an active participating member of his team. A team captain will be selected by the Safety Committee. Members of any team not in agreement with the Committee's choice may elect a new captain by a majority vote after team has been formed. The original captain will participate in the drawing to select the team. Any problem confronting a team captain, pertaining to this contest will first be presented to a member of the Operator's Safety Committee, if not solved, Safety Committeeman will present it at the next meeting of the Safety Committee for a solution.

4. A point assessment schedule has been worked out by the Safety Committee which will apply to all types of accidents, except those caused by proven mechanical defects or acts of God, and a predetermined number of points will be assessed against each type accident depending on the degree of responsibility. The winning teams will be those having the lowest average point assessment per man at the end of the contest period.

5. The winning teams will be determined at the close of the contest period by dividing the total team points by the number of active participants to determine the average number of points per man.

6. Two (2) teams will be declared the winners at the close of the contest year, one from the bus operating group and the other from the car operating group. All members of the two (2) winning teams will be honored at a banquet to be given by the Company after the close of the contest period.

7. In case of ties, the first accident to occur involving a member of either of the tied teams after the contest deadline will be used as the deciding factor to break the tie.

8. All accidents will be reviewed each month by a five (5) man Safety Committee consisting of the three (3) current members of the Red Arrow Operator's Safety Committee, a representative of the engineering staff of the insurance company currently representing the Philadelphia Suburban Transportation Company and the Safety Director. At these monthly meetings, accidents which occurred during the previous month will be properly classified and the proper number of points assessed against each accident. The degree of responsibility in each accident will be judged by information obtained from operator's accident report and other reliable sources. The standing of the various teams will be reported to the team captains as soon as possible after these monthly meetings. The decisions of this Committee will be final.

PHILADELPHIA SUBURBAN TRANSPORTATION COMPANY (cont'd)

9. The three (3) members of the Red Arrow Operator's Safety Committee shall not be eligible to participate actively on any team while serving on the Safety Committee but will replace his successor on a team to fill the vacancy made by the new appointment. The total points accumulated by any two (2) men or combination of men serving in this capacity during the contest period shall be considered as the experience of one man in computing the team average at the end of the contest period.

10. All teams shall remain intact throughout the contest period even though a sign-up, bid system, etc. may remove some of its members to another type of operation.

11. In cases where a member or members of any team are absent from their duties due to illness or other causes for more than two consecutive months during the competition period the Safety Committee will determine his actual value to the team. Portion of year worked by absent member will be computed to the nearest month and evaluated on a percentage basis.

POTOMAC EDISON COMPANY (HAGERSTOWN CITY BUS), HAGERSTOWN, MD.

ADDITIONAL AWARDS - SAFE DRIVING CONTEST

A new Safety Contest among the teams will begin, effective 12:01 A.M., May 15, 1951, to 12:00 Midnight, August 14 1951. As additions to the present rules, the following will apply.

In addition to the prize for the winning team, the members of the team will receive half-time for time lost up to a maximum of forty-seven (47) hours for any one trip. This means that if the total half-time lost by the members does not exceed forty-seven (47) hours, then each man will receive half-time; if the total does exceed forty-seven (47) hours, then each man will receive his percentage of the forty-seven (47) hours according to the time he loses; however by arranging the days off over a ten (10) day period, the average half-time lost for any team should be forty-seven (47) hours. All drivers will be expected to cooperate in arranging to make this work properly.

Another added advantage will be the privilege, whenever a member of a winning team may desire, of giving his award of the trip to a fellow driver.

The prize for the Winning Team will be a choice of a fishing trip or Big League Baseball Game.

Baseball Game covers - baseball game, meals, and transportation for one day to either Washington or Philadelphia.

Fishing Trip covers - one day of fishing, meals, lodging, transportation to the Delaware Bay area or Upper Chesapeake Bay area within approximately same distance from Hagerstown, Maryland.

In order that reservations can be made and confirmed for fishing boats, lodging, or securing baseball tickets, the winning team must decide within five (5) days after they have been designated as the winner, their choice of award, location, and date desired. Any trip must be taken within a thirty (30) day period after the close of each contest.

SOUTH CAROLINA ELECTRIC AND GAS COMPANY (CHARLESTON DIVISION),
CHARLESTON, SOUTH CAROLINA

CHARGEABLE ACCIDENT CLASSIFICATION

This classification of accidents will apply in the accident prevention awards:

- *1. COLLISION WITH PERSON - The fact that the bus was in motion and that the front end was point of contact, determines that bus contributed to the collision and is chargeable.
- *2. COLLISION WITH MOTOR VEHICLE - The fact that the bus was in motion and that the front end was point of contact, determines that bus contributed to the collision and is chargeable.
3. COLLISION VEHICLE WITH BUS (Collision of auto with rear end of bus excepted)- Chargeable if investigation shows operator drove bus in position to cause vehicle to collide with bus, whereby using good judgment, accident could have been prevented.
- *4. COLLISION WITH HORSE-DRAWN VEHICLE - The fact that the bus was in motion and that the front end was point of contact, determines that bus contributed to the collision and is chargeable.
- *5. COLLISION WITH ANIMAL - The fact that bus was in motion and that the front end was point of contact, determines that bus contributed to the collision and is chargeable.
- *6. COLLISION OF BUSES - When buses collide, operator of bus colliding is charged with the accident.
7. RAILROAD CROSSING - Chargeable if investigation shows operator was negligent or violated rules.
8. FALL IN BUS - Chargeable if investigation shows bus was started or stopped with an unusual jerk not due to mechanical defects.
9. STEP ACCIDENT - Chargeable if investigation shows bus was stopped in an unsafe place.
10. DOOR ACCIDENT - Chargeable if investigation shows operator was negligent or violated rules.
11. PREMATURE START - Chargeable if operator started bus before passengers had safely boarded or alighted.
12. INJURY - OTHER CAUSES - Chargeable if investigation shows operator was negligent or violated rules.
13. DAMAGE - OTHER CAUSES - Chargeable if investigation shows operator was negligent or violated rules.
14. PASSENGER'S PROPERTY DAMAGE - Chargeable if investigation shows operator was negligent or violated rules.
15. OFF HIGHWAY - Chargeable if investigation shows operator was negligent or violated rules.

SOUTH CAROLINA ELECTRIC AND GAS COMPANY (CHARLESTON DIVISION) (cont'd)

16. BUS DAMAGED - Chargeable if investigation shows operator was negligent or violated rules.
17. WINDOW BROKEN - Chargeable if investigation shows operator was negligent or violated rules.
18. MISCELLANEOUS -
19. EMPLOYEES INJURED - Chargeable if investigation shows operator was negligent or violated rules.
- *20. FAILURE TO REPORT - or making a report late (after the day of the accident) - chargeable in all cases.

All other accidents are chargeable or non-chargeable after an investigation.

The investigation will be conducted by a three-man board consisting of the Manager of the Safety Department, the Superintendent of Equipment and the Superintendent of Transportation. Should an operator who is seriously involved question the decision of this board, the Executive Committee of the Association has the right to review his case with the investigating board. If the investigating board and the Executive Committee do not reach an agreement on the case, it shall be presented to the Company's General Manager for final Settlement.

* - Chargeable accidents whenever they occur.

YOUNGSTOWN MUNICIPAL RAILWAY CO., YOUNGSTOWN, OHIO
AKRON TRANSPORTATION CO., AKRON, OHIO

(Note: These two transit properties are owned and operated by the same management).

CHARGEABLE ACCIDENT CLASSIFICATION

This Classification Of Accidents Will Apply In The Accident Prevention Awards:

- *1.-- COLLISION WITH PERSON
The fact that the car or bus was in motion and that the front end was point of contact, determines that car or bus contributed to the collision and is chargeable.
- *2.-- COLLISION WITH MOTOR VEHICLE
The fact that the car or bus was in motion and that the front end was point of contact, determines that car or bus contributed to the collision and is chargeable.
- 3.-- COLLISION VEHICLE WITH CAR (Collision of auto with rear end of car or bus excepted) Chargeable if investigation shows operator moved car or bus in position to cause vehicle to collide with car or bus, whereby using good judgment, accident could have been prevented.
- *4.-- COLLISION WITH HORSE-DRAWN VEHICLE
The fact that the car or bus was in motion and that the front end was point of contact, determines that car or bus contributed to the collision and is chargeable.
- *5.-- COLLISION WITH ANIMAL
The fact that the car or bus was in motion and that the front end was point of contact, determines that car or bus contributed to the collision and is chargeable.
- *6.-- COLLISION WITH CAR
When cars or buses collide, operator of car or bus colliding is charged with the accident.
- 7.-- RAILROAD CROSSING
Chargeable if investigation shows operator was negligent or violated rules.
- 8.-- DAMAGE OR INJURY LINE OR SPAN WIRE
Chargeable if investigation shows operator was negligent or violated rules.
- 9.-- ELECTRIC SHOCK
Chargeable if investigation shows operator was negligent or violated rules.
- 10.-- FELL IN CAR
Chargeable if investigation shows car or bus was started or stopped with an unusual jerk not due to mechanical defects.
- 11.-- STEP ACCIDENT
Chargeable if investigation shows car or bus was stopped in an unsafe place, or that operator had failed to keep step and platform as free from ice and snow as possible.
- 12.-- DOOR ACCIDENT
Chargeable if investigation shows operator was negligent or violated rules.

YOUNGSTOWN MUNICIPAL RAILWAY CO.
AKRON TRANSPORTATION CO. (cont'd)

- 13.-- PREMATURE START
Chargeable if operator started car or bus before passengers had safely boarded or alighted.
- 14.-- INJURY - OTHER CAUSES
Chargeable if investigation shows operator was negligent or violated rules.
- 15.-- DAMAGE - OTHER CAUSES
Chargeable if investigation shows operator was negligent or violated rules.
- 16.-- PASSENGER'S PROPERTY DAMAGE
Chargeable if investigation shows operator was negligent or violated rules.
- 17.-- DERAILED - OFF HIGHWAY
Chargeable if investigation shows operator was negligent or violated rules.
- 18.-- SPLIT SWITCH
Chargeable if investigation shows operator was negligent or violated rules.
- 19.-- CAR OR BUS DAMAGED
Chargeable if investigation shows operator was negligent or violated rules.
- 20.-- WINDOW BROKEN
Chargeable if investigation shows operator was negligent or violated rules.
- 21.-- MISCELLANEOUS
- 22.-- EMPLOYEES INJURED
Chargeable if investigation shows operator was negligent or violated rules.
- 23.-- FATALITIES - Not counted in total number of accidents.
Chargeable if investigation shows operator was negligent or violated rules.

* - Chargeable accidents whenever they occur.

All other accidents are chargeable or non-chargeable after an investigation.

ALPHABETICAL LIST AND INDEX
OF REPORTING COMPANIES HAVING
SAFETY INCENTIVE PLANS

<u>Company</u>	<u>Page Number</u>	
	<u>In Principal Tabulation</u>	<u>In Appendix</u>
Akron Transportation Co., Akron, Ohio	29	87-88
Alexandria, Barcroft & Washington Transit Co., Alexandria, Va.	29	-
Bakersfield Transit Co., Bakersfield, Cal.	10	41
Baton Rouge Bus Co., Inc, Baton Rouge, La.	22	-
Battle Creek Coach Co., Battle Creek, Mich.	7	-
Beaver Valley Motor Coach Co., New Brighton, Pa.	12	-
Beloit Bus Co., Inc., Beloit, Wis.	2	-
The Berea Bus Line Co., Berea, Ohio	7	42-44
Bibb Transit Co., Macon, Ga.	12	-
Boro Buses, Red Bank, N. J.	12	45-52
Boston, Worcester & New York Street Railway Co., Framingham, Mass.	22	-
Bristol Traction Co., Bristol, Conn.	7	-
Buffalo Transit Co., Inc., Buffalo, N. Y.	22	-
Charleston Transit Co., Charleston, W. Va.	22	-
Charlottesville and Albemarle Bus Co., Charlottesville, Va.	2	-
Cheyenne Motor Bus Co., Cheyenne, Wyo.	2	-
The Cincinnati, Newport & Covington Ry. Co., Covington, Ky.	30	-
City Rapid Transit Lines, Inc., Newark, Ohio	22-23	-
Colorado Springs Transit Co., Colorado Springs, Colo.	12	-
Columbus Transportation Co., Columbus, Ga.	12-13	-
The Community Traction Co., Toledo, Ohio	30	53-56
Crescent Motors, Inc., Anniston, Ala.	30-31	-
Cross Transit Corp., Kokomo, Ind.	7	-
The Dayton-Xenia Railway Co., Dayton, Ohio	2-3	-
Duluth-Superior Bus Co., Superior, Wis.	31	57-59
Duluth-Superior Transit Co., Duluth, Minn.	31	57-59
Eau Claire Transportation Co., Eau Claire, Wis.	7-8	60-61
Employees Transit Lines, Inc., Lorain, Ohio	13	-
Evanston Bus Co., Evanston, Ill.	13	-
Evansville City Coach Lines, Inc., Evansville, Ind.	23	-
Fitchburg & Leominster Street Railway Co., Fitchburg, Mass.	13	-
Flint Trolley Coach Co., Flint, Mich.	23	-
Fort Dodge Transportation Co., Fort Dodge, Ia.	3	-
Fort Wayne Transit Inc., Fort Wayne, Ind.	23-24	62-64
Fort Worth Transit Co., Inc., Fort Worth, Texas	31	-
Galveston Transit Co., Galveston, Texas	13-14	-
Gary Railways, Inc., Gary, Ind.	31-32	-
Georgia Power Co., Rome, Ga.	8	65-66
Grand Rapids Motor Coach Co., Grand Rapids, Mich.	24	-
Hamilton City Lines, Inc., Hamilton, Ohio	14	67
Hannibal Transportation Co., Hannibal, Mo.	3	-
Honolulu Rapid Transit Co., Ltd., Honolulu, Hawaii	32	-
Hudson Bus Lines, Medford, Mass.	14	-
Indiana Railroad(Division of Wesson Co.), Indianapolis, Ind.	24-25	-
Indianapolis Railways Inc., Indianapolis, Ind.	35	-
Indianapolis Transit, Inc., Indianapolis, Ind.	3	-
Inter-City Coach Line Co., Lansing, Mich.	14	-

<u>Company</u>	<u>Page Number</u>	
	<u>In Principal Tabulation</u>	<u>In Appendix</u>
Jamestown Motor Bus Transportation Co., Jamestown, N. Y.	14-15	-
Kansas City Public Service Co., Kansas City, Mo. . .	35	-
LaSalle-Peru City Lines, Inc., Peru, Ill.	3	-
Lehigh Valley Transit Co., Allentown, Pa.	32	-
Lehigh Valley Transportation Co., Allentown, Pa. . .	32	-
Lima City Lines, Inc., Lima, Ohio	8	68
Louisiana Transit Co., Harahan, La.	3-4	-
Lynchburg Transit Co., Lynchburg, Va.	15-16	69-75
Mansfield Rapid Transit, Inc., Mansfield, Ohio . . .	22-23	-
Massachusetts Northeastern Transportation Co., Merrimac, Mass.	8	-
Northern Transit Co., Fargo, N. D.	8-9	-
Nueces Transportation Co., Corpus Christi, Texas . .	25	-
Ogden Transit Co., Ogden, Utah	9	-
Orlando Transit Co., Orlando, Fla.	9	76-81
Penn Transit Co., McKeesport, Pa.	25	82-83
Philadelphia Suburban Transportation Co., Upper Darby, Pa.	32	-
The Pittsburgh and Weirton Bus Co., Weirton, W. Va. .	16	-
Portsmouth Transit Co., Portsmouth, Va.	36-37	-
Potomac Edison Co., Hagerstown, Md.	9-10	84
The Public Utilities Commission of Kitchener, Ont., Canada	15	-
Pueblo Transit Co., Pueblo, Colo.	16	-
Ridge Lines, McKeesport, Pa.	4	-
Roanoke Railway & Electric Co., Roanoke, Va.	25-26	-
San Diego Transit System, San Diego, Cal.	35	-
Sandusky Rapid Transit, Inc., Sandusky, Ohio	22-23	-
San Mateo-Burlingame Transit, San Mateo, Cal.	4	-
Savannah Transit Co., Savannah, Ga.	26	-
Shoals Transit, Inc., Sheffield, Ala.	4	-
Sioux City Transit Co., Inc., Sioux City, Ia.	16-17	-
South Carolina Electric & Gas Co.- Charleston Division - Charleston, S. C.	17	85-86
South Carolina Electric & Gas Co.- Columbia Division - Columbia, S. C.	17-18	-
South Suburban SafeWay Lines, Inc., Harvey, Ill. . .	26-27	-
Suburban Service Bus Co., St. Louis, Mo.	4-5	-
Surface Transportation Corp. (Third Avenue Transit System), New York, N. Y. . .	36	-
Tucson Rapid Transit Co., Tucson, Ariz.	18	-
Tulsa City Lines, Inc., Tulsa, Okla.	27	-
United Motor Coach Co., Des Plaines, Ill.	18	-
Valley Transportation Co., Lemoyne, Pa.	18-19	-
Vincennes Transit, Vincennes, Ind.	5	-
Virginia Transit Co., Richmond & Norfolk, Va.	36-37	-
Wheeling Public Service Co., Wheeling, W. Va.	10	-
Wisconsin Public Service Corp., Green Bay, Wis. . . .	19-20	-
Woodlawn & Southern Motor Coach Co., Aliquippa, Pa. .	10	-
York Bus Co., York, Pa.	20	-
The Youngstown Municipal Railway Co., Youngstown, Ohio	33	87-88
Zanesville Rapid Transit, Inc., Zanesville, Ohio . .	22-23	-

