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**AWARD
WINNING
SAFETY
PROGRAM**



**AMERICAN TRANSIT ASSOCIATION
SMALL OPERATIONS DIVISION**

AWARD WINNING SAFETY PROGRAMS

As the result of the widespread interest in safety evident among the smaller companies at meetings of the ATA Small Operations Division, the Division's Administrative Committee considered it desirable to put together a compilation of safety practices, procedures and programs that had proved effective. The smaller companies that had been winners of awards in the annual American Transit Safety Award competition were agreed upon as an appropriate group from which to gather data.

With the assistance of the ATA Department of Personnel and Accident Prevention, information was obtained from eleven companies and compiled under general headings of 1) selection, 2) training, 3) accident reporting, 4) accident records, 5) promotional activities, and 6) award plans.

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THE BRISTOL TRACTION COMPANY, BRISTOL, CONNECTICUT

Awards: 1950 - Silver Plaque

Contributor: R. D. Foster, Vice President and General Manager

Because our program is mostly informal and perhaps unusual, it may appear that we won the Award for 1950 by means of "Black Magic." I really believe though that our success was due to the fact that, being a small company, the top representative of management (myself) can handle all of the details. That, of course, is not possible on the larger properties.

Selection

In selecting a man, we prefer to take one without previous bus driving experience. A man who has had experience in driving light-duty trucks is much more preferable. In the very few instances where we have employed former bus drivers we have found that they bring with them some habits formed during previous employment that are not desirable on this property and it is hard to break a man of these habits. Hence, we employ men with light truck experience or a man with a good past record of passenger car driving. We carefully screen these men from their character and employment references and if satisfactory hire them. However, if by chance one gets by this screening we can always catch up with him when he gets his Public Service license as the State of Connecticut is quite thorough in the matter of P.S. licensing.

Training

Our training program is quite simple. We place the new man with our older drivers and give him one to two days of instruction on each route dependent on the various routes. He takes with him each day, a form, copy of which is attached, and which is turned in by his instructor daily. After he is familiar with all routes, approximately eight days, he has a thorough discussion with me as to what is expected of him. He is then on his own for a sixty-day probationary period and if, at the end of this period, his work is of good quality he is on a permanent basis.

Accident Reporting

Our operators are required to file reports of all accidents whether it involves liability on our part or not. For instance, we require a report of passengers falling after they are away from the bus, such as stumbling on the sidewalk, etc. We also require a report if an operator has an accident while maneuvering in the garage or elsewhere. We have had several instances where a report of a passenger falling after leaving the bus, has saved us money. All reports are sent to our insurance carrier (Markel Service) the same day the accidents occur and both the Company and the drivers abide by the finding of their engineers. In the eighteen months we have followed this procedure, we have had only one argument as to charging responsibility. Disciplinary action on accidents is dependent on my judgment as to whether or not the operator involved was paying strict attention to his job. Most generally, an operator involved in a rear-end collision is holding his job on borrowed time. All collisions are entered on the accident records of the drivers involved and are kept up to date. We have had two discharges in recent years for accidents. Such discharges, of course, require a hearing by the Union Grievance Committee.

Accident Records

We keep two separate records for operators. One involving rules and other infractions, and the second is his accident record. We use a form of another insurer which we have adapted to our use. When the analysis of each accident is returned to us, the responsibility and action causing the accident are placed in the

The Bristol Traction Company (Cont'd)

Accident Records (cont'd)

proper columns. This gives a running record which tells at a glance just how well each operator is doing his job.

As stated previously, all accidents are reported on the day of occurrence to the insurer with a copy going to our accident file. In accidents involving bodily injury or property damage in excess of \$ 25.00, copies must be forwarded to both the Motor Vehicle Department and to the Public Utilities Commission.

Promotional Activities

The only forms of promotion used on this property are three safety meetings a year and an occasional letter. We also use trailing reports which are brought to the operators attention whether there was a violation of safety rules or not. I have found that commending recipients of good trailing reports works wonders. We also make use of Markel camera car shots at our safety meetings. These are of exceptional promotional value and the cause of good natured ribbing amongst the men. With our men showing such good experience this year we have started to pay all who attend meetings their regular straight time rate for the duration of the meeting which is generally 1½ hours. I am a firm believer that safety meetings can be over emphasized by holding too many. Eventually, too many meetings become a bore and thereby lose their effect. I have found that three good meetings per year are most effective.

Award Plan

The only incentive plan we have on this property is safe driving pins. The company has a set of four pins for one, two, three and five years for no at-fault accidents. These pins are respectively copper, gold plate, sterling silver and solid gold, with number of years they represent inscribed thereon. In addition, Markel Service awards solid gold pins suitably inscribed for each year. With this year being the fifth year for some of the men, I am toying with the idea of an award of some type for each five years of accident-free driving, possibly a bond or some type of merchandise. Whether or not it was coincidental, our experience has improved each year since we started these pin awards.

Summary Comment

Where the plan outlined above is simplicity in itself, I would say that each part has been equally effective in accomplishing our goal -- the winning of the top award in our group in the ATA Safety Contest for 1950. If we can repeat again this year, it will prove absolutely that we have hit upon a program best suited to a property our size. In addition to the above, I believe that the personal administration by top management is most effective in putting across such a program. I would guess that this would be possible on properties up to fifty buses. For the comparatively few hours of top management's time such administration takes, the returns are well worth while in reduced premiums, a minimum of time when buses are out of service due to accidents and a reduction of shop costs due to repairing equipment damaged in accidents.

BRISTOL TRACTION CO.

BRISTOL, CONN.

BREAK-IN SHEET TO BE FILLED OUT BY REGULAR DRIVER AT END OF DAY

1. BUS NO. _____
2. ROUTE _____
3. STUDENT'S NAME _____
4. IN YOUR OPINION, WHAT DO YOU THINK OF HIS DRIVING ABILITY? _____
 - a. How does he use brakes? _____
 - b. How does he pass other vehicles? _____
 - c. Does he follow too close? _____
 - d. Does he approach intersections with care? _____
 - e. Does he use rear view mirror to check traffic conditions before starting or making turns? _____
 - f. Does he ride clutch? _____
 - g. Does he use engine compression to slow down? _____
 - h. Does he abuse transmission? _____
 - i. Does he observe R.R. crossings and other traffic signs? _____
5. HOW DOES HE HANDLE PASSENGERS? _____
6. DOES HE KNOW FARE ZONES? _____
7. HAS HE BEEN INSTRUCTED IN:
 - a. Running sheets? _____
 - b. Time slips? _____
 - c. Turning in receipts? _____

DATE: _____

REGULAR DRIVER'S SIGNATURE

EVANSVILLE CITY COACH LINES, INC., EVANSVILLE, INDIANA

- Awards: 1950 - Special Citation for High Achievement
 1949 - Certificate of Honorable Mention
 1948 - Silver Plaque
 1947 - Silver Plaque
 1946 - Silver Plaque
 1945 - Certificate of Honorable Mention

Contributor: Robert L. Stilwell, Executive Vice-President and General Manager

Procedure in Handling Accidents

When one of our vehicles is involved in an accident, the operator calls the Operations Office, makes preliminary report to Supervisor in charge. If personal injury, or property damage in excess of \$25.00, the Supervisor notifies the Police Traffic Department, also dispatches Safety Director or other Supervisor to the scene of accident to assist the operator in getting all the facts needed for report to Claim Department.

At the end of the shift or the beginning of the next shift the operator takes all of his information to the Safety Supervisor to make formal report for the Company and for the Division of Public Safety, State Motor Vehicle Dept. These reports are signed by the operator having the accident.

The Safety Supervisor discusses the accident, further instructs the operator in safe driving practices and points out specific driving rules violated (if any) that would have avoided the accident. The Safety Supervisor then makes an investigation separate from the Claim Department for the purpose of determining avoidability as defined in "The Motor Coach Operators Safe Driving Club."

The Executive Committee composed of the Company Executive Vice-President and General Manager, President of the Union and Manager of the Claim Dept. meet as soon as possible after the end of each month to review all accidents for the month to determine "if avoidable or unavoidable" and the decision of this Committee is final.

The plan is set up on 3 months or quarterly basis:

For the 1st 3 months without avoidable accident	\$5.00	award
2nd 3 " " " "	10.00	"
3rd 3 " " " "	15.00	"
4th 3 " " " "	<u>20.00</u>	"
Each year he can earn an award of	\$50.00	

When an operator has completed a year of safe driving he is given a certificate of Driving Excellence showing the number of years he has completed as a safe driver. After completing the year he reverts back to the 1st quarter and on through until the end of the year, unless he is charged with an avoidable accident, then his first period begins the day following date of such accident.

The Company has paid safety awards averaging \$6500.00 per year since the plan went into effect December 1st, 1945.

Monthly safety meetings are held with the operators, these meetings are scheduled to follow the Review Board meeting, so the accidents of the previous month can be discussed, and point out to the Group the basis on which the Review Board reached its decision in determining avoidability.

Legal liability is not considered by the Review Board in making decisions, the question is whether the operator could have or should have anticipated a hazard or whether reasonable forethought, skill and good judgment was used to avoid accidents.

THE DIXIE TRACTION COMPANY, COVINGTON, KENTUCKY

Awards: 1950-Special Citation for High Achievement
1949-Certificate of Honorable Mention

Contributor: D.L. Ringo, President and General Manager

Our safety program is built around a Safety Board composed of seven members, namely, the head of the Equipment Department, the Manager of the Claim Department, two Supervisors of the Transportation Department, and three operators. This board reviews accidents, receives the operators' safety suggestions making recommendations to the company when it feels that a suggestion will help the company or the operator to avoid an accident. The members of the board talk to the operators about accidents and accident producing situations. Any operator who feels that an accident was charged against him unjustly has a right to have the Safety Board review the accident. After having the accident explained by the operator, the Board takes a private vote on the classification of the accident and makes recommendations to the company about any change in an accident classification. The Safety Board meets once a month to carry out its business.

The Safety Counselor on this property is employed as an advisor on all accident prevention problems and is in constant contact with all of the operators and others on the property. He talks to the operators about accidents that have happened, the cause of accidents all over the system and what the company and the operators can do to prevent accidents. This is an individual contact between the operators and the counselor and can take place anywhere, in an office, operators' room, garage, on a vehicle or off the company's property. In this way the operator can tell exactly how he feels about an accident and accident prevention and, in many cases, the operator himself can tell exactly how he could have avoided an accident, and will be on the lookout to prevent this same type accident. This has the advantage of making every operator take part in our accident prevention program, and when an operator himself tells what can be done to avoid an accident he is more likely to believe it and drive according to his beliefs than when someone else gives him what frequently looks like an impossible explanation of how to avoid accidents.

Selection

Prospective employees are given a personal interview by our Personnel Director. We try to obtain men between the ages of 21 and 25, married with two or more children, and men who have lived in this area for a long time. We like men with driving experience, but that is not necessary as long as they know how to drive an auto, and can drive a vehicle of some kind in all kinds of weather. We usually require a year of such driving experience. If our personnel director is satisfied with the man, he is given a driving test in a bus. This driving test is also used to interview the man and to look into his background as well as his ability to drive. The man's background is investigated by professional investigators and if the results of the interview, driving test, and investigations are favorable, the man is sent to a company doctor for a complete physical examination.

Training

In training a man we try to employ two men at the same time and place these two men with one instructor. This instructor keeps the man all the time both in "no-passenger" and "passenger service". When this man is finished his training, the same instructor gives him regular follow-ups during a probation period. These newly employed men are given inspection rides during their early training by both the Assistant Superintendent of Transportation and the Safety Counselor. The Safety Counselor meets the men as soon as they start their training and remains in

The Dixie Traction Company (Cont'd)

Training (cont'd)

constant contact with all men from their very first day with the company.

Accident Reporting

Operators are required to report every accident to a street supervisor as soon as he can after the accident occurred. The supervisor then tells the operator what kind of a report to make out, and the supervisor makes out a report of the accident and sends this report to the office. The Division Superintendent reads every accident report as soon as it is made out and checks the report for completeness and interviews the operator about the accident. As a result of this interview, the Division Superintendent makes a suggestion as to how the accident should be classified and sends the report to the Assistant Superintendent of Transportation. If the accident is serious or if the operator needs help in making out the report, the supervisor who first was told about the accident calls the Safety Counselor, tells him about the accident, and when possible the counselor speaks to the man before or while he is making out the report. The Assistant Superintendent of Transportation first puts a classification on the accident and asks the Safety Counselor any questions about the accident that are necessary. The accident report then goes to the Superintendent of Transportation who puts the final classification on it. If there are any questions about the accident, the Safety Counselor is given the report to interview the operator and report back. Accidents that are classified as preventable cause a man to lose his National Safety Council Safe Driver Award. If it is believed the accident requires disciplinary action, the operator is called to the office of the Superintendent of Transportation where he is given the opportunity to clarify the accident and explain his actions. If suspensions are necessary, the Superintendent gives them. When an operator is suspended for an accident or any other infraction of the rules, he may be required to do some work for the company. A three-day suspension does not mean that the man has a three day vacation because he may be required to work extras in both the A.M. and P.M. rush hours. The suspension means that the operator will not work his own run for three days.

Accident Records

After classification as previously explained, the accident report is returned to the Safety Counselor where the accident is recorded on a McBee Keysort card and on the individual operator's award and accident card. The report then is given to the Personnel Director who makes an entry on the operator's personnel record and files the accident.

The McBee Keysort card is used for accident location studies, type of accident classification - passenger or traffic, driver's age, length of service, hours on duty before the accident, street conditions at the time of the accident, condition of the vehicle before the accident, type of vehicle involved in the accident, number of passengers on the vehicle, number of witnesses obtained by the operator, and for contest purposes. The accident frequency rate of an operator can be determined by his award and accident record card. Maps of the system are posted in each division and the number of accidents occurring at dangerous intersections or other danger points as indicated by the accident location study are marked on these maps every month. The number of accidents over the system are posted daily by division in the operators' turn-in room to let the operators see how their division did during the month as compared to the rest of the company. High-accident locations are investigated by the Counselor and reported to the Safety Board for study and possible correction. The Safety Board makes its recommendation to the company.

The Dixie Traction Company (Cont'd)

Promotional Activities

National Safety Council posters are placed in each Division every two weeks and dash cards are placed in the vehicles. Safety letters are sent to each operator's home once each month. The N.S.C. Safe Driver pamphlet is sent to the operator's home regularly.

Award Plan

This company uses the National Safe Driver Award plan as outlined by the National Safety Council and finds this award very effective.

Summary Comment

We feel that the continuous contact of the Safety Counselor with the operators, the work of our Safety Board, the analysis of accidents, and the continuous warning of operators by the Safety Board has reduced our accident rate substantially.

The Dixie Traction Company (Cont'd)

Accident Analysis Card - Sample A

1	4	1	4	1	4	1	4	1	4	2	1	4	7	2	1	4	2	0	
TENS	UNITS	THOUSANDS	HUNDREDS	TENS	UNITS	YEAR	MONTH	DAY OF WEEK	DATE OF ACCIDENT	DIVISION	CLASSIFICATION (2-T)	FILE NO.	CLASS OF VEH	CLASSIFICATION OF ACCIDENT	DAY OF WEEK	DATE OF ACCIDENT	DIVISION	J28881	
ST. CAR	BUS	T.C.	LIM.	OTH.	(1-T) CLASS	VEHICLE No.	NATURE OF OCCURRENCE:	CLASSIFICATION (2-T)	FILE NO.	(1) TIME OF DAY	AM	7	4	2	1	4	2	0	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	435	Passenger	2335		3:30pm	7	4	2	1	4	2	0	0	
DAY OF WEEK (3-T)	DATE (4-T)	TIME OF DAY (1-R)	LIGHT (2-R)	SEMI-DARK	DARK	DARK	DARK	DARK	DARK	ST. LIGHTS ON NO. ST. LTS.	LTS. UNKNOWN	(2) LIGHT	4	2	1	4	2	0	
Friday	4-4-50	3:30pm	1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	5. <input type="checkbox"/>	1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	7	4	2	1	4	2	0	
DIVISION: (5-T)	LINE: (3-R)	LOCATION: (4-R)	AT OR NEAR	DIRECTION: (5-R)	IN	(3) LINE NUMBER	7	4	2	1	4	2							
Covington	Eastern	ON	Greenup St	15th St	Covington	In	In	In	In	In	In	7	4	2	1	4	2	0	
RELATION TO INTERSECTION: (1-B)	RELATION TO REG. STOP: (2-B)	WEATHER: (3-B)	RAIN	MIST	SNOW	SLEET	FOG	SMOKE	CAR/BUS HEADLIGHTS:	ON	OFF	(3) LINE NUMBER	7	4	2	1	4	2	
1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	5. <input type="checkbox"/>	1. <input type="checkbox"/>	2. <input checked="" type="checkbox"/>	3. <input type="checkbox"/>	7	4	2	1	4	2	0	
STREET SURFACE: (4-B)	ROADWAY: (5-B)	GRADE: (6-B)	LEVEL	UP	DOWN	TOP OF HILL	TRAFFIC CONTROL: (7-B)	TRAFFIC VIOLATION: (8-B)	EQUIPMENT DEFECTS: (9-B)	OTH. VEH.	1.	2.	7	4	2	1	4	2	
1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	1. <input type="checkbox"/>	2. <input type="checkbox"/>	1. none	2.	7	4	2	1	4	2	0	0	
TURNING MOVEMENTS: (10-B)	VEHICLE DOING HITTING: (11-B)	POINTS OF CONTACT:	CAR/BUS	OTHER	INDENT.	OTH. VEH.	PERSON INVOLVED:	AGE (12-B)	SEX (13-B)	RACE	CONDITION: (14-B)	NORMAL	INTOX.	CRIPPLED	OTHER	INJURY OR DAMAGE: (15-B)	TYPE	PERSONAL INJURY	
1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	1. <input type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	DRIVER	36	F	W	1. <input checked="" type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input type="checkbox"/>	No. OF PERSONS	PERSONAL INJURY	PERSONAL INJURY	PERSONAL INJURY	
OPERATOR'S NAME:	NUMBER (1-L)	AGE (16-B)	LENGTH OF SERVICE (2-L)	RESPONSIBILITY: (3-L)	1.	2.	3.	4.	5.	6.	7	4	2	1	4	2	0	0	
Doe, John K	2299	30	50	1. <input type="checkbox"/>	2. <input type="checkbox"/>	3. <input type="checkbox"/>	4. <input checked="" type="checkbox"/>	5. <input type="checkbox"/>	6. <input type="checkbox"/>	7	4	2	1	4	2	0	0	0	
ACTION TAKEN:	MIN. LATE: (4-L)	TIME ON DUTY: (HOURS)	SINCE 1ST REPORTING	SINCE BREAK	BEFORE RELIEF	TYPE RUN	RUN NO.	NO. (5-L) PASSENGERS	NO. (6-L) WITNESSES	NO. (7-L) REPORTS	00	7.1hrs	3.3hrs	212hrs	day	8	5	3	
DESCRIPTION OF OCCURRENCE:	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.	BUS MAKING A REGULAR PASSENGER STOP AT 15TH AND GREENUP ST. PASSENGER SEATED ON BUS FELL OFF THE SEAT AS THE REAR WHEEL OF THE BUS STRUCK THE CURB.
THE CINCINNATI, NEWPORT & COVINGTON RAILWAY COMPANY, INCORPORATED	MCBEE KEYSORT, U.S. PAT. NO. 2,289,360	FORM T 138																	

EAU CLAIRE TRANSPORTATION COMPANY, EAU CLAIRE, WISCONSIN

Awards: 1945-Certificate of Special Merit

Contributor: Ray M. Fey, Vice President and General Manager

Relative to the Safety program among our operators, while we stress Safety at all times, we have felt for some years that money talks the loudest and is the more effective to remind our Operators of this very important part of our operations. However, I will explain our program by following the outline suggested.

Selection and Training

Thorough study of application, as to past records for safe driving, honesty and dependability, as well as physical record. Then sufficient time spent individually with Equipment Supt. to determine adaptability in handling Bus, etc. Then sufficient time spent individually with Supt. Operations to determine qualities in handling other details for proper operation of Bus in addition to other duties of Operator, not to exceed 2 weeks Student Training on regular Buses.

Accident Reporting and Discipline

The attached list of "penalty rules" included in our Safety Bonus (monthly) fairly well cover this question. Repeated violations of ordinary rules leads to dismissal. Flagrant violation at any time means dismissal. No other disciplinary action is taken other than the failure of operator to receive monthly Bonus, other than outright dismissal.

Complete report of accident or incident is required regardless of damage or responsibility. Each report is filed by number and date, cumulations being made quarterly as to type of accident, etc. Repeaters are called in and the particular type of accident discussed with the idea of elimination. Repeaters of major violations are warned as to subsequent dismissal for further repetition.

Promotional Activities

We use all posters furnished by our Insurance carriers, both PL&PD and Workmen's Compensation, posting on Operators' Bulletin Board. Payroll inserts are also used as furnished monthly by the Wisconsin Motor Vehicle Dept. (Safety Division). A regular Annual Safety Meeting (dinner) is given by Company, at which time annual Safe Driving pins and Shoulder patches are distributed. This is a regular programmed meeting held once each year. Intermittent Safety Meetings are held as an informal stag, at which time some special safety theme is introduced, either in connection with a "rash" of certain type accidents, or as a means of commending the entire, group on their record or some special safety theme that may be under general discussion at the time. In other words, even tho' their records might be good, we do not want them to become too casual in their safe driving methods.

Award Plan

We have a monthly Safety Bonus, wherein each Operator can earn a \$5.00 safe driving bonus each month. (see copy of plan attached hereto) We feel that this Bonus has a great deal to do with keeping our PL&PD costs down. This bonus has been in effect for over 12 years, and we would hesitate to discontinue this portion of our Safety program. It is a very definite "Safe Driving" reminder for the Operator - EACH month, and they are very conscious of this portion of their "earnings".

Eau Claire Transportation Company (Cont'd)

Summary Comment

As to which portion or phase of our Safety program has done the most good in the past couple of years, we still feel that the monthly Safety Bonus can be credited to our safety record. While we continuously talk Safety in all its phases - particularly the fact that it costs all concerned TIME & MONEY, we still feel that if we discontinued the Bonus - there would be a let-down in the individual operator's vigilance to prevent an accident.

While our present PL&PD costs are under 2% of gross revenues, we feel this can be bettered somewhat, and this is one cost item where a "penny saved is a penny earned".

Eau Claire Transportation Company, Eau Claire, Wis.

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, Eau Claire, Wis.

NEW
OPERATORS' SAFETY AND EFFICIENCY BONUS
PLAN (continued)

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.

NUECES TRANSPORTATION CO., CORPUS CHRISTI, TEXAS

Awards: 1948-Certificate of Honorable Mention
1945-Certificate of Merit

Contributor: Roy W. Klett, Personnel and Safety Director

We are glad to send along details of our Safety Program under the headings suggested.

Selection

Most of the drivers are selected after a personal interview, check-up from references, and other means, such as police records if local, retail merchants report, former employers, etc. We have all new employees pass a physical examination. They should have a high school education. However, we have had to lower this requirement during the past year due to a shortage of available men in this locality.

Accident Review

Accidents are investigated by the safety division, who then grades the accident as chargeable or non-chargeable. It is then passed on to the Accident Committee if chargeable, and they approve or disapprove the decision of the Safety Division. The Committee consists of one man from management, the Operations Manager, Maintenance Manager, one experienced driver with a good safety record, and one man from the Safety Division. A driver may appeal to the Fleet Section of the National Safety Council, as a last resort, if he feels he has been unjustly dealt with by the Committee. The Case Interview Plan recommended by A.T.A. is used in accident cases.

A monthly analysis is made by which we determine the causes, show the time of day or day of the week. From these we determine the hazards on which we should concentrate. A copy of all reports is sent to the Claims Division of the insurance company.

Promotional Activities

All National Safety Council posters, dash cards, letters, and payroll inserts recommended for the transit industry are used. We also have regular safety meetings, usually with outside speakers, in addition to regularly prepared programs by the company.

Award Plan

We have a driver incentive plan, but are doubtful as to its value. We also have a safety bonus plan and give National Safety Council Safe Driver awards. It is my opinion, that these do more good than the bonus or incentive plan.

Summary Comment

It is difficult to say just which phase of our safety program has done the most good, but we are inclined to believe that the Corrective Case Interview Plan has helped possibly more than any one thing.

PUBLIC SERVICE COMPANY OF NEW HAMPSHIRE, MANCHESTER, N.H.

Awards: 1950-Special Citation for High Achievement
1944-Certificate of Honorable Mention

Contributor: John F. Moran, Superintendent, Motor Coach Division

Since our company was among those honored by the Association for Safety Achievement in 1950, we consider it a duty and privilege to respond to the request of the Small Operations Division for an outline of the major elements in our safety program. Inasmuch as we do not follow any pre-arranged program, either in the field of accident prevention or in the follow-up of accident causes, we can only describe in this statement the manner in which we try to develop each operator into an accident-conscious individual, in order that he will eventually become as safety-minded as management itself.

Selection and Training

In the selection of applicants, we attach important significance to attitude. It has been our experience that a person of normal intelligence can be taught to drive safely if, in his approach to the task, he shows a desirability to carry out suggested practices.

In training new drivers, about 95% of the time and effort is directed towards Safety. Before the operator receives any actual instruction he is given a brief indoctrination which emphasizes Safety as the first and all-important requisite towards the attainment of success at his new job. At this time Safety is defined to him as "that which enables you to avoid an accident no matter who or what may be the cause". Following a training period of two weeks he receives his badge at the Superintendent's office where, with other new men, informal group conference is held to review the instruction period and again the heavy emphasis is on Safety. The accident records of older operators are used as examples of what any younger man can do if the safe practices taught during his instruction become the habitual method of driving. Our final advice, which we have found to be very effective in the training program, is to assure the new operator that he will not be held to a strict accountability for schedule performance until he has had sufficient time to become thoroughly familiar with all aspects of operation; in the meantime he is to concentrate on "no-accident driving". Street supervisors are instructed to maintain close contact with each new operator and, through the use of "schedule relief", keep the operator thinking of Safety rather than schedules. We have not found that an operator will deliberately run late to take advantage of this assistance and only in extreme cases has the lateness prevailed beyond reasonable expectations.

Supervision

From this point safety becomes a personalized individual matter between the operator and the Superintendent. Street supervisors are charged with the responsibility of constantly checking for improper driving practices that come to their attention but other complaints relating to driving are referred to the Superintendent's office. In order to impress upon the operator the close relationship between driver courtesy and traffic accidents, he is called upon for an explanation. It has been established through management-employee relations that our purpose is not to compile charges against an operator but, through investigation and assistance, to strive for an improvement of our relations with other vehicle operators.

Accident Reporting

Written accident reports are made at the Superintendent's Office from whence

Public Service Company of New Hampshire (Cont'd)

Accident Reporting (cont'd)

they are forwarded to Insurance Company for investigation and adjustment. A brief description of accident is made on an Annual Summary Record and a copy of the written report is retained in Operators History File. Each report is followed by having the operator report to the Superintendent in order to provide information supplementary to the written report. The more important purpose of this procedure is to promote discussion on the cause of accident and methods of preventing recurrence; the operator's history file is produced when his record indicates a review is in order, and in nearly all cases the conference is brought to conclusion on a note of agreement that the precaution necessary to maintain a no-accident record requires less effort than that of making out a report. In most cases chargeability is not stressed since our aim is to keep operators thinking in terms of avoiding all accidents.

Discipline

Determination of the need of additional action is based upon the operator's history file rather than on a particular accident. We have invoked "suspension from duty" only when it was believed that dismissal was inevitable and the suspension was desirable for the record. In other repeater cases we have used the additional training technique instead of a penalty and have found it to be effective in gaining operator good will which is the first necessity in any effort to improve driver habits.

Promotional Activities

The procedures as above outlined constitute our main effort in the everlasting attempt to reduce the number of accidents. Although other mediums are also employed, it is our considered opinion that they are supplementary to the program of working with the individual operators. Safety Meetings are held about three times per year, National Safety Council posters are displayed, and bulletin-board messages are used to publicize unusual trends in accident frequency or types of accidents.

Award Plan

Our experience in safety awards is limited to a single instance. A contest held in the year ending June 30, 1948 was marked by a substantial decrease in accident frequency, although a factor of great importance was the unusually high number of new operators employed during the preceding year. This contest was between groups, chosen in alphabetical order, and based on the number of reportable accidents in ratio to days worked. Each member of the winning team received a \$25 award. The contest was continued into the second year but discontinued because of lack of interest and strangely enough no adverse experience resulted in our accident rate. Our conclusion had to be that as a spot promotional idea the contest was good but it did not create a sustaining interest.

Summary Comment

It is clearly obvious that our procedures contain nothing new or startling and are likely to offer little assistance to the operator who feels that he must adopt new ideas in order to reduce accident frequency. However, in the final analysis it has been found that whatever improvement we may hope to achieve must be realized chiefly through better driver performance, and since drivers are ordinary persons with the varied characteristics that combine into individuality, we have felt that on that same level lies the opportunity to continually strive towards perfection, which, although it may never be reached, remains as the only goal that is satisfactory.

SAVANNAH TRANSIT CO., SAVANNAH, GEORGIA

Awards: 1949-Certificate of Honorable Mention
1948-Certificate of Special Merit
1944-Certificate of Honorable Mention
1941-Silver Plaque

Contributor: H.B. Cammack, Vice President-General Manager

In the following attempt to answer your questions, we would like to point out that all answers pertain to operators, and that the large majority of our operators come to us from small towns and sections fairly close to Savannah.

Selection

Applicants come from the following sources:

- (a) Sent in or brought to us by present employees.
- (b) Referred by the Georgia State Employment Service, or U.S. Employment Service.
- (c) Those who apply directly for work.
- (d) Those who are referred to us by some friend among the public.

(We depend to a large extent upon the first group).

Among those interviewed, it is not too difficult to eliminate the ones with apparent short-comings, undesirable characteristics, or lacking in the essential qualifications. With those having more likely possibilities, considerably more time is taken, a tentative application being filled out the by the Company as the interview progresses. The usual information is requested and, in addition, data as to savings, debts, ownership of home, household equipment, automobile, etc., also information as to friends or relatives working for, or having worked for this Company, and information which would be of assistance in judging the applicant's ability, honesty, dependability, how he gets along with other people, and of the possibility of his being satisfied with conditions of employment.

In the process, the applicant is told about the work, conditions of employment, etc., and is advised that he must check with present employees, especially the extra men, as to the job to be done, the requirements, hours, rate of pay, etc. He is told that he must first satisfy himself about the job and his chances of making good at it, and then to come back to see us. No promise of work is given. This gives us the chance to find out considerable about the applicant; from our own employees, from our Instructor and Trainer, from previous employers, references, and from a local Agency which quietly investigates him. Please understand that, only those applicants showing sufficient qualifications are carried so far. All information is graded, and the tentative application is so marked. New men are called for work accordingly. No applicant is left on "the hook", - he is told that we will call him, that if he is working and wishes to come to us that he will have sufficient time to resign properly.

We do not have a hard-drawn standard of acceptance and qualifications; we strive hard to get men:

- Between the ages of 25 to 35 years.
- Preferably married and with one child.

With education sufficient to:

- Write legibly
- To read fairly rapidly and to understand what he has read.
- To be able to multiply, divide, add and subtract figures with reasonable speed.

Savannah Transit Co. (Cont'd)

Selection (cont'd)

To be able to pass a physical examination.

With individual characteristics consisting of a

Pleasing personality, and Ability to get along with people.

Ability to get along with fellow-workers and general ability to adapt himself to an operator's work and working conditions.

Knowledge of the City streets is desirable, but not necessary.

Driving experience with larger vehicles is desirable, but not necessary,

Experience in handling people is desirables, but not necessary.

Training

Once an applicant has been accepted, the Instructor or Trainer takes over; the student is first taken around and introduced to those with whom he will first come into contact. He gets his first training on a "training bus", over a selected route, and there he stays until the Instructor feels that he is able to go on the "Line". The Instructor then takes the student with him on a regular route, and on a regular Run, and varies the route for several days until he is satisfied that the student can be passed over to other regular operators.

The Instructor plans and sets up the training schedule and checks the progress of the student. "On Line" training is varied to include instruction in schedule interpretation, use of forms, making out reports, etc., etc. The student has a short course in the Shop, which provides him with a working knowledge of the mechanical parts of the bus used by him, and which knowledge would assist him in safely avoiding delays and in the proper reporting of mechanical trouble. In his rounds he personally meets all of the key personnel, and nearly all employees.

At least two weeks are needed before he can be placed on the Daily Working Board, and then for a time the Dispatcher, so far as possible, "hand-picks" his assignments. Each Supervisor is notified each day as to his assignment, and they are required to check and report on his progress. Intermingled in all of this is general check-ups by the Superintendent and interviewing planned to assist the new man, and to determine his progress. Other operators are called in to help in this program. The operator is assigned to a "Safety Team", and his Captain and Co-Captain notified. He is invited to any safety meetings that occur in this period.

In other words, we do not have any short cut or highly modernistic methods of selecting or of training a new operator. Our entire program is based on the thought that it takes at least six months to round out a fairly good operator, and that the training must include installing into his system an interest and a desire to do a good job, and to make him feel that the Company is right with him in his efforts.

Accident Reporting and Review

When an accident has happened, resulting in any considerable damage, or should there be any injury real or claimed, the operator is required to report same promptly by telephone to the Dispatcher. The operator receives necessary instructions, and the accident is quickly investigated. On the spot check is made when possible. Should the accident, or occurrence, be of a minor nature, the operator then reports to the first Supervisor seen. In either event, he will make a written report on a printed accident form secured from the Dispatcher, at the end of the day.

This report goes first to the Superintendent who makes out another form showing all vital operating information and a description of the accident or occurrence. This record, when completed, reflects the operator's responsibility, and becomes a part of the operator's personal record. The original report goes to the Claim Department.

Savannah Transit Co. (Cont'd)

Accident Reporting and Review (cont'd)

Personal interview with the operator depends upon several factors:

- Information furnished.
- Type of accident.
- Seriousness of the accident.
- Responsibility of the operator for the accident.
- General accident record of the operator.

The operator's responsibility, in most cases, is determined by the Superintendent. In cases presenting extenuating circumstances, the Superintendent has the assistance of a Safety Committee in determining the responsibility. This Committee includes the General Manager, and sometimes further investigation and additional interview with the operator is required. In all instances where the accident, or occurrence, is classified as chargeable to the operator, he is so notified and told why.

Accidents and occurrences are classified as chargeable, or not chargeable, on the defensive driving ability of the operator; therefore, any accident in which the operator failed to exercise every possible precaution to prevent it, is classified as preventable, and therefore chargeable to him.

The operator's accident record is a matter of constant interest. Detail study is necessary to determine accident preventive measures and necessary assistance to be given on the part of supervision. We feel that our job is to keep the operator out of trouble, and in so doing, avoid the setting up of a disciplinary plan to penalize him for his failure. With us, the operator is discharged when his accident record becomes poor.

Team Competition

This Company makes use of Safety Team competition, - all operators being divided as evenly as possible on eight Teams. Each Team consists of thirteen to fourteen members including the Captain and Co-Captain. Annually the Captains are elected by the entire personnel, - each Captain then selects the members for his Team, and then appoints his Co-Captain.

In Safety Team competition no distinction is made between chargeable and non-chargeable accidents or occurrences, all of them being charged against the Team record. The Team having the lowest number at the end of each month is winner for that month. Should there be a tie at the end of the month between two or more Teams, the contest is continued between those Teams until one emerges a winner.

The members of the winning Team usually have a safety supper; this is changed at times to provide interest, the prize being suited to the occasion; for instance, a turkey at Thanksgiving and Christmas, a straw hat at Easter. Public interest is invited by carrying a decal of a turkey, or straw hat, in the windshield of all buses.

A graphic record of the standing of each Team is maintained in the Operators' Room, and corrected daily; also, posted daily is a tabulation showing charges for the previous day, if any, what Team, a brief outline of the accident or occurrence, cumulative standing of each Team for the month and for the System. This sheet is made up daily and usually remains on the Bulletin Board for three days. Supplementing this is a tabulation of charges to each Team, by Teams, each month, and totalled for the Team year to date. Figures for all Teams within their "quota" are entered in green; those showing poor records are in red.

From time to time meetings are had with Captains or Co-Captains, and occasionally a Captain will call a meeting of his Team. If the Captain is a "day" man, his Co-Captain is usually a "night" man or an "extra" man. The Team setup is also used for other Company activities. Here in Savannah, we find that the majority of the operators take a great interest in this form of competition.

Savannah Transit Co. (Cont'd)

Team Competition (cont'd)

Rarely does a Team win a monthly contest with anything other than a perfect record.

Award Plan

The Company also has an individual safety award plan in which a certificate and a safety star is presented to operators who have been able to avoid a chargeable accident, as follows:

For 12 consecutive months	- One	Star
For 24	"	" - Two Stars
For 36	"	" - Three "
For Four Years	- Four	"

Beginning with the Five Year Award, the star becomes a single button with the number of years indicated on same.

These stars are nicely designed, and are worn by the operator on the band of his cap in such a position as to attract public attention.

Posted in the Operators' Room, under glass, is a complete accident record of every operator (name listed according to seniority) which we call "WHO'S WHO".

The record is posted up to date and includes the following data:

Accidents and occurrences each month of the current years, each entry being distinguished as to chargeable or non-chargeable, minor or important, and a cumulative summary of this to date in number and points charged.

A record, by year, for the past three years of number and points charged.

Type of present safety award.

Date of that award.

Date of last chargeable accident.

Date next award is due.

All columns are totalled each month, and average rates are established, which, of course, plainly shows the good or bad standing of each individual operator. Team Captains use this record in the selection of Teams, and in follow-up work with individual members of his Team.

The above two plans are the basis for promoting safety interest and results. We have no bonus plan of any kind. We believe that safety is a part of the job itself, and that it is every employee's business. We attempt to vary our program to suit conditions and to maintain interest.

Other Promotional Activities

In addition to the above, - we make use of the following:

Fly a NO-ACCIDENT FLAG on all days following a "clear day".

Safety slogans on payroll check stubs.

Special bulletins prepared by us, and posted in the Operators' Room.

Newspaper clippings about accidents and accident information, especially about local conditions.

Posters.

Marlin Fire-Arms Corporation - News Poster Service.

Monthly Calendar on which all "clear days" are circled in green, and those on which an accident occurs is X out in red, - together with a cumulative summary of each.

Summary Comment

As to placing a value on these plans and programs, and as to establishing

Savannah Transit Co. (Cont'd)

Summary Comment (cont'd)

which of these have accomplished the most, we admit that we cannot make such an evaluation. We know that work done is important and necessary to a good safety program. We know that to maintain general employee interest, the program must be diversified, and must have a sufficient number of phases as to permit changes from time to time.

SOUTH CAROLINA ELECTRIC & GAS COMPANY, CHARLESTON, S.C.

Awards: 1950-Special Citation for High Achievement
and Greatest Improvement

Contributor: T.A. Busby, Vice President

1. What methods are used in selecting and training new employees and what are the basic standards for acceptance and qualification?

Applicant first is interviewed by Superintendent of Transportation. If Superintendent feels applicant will make a satisfactory employee, he is sent to the Personnel Representative who reviews man's past work experience and checks all his references. Applicant's file is then reviewed by a 3-man Screening Committee which either accepts or rejects applicant. Then applicant is sent to the Chief Supervisor who either accepts or rejects finally. Physical examination is given and is made part of man's record before file is sent to Screening Committee.

When accepted, man is sent to the Mechanical Department for a half day where he is made familiar with the mechanical operations of the various types of equipment. The man is then sent with an experienced operator to learn all routes and stops. This period of training continues for a period of at least 150 hours or longer, if necessary in the opinions of the Chief Supervisor. When the man is approved by all drivers with whom the man has trained, he is checked by the Chief Supervisor. If he is passed by the Chief Supervisor, he is sent to the Safety Department for a safety talk at which time the man is told of the company's ideas on accident prevention and the past accident experiences are reviewed as well as State and Company rules and regulations. The man is then assigned to the job.

2. What practices are followed in determining operator responsibility following an accident and what forms of disciplinary action are used?

After an accident has occurred a report is made immediately to the Claim and Safety Department. The accident is then thoroughly investigated by contacting all witnesses, etc.

Upon the basis of the complete investigation the responsibility for the accident is fixed by the Safety Department in consultation with the Superintendent of Transportation.

Depending on the degree of negligence on the part of the bus operator, disciplinary action is taken which may be reprimand, lay off or dismissal depending on the degree of negligence or carelessness.

3. How are accident reports processed, what form of records are maintained and what uses are made of these records?

Accident reports are made on a standard report form and sent to the Claim Department. Each report is numbered and entered in a permanent record book. A file is made and filed according to the number given the case and all cases are kept on file for at least six years. All cases in which claims are paid are kept permanently.

Information entered in record book contains the name of other person or persons involved, their address, location of accident, bus route, bus number, and type of accident.

4. What general forms of promotion such as meetings, posters, dash cards, letters, payroll inserts, etc. are used?

- 1) Monthly general safety meetings are held
- 2) Posters are displayed in the dispatchers room monthly
- 3) Occasional competitive contests are held

South Carolina Electric & Gas Company (Cont'd)

4. What general forms of promotion such as meetings, posters, dash cards, letters, payroll inserts, etc. are used? (cont'd)

- 4) Use "Safe Driver" booklets
- 5) Monthly letters sent out

5. What form of incentive or award plan do you have? How much good does it do?

- 1) A \$75.00 bonus is awarded to any driver who completes any twelve consecutive months without having a chargeable accident. Driver receives a gold watch for five consecutive years of operating without a chargeable accident.
- 2) A "Safe Driver" pin is awarded any driver who completes a calendar year without having a chargeable accident. These pins accumulate for consecutive years.

6. Which phase of your safety program has done the most good during the past year or two?

Constant personal contact between Superintendent of Transportation, Chief Supervisor and operators and use of disciplinary action in cases of violation of company or highway rules and regulation.

SOUTH CAROLINA ELECTRIC & GAS COMPANY, COLUMBIA, S.C.

<u>Awards:</u>	1950-Silver Plaque	1947-Silver Plaque
	1949-Silver Plaque	1946-Silver Plaque
	1948-Silver Plaque	1945-Silver Plaque

Contributor: T.A. Busby, Vice President

1. What methods are used in selecting and training new employees and what are the basic standards for acceptance and qualification?

When selecting new employees from applications they are first interviewed by the Assistant Superintendent or the Superintendent. The references given by the new employee are contacted by letter or telephone. The applicant's file is then reviewed by a 3-man Screening Committee which either accepts or rejects the applicant. The applicant is then sent to the Company doctor for a physical examination. Physical examination report is sent to the Safety Department where it is approved or rejected, then to the Supt. of Transportation who goes over the physical examination with the applicant, has him sign it and forwards it to the Personnel Department to be attached to the employee's file. The applicant then reports to the Assistant Superintendent who explains the operation of the Company. He is told what the Company will do for him and what they expect of him. He is informed that the Company expects safe and courteous operation above everything else even if schedules have to be sacrificed.

The Assistant Superintendent then takes him in a bus and drives out on a road, that is used very little, which is used as our testing ground. He is shown how to operate the bus, then allowed to operate the bus. After satisfying the Assistant Superintendent that he can operate the bus properly he is then assigned to ride with one of our selected bus operators and observe his operation for about 2 days. When this driver feels that the trainee has become familiar with the operation he is then permitted to operate the bus on the end of the run where passenger and vehicle traffic is light. This instructor informs both the Assistant Superintendent and Dispatchers of the progress this trainee is making. As the trainee progresses he is allowed to drive in the off-peak hours further into the congested area. This instructor remains with the trainee until he can operate the bus safely over the entire route - this usually takes about a week.

The Dispatcher then assigns him to another bus operator on another route. When this instructor approves his operations he than is assigned to another bus operator. During the training period he operates on both A.M. and P.M. routes. The training period is for three to four weeks. In some cases it has been extended as long as six weeks.

2. What practices are followed in determining operator responsibility following an accident and what forms of disciplinary action are used?

After an accident occurs, the operator immediately notifies the Dispatcher or the Superintendent's Office. The Dispatcher or someone from the Supt's. office goes to the scene of the accident, after reporting the accident to the City Traffic Department or the State Highway Department depending upon the location of the accident. The Claim Dept. and the Safety Dept. are also notified. An accident report is then made out in the Superintendent's Office by the operator himself.

Each bus operator is held strictly accountable for all accidents. Each accident is thoroughly investigated and the bus operator's responsibility is generally governed by the rules of the A.T.A. and the National Safety Council Fleet Contest Safety Rules. This decision is made by the Supt. of Transportation and the Safety Department.

South Carolina Electric & Gas Company (Cont'd)

2. What practices are followed in determining operator responsibility following an accident and what forms of disciplinary action are used? (cont'd)

Depending on the degree of negligence or carelessness on the part of the bus operator, disciplinary action is taken which may be reprimand, lay off or dismissal.

3. How are accident reports processed, what form of records are maintained and what uses are made of these records?

Accident reports are made on a report form and sent to the Claim and Safety Department. Each report is numbered and entered in a permanent record book. A file is made and filed according to the number given the case and all cases are kept on file for at least six years. All cases in which claims are paid are kept permanently.

Information entered in record book contains the name of person or persons involved, their address, location of accident, bus route, bus number and type of accident.

Charts and graphs are made by months and years to give a comparison. From these records the following information can be found - the type of accident that happens most frequently and where, also the bus operators who have them.

4. What general forms of promotion such as meetings, posters, dash cards, letters, payroll inserts, etc. are used?

- 1) Monthly Safety Meetings are held with all operators
- 2) Posters are displayed
- 3) Competitive contests have been held - dividing the operators in two and three groups
- 4) Use "Safe Driver" booklets
- 5) Close daily contact between Dispatcher, Asst. Supt., Supt. and Operators

5. What form of incentive or award plan do you have? How much good does it do?

- 1) 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.
- 2) A "Safe Driver" pin is 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 operators 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 & Gas Company (Cont'd)

6. Which phase of your safety program has done the most good during the past
year or two?

Constant personal contact between Superintendent, Assistant Superintendent, Dispatchers and the Operators.

After winning the first A.T.A. Award the attitude of the Transportation Department personnel changed. They have the spirit to continue to win this A.T.A. Award, and they know that it takes safe and courteous service to do it.

SPRINGFIELD CITY LINES, INC., SPRINGFIELD, OHIO

Awards: 1950-Silver Plaque
1949-Silver Plaque
1948-Silver Plaque
1947-Silver Plaque
1946-Certificate of Honorable Mention
1945-Certificate of Honorable Mention

Contributor: Carl R. Foster, Personnel Director

We are a small company serving a city of 95,000 population. We operate 75 buses and have 160 employees. Most of our employees, of course, are bus operators. We have 110 operators, 30 maintenance men and 20 employees in our office, so in telling you about our program I will refer to bus operators.

Selection

In selecting an applicant for a bus operator I select a man who is neat appearing between the ages of twenty-four and thirty-five. Height, between 5'7" and 6' and not over 200# with at least two years of high school education. I prefer a man that is married with some dependents. The first thing I do is send the man's application to our local credit bureau and they send me a life history report on him, giving me his correct age, correct name and address, education, police record (if any), credit record, habits, character and morals etc., his past work records of former employers, home environment, domestic troubles, if he drinks to excess or used drugs, gambles, speculates or if he associates with unfavorable people. I will not hire a man with a police record.

If this report is favorable I call the man in and give him the ATA Personal Reaction Test and the Standard Examination Test. If he makes the score required by ATA I will give him a complete eye examination. I have a special machine to test his side vision. If it is OK I then check his eyes with our Keystone Eye Tester which checks the following things; visual acuity, depth perception, lateral imbalance, ametropia, near and far point, fusion, vertical imbalance and color blindness. If I find anything wrong with his eyes at all I will not hire him. Then the applicant is sent to our company physician who gives him a complete physical examination including fluoroscope. If the physician OK's him he is taken out on our city streets by our Assistant Supt. of Transportation for what we call a test run to see if he can handle large equipment and to get him acquainted with our different buses and at this time we teach him different phases of safety, such as pulling into the curb, operating doors etc. If our Asst. Supt. of Transportation OK's him I spend approximately eight hours going over different phases of safety and our operation with him. Then he is ready to start on our eight-day training program for which we pay him \$.60 per hour straight time

Training

He is put on a regular day run with an operator whom we have selected to be an instructor. He goes out with this instructor when he leaves the garage in the morning and stays with him until he finishes his run. He stays with this instructor two days. Since we have only seven regular routes he spends one day each on the six other routes. He spends four days on our day runs and four days on our late runs. He also runs three or four shop buses during this period so he can learn the location of some of our more important industrial plants.

Our instructors are given a students instructors sheet which they are asked to OK if they think the man will make us a good operator. If they do not OK him we immediately release the man, After the man completes this training I give him

Springfield City Lines, Inc. (Cont'd)

Training (cont'd)

one day of training again in my office on all phases of our operation. He then is ready to start work on our Extra Board. He is put on a ninety day probation period and he is constantly checked. He cannot join our union until he has served his ninety days probation at which time he must be OK'd by myself, Supt. of Transportation, Assistant Supt. of Transportation and all of our inspectors and the union.

Accident Review

We have a Safety Committee that determines operators responsibility. This committee consists of seven members selected by drawing names. We pick two operators that are on day runs, one operator on a late run and one operator on our Extra Board. We select one garage man from our day shift and one from our night shift and I, being Safety Director, serve as Chairman. We hold our meeting the first Wednesday in the month and pass on the accidents that happened the previous month. We charge our accidents Avoidable or Unavoidable. The members serve for three months and while serving they wear a badge showing "Safety Committee" on it. These men are given the authority to stop any person in our organization from doing any unsafe act at any time. When voting on the accident each member votes by a written vote and no one knows how the other member votes. If the employee is charged with an Avoidable accident he is notified by letter. He has thirty days from the time he received the letter to protest the Committee's decision. He then must meet with the Committee and state his reason for protesting. The committee will vote again and their decision at this time is final.

As to disciplinary action if an operator has three Avoidable accidents within a year he is what we call "flagged" and he is told if he has another Avoidable accident he will be discharged. We have had this program in effect for seven years. So far, I believe, we have only discharged two men. Our policy is to try and make a good safe driver out of these men by proper training.

Accident Reporting

As to accident reports, we require each operator to carry with him at all times while operating a bus our Operator's Memorandum of Accident or Incident Card, which is pocket size. A copy of this form is attached. It is compulsory for our operators to make this card out in full when he has an accident or incident of any kind, regardless of how minor it is or whether or not anyone is hurt. He must turn it over to our inspector immediately and he must come in to my office within twenty-four hours and we make out our Accident Report Form. At the time that we make out this form, I analyze the accident and discuss it with the operator. If the accident has been caused by some hazard on the street that can be corrected I immediately get in touch with our city Traffic Engineer and we correct it. If I think the accident was caused by faulty vision of our operator I give him an eye test. In other words, we try to find and correct the hazard that caused the accident.

Accident Records

I keep an active safety record file on all employees. This record shows the number of accidents, type accident (avoidable or unavoidable), cause of accident, claim number, date, vehicle number, cost, etc. A completed copy of this form is attached.

I have a large map of our city with our routes shown on it and when we have an accident I put a pin at this location. I use different colored pins for different type accidents. This map shows me where our hazardous places are located. I have posted by this map a large sheet showing the date and time our accidents happen. I also post in our Operator's Room a list of our operators showing their accident record.

Springfield City Lines, Inc. (Cont'd)

Promotional Activities

In regard to forms of Promotion we have four safety meetings per year. We use the Marlin Firearms service and display boards for safety messages. We change these messages each day. We put these boards in our garage and Operator's Room. We receive safety posters from our insurance company and our local safety council. These are posted on our bulletin boards.

Award Plan

Our operators are awarded safety pins from our company, from our insurance company and from the Chamber of Commerce. The Chamber of Commerce and insurance company award the pins yearly from January 1 to January 1. Our company gives them to our operators when they complete a full year without an avoidable accident starting when they started to work or the date of their last avoidable accident. A summary of the plan is attached.

Summary Comment

It is very hard to say just what phase of our safety program has done the most good. We started this safety program in January 1944. Since then we have tried several things, which I have not mentioned, such as contests and an Incentive Program, both of which are very good and I hope to use both of them again in 1952. I believe that the main things that have helped us accomplish such a good safety record is our method of hiring and training new employees, our public relations with our city officials and we have done an excellent job of selling safety to our employees. I would again like to mention our Keystone Eye Tester which has done so much good towards our safety record. I think that every company should have one. We give our employees a complete physical examination once a year but I will check their vision any time they want it checked and if I think they should go to a specialist I will send them to one without any cost to the employee.

Most of our employees have served on our safety committee and while serving on this committee I try to impress on them the importance of reporting hazards they see on the streets and on our property. There is hardly a day goes by that some employee doesn't report some type hazard which we immediately take care of. This, I know, prevents a lot of accidents.

We also have an excellent Maintenance Department that definitely plays a big part in our safety program. On an average we have only two or three accidents that we can charge to our Maintenance Department per year. Our Maintenance Department check our buses for damages each day when they are gassed. If they find any new damage they make out a form showing damage. This form then is turned over to our Supt. of Maintenance. If we have no record of damage we immediately check and find out who damaged the bus. We find that this has a tendency to make our employees report their accidents.

Springfield City Lines, Inc. (Cont'd)

(Front)

WHAT TO DO FIRST

- Call Police.....Phone 3-8686
- Call Inspector.....Phone 3-4751
- OfficePhone 5-2441
- AmbulancePhone 5-2411
- DoctorPhone 4-4560

Get Witness' Name or Names

Name_____

Address_____

Name_____

Address_____

Name_____

Address_____

Name_____

Address_____

Name_____

Address_____

Be Sure You Fill Out All Questions On Other Side of Card.

(Over)

C-5892

(Back)

Form 56-Revised

Operator's Memorandum of Accident or Incident

This form is for memorandum purposes only. It does not take the place of the operator's accident report which must be made out within twenty-four (24) hours after the occurrence of the accident or incident.

Date_____ Time_____ Bus No._____

Location of accident_____

Accident involved (vehicle, pedestrian, passenger, or object)?

If vehicle (type)_____ License No._____

Driver of other vehicle_____

Other Driver's License_____ State_____

Address_____

Owner of other vehicle_____

Address_____

Other person's Insurance Co._____

If pedestrian or passenger (name)_____

Address_____

(Extent of damage or injury)_____

Other person or vehicle_____

I hereby release bus driver of any responsibility for the above accident.

Signed_____

Witness to signature_____

Signature of Bus Driver_____

(Over)

Springfield City Lines, Inc. (Cont'd)

Operator's Record Card

(Front of Card)

Dee, John Operator Bus Operator, - Springfield, Ohio Location Employed - 4-6-49 Mileage						Non-Traffic Preventable Non-Traffic	Traffic Preventable Traffic	Maintenance Department	PREVENTABLE BY										
									Assured's driver or helper										
									Too fast on highway	Too fast on city streets	Following at unsafe distance	Improper judgment in congested areas	Cutting or crowding improper passing	Failed to grant right of way	Failed to obey traffic signs or sign	Not watching road	Improper turning	Improper backing	Improper pulling into or out of a parked position
Key	Claim No.	Date 19	Veh.	Cost															
1.	4	1764	1-1-51	76	100.00		x x			x									
2.	4	1861	5-1-51	84	5.65	x x										x			
3.	4	1962	7-6-51	100	None			x											
4.	4	2000	8-1-51	196	4.00	x			x										
5.																			
6.																			

(Back of Card)

	Description	Location
1.	Car stopped suddenly in front of bus to keep from hitting pedestrian. Bus was too close to car and run into rear end of it	Intersection of Main & Limestone
2.	When loading passengers operator closed door on Mrs. John Doe's arm, bruising arm.	Arcade Bus Stop
3.	Client's brakes failed on car and he run into rear end of bus. No damage	In front of 1750 North Belmont Ave., near the intersection of Belmont and High Sts.
4.	Client tore her dress on head screws which had worked out of grab handle on first seat on left side of bus.	Intersection of Lagonda & Karr St. Bus north bound.
5.		
6.		

Springfield City Lines Inc. (Cont'd)

INCENTIVE PLAN FOR THE PROMOTION OF SAFETY

TO ALL OPERATORS:

On January 1, 1949 the Springfield City Lines, Inc. put into effect an Incentive Plan to induce our operators to drive more safely and reduce our frequency and severity accident rate. The Incentive Plan which we put in effect will be of the point system and will be as follows:

100 points will be given to the operator for driving each month without having any type of an avoidable accident.

400 additional points will be given to the operator for driving six months without any type of an avoidable accident. This will make a total of 1000 points for the operator who drives six months without any type avoidable accident.

A total of 2000 points will be given to the operator if he drives a full year without having any type avoidable accident.

Each operator will be given 100 additional points for attending each called Safety Meeting. For example, if an operator would drive from January 1, 1949 to January 1, 1950 without any type avoidable accident and we would hold four called employee Safety Meetings and he would attend all of them he would have accumulated 2400 points.

In every Incentive Plan system there are always penalties used, so the penalties will be as follows:

400 points will be charged for failure to make out the operator's memo card, Form 56, at the scene of the accident. This card must be completely made out. Every question pertaining to the accident must be answered. There will be no excuses accepted for not having card with you at the time of the accident regardless of what type run that you may be on. Every type accident that happens on your bus whether it is a vehicle accident or a personal accident must be reported. For instance, if some one is caught in a door or falls on your bus and they say that they are not hurt you must make out a report an it just the same as if they were injured. The same applies to vehicle accident. If your vehicle hits anything or something hits your vehicle you must report it regardless whether there are damages or not.

500 points will be charged for failure to get witnesses to the accident. In case that it is impossible for the operator to get a witness to his accident he must give this reason to the Safety Director and he will in turn discuss it with the Safety Committee and their findings will be final as to whether the man will be penalized for not getting witnesses.

1000 points will be charged for failure to report any accident within 24 hours. After each accident the operator must fill out operator's memo card and this card must be given to the inspector as soon as he arrives at High & Limestone. If, for some reason, he cannot find the inspector or he isn't on duty at that time then this accident must be reported to the superintendent or safety director within 24 hours.

1000 points will be charged for falsifying report of accident.

Springfield City Lines, Inc. (Cont'd)

1000 points will be charged for any avoidable accident costing under \$100.00. All costs of personal injury and property damage to all parties involved in the accident will be included in this cost.

2000 points will be charged for an avoidable accident costing over \$100.00. All costs of personal injury and property damage to all parties involved in the accident will be included in this cost.

The company will award the operators in merchandise as follows:

For 100 to 400 points he will receive nothing.

"	500	points	he	will	receive	\$2.00	in	merchandise.
"	1000	"	"	"	"	4.00	"	"
"	1500	"	"	"	"	6.50	"	"
"	2000	"	"	"	"	10.00	"	"

For every 100 points over 2000 points he will receive \$1.00 in merchandise.

Operators who drive two years without an avoidable accident will receive an additional \$1.00 in merchandise.

Operators who drive three years without an avoidable accident will receive \$2.00 additional in merchandise.

Operators who drive four years without an avoidable accident will receive \$3.00 additional in merchandise.

Operators who drive five years without an avoidable accident will receive \$5.00 additional in merchandise and will receive \$1.00 additional for each year afterwards. For instance, if he drives ten years without an avoidable accident he will receive \$10.00 additional.

Every operator started on this Incentive Plan on January 1, 1949 so the year will end on January 1, 1950 at which time a new year will start. January 1, 1950 you can collect your merchandise. However, if you would like some article that would cost more than the amount that you have accumulated you can let your points build up until you have enough to buy it. But you must tell me in January of the year what the article is that you want. The operator can choose what type merchandise he would like to have and I will try to buy the article for him. No one will be given a cash award.

The Incentive Plan or the Point System is for the promotion of safety and giving or charging of points as described above shall not be construed as a disciplinary measure and shall have no bearing on an action taken by the management in dealing with an operator.

(signed) Carl R. Foster
Safety Director

CRF:mc

YORK BUS COMPANY, YORK, PENNSYLVANIA

Awards: 1948-Certificate of Merit for Greatest Improvement

Contributor: G.D. Schwalbach, General Manager

Selection and Training

To qualify applicant is screened through Merchants Bureau's Investigation - High School education or equivalent - medical examination - a good record with previous employers - must be between 25 to 35 years of age - not less than 5'7" in height.

Training - I.Q. test A.T.A. Form B. Approximately one week or more with instructor. After qualifying, then applicant must learn all bus routes and all fare zones on Suburban routes with regular drivers.

Accident Reporting and Review

All employees are required to make out accident reports, and an observation report if any accidents occur near bus. Driver involved in a preventable accident is called into the office and told why accident is chargeable and warned of reoccurrence. He will be disciplined accordingly.

All accident reports are graded once a month. All employees names are placed on special bulletin board where all employees can see what accidents are chargeable or Non-chargeable. Drivers having too many accidents are given a glare resistance test - depth perception test - side vision test and a reaction time test, regardless if it is an old employee or a new employee. Results have been good in old or new employees.

Promotional Activities

One safety meeting a year is held with oyster bake at which time Safety Awards are handed out by Mayor of the City. We use Marlin Arms Safety Bulletins, Travelers Insurance Posters, National Safety Council Safety Booklets, also letters of the Month of National Safety Association and Radio program, Safety Messages for all drivers.

Award Plan

We use Safe Driver Awards of the National Safety Council. We think they are effective due to reaction from drivers when they are charged with an accident.

Most Effective Phase for Safety

Posting all accidents, along with drivers name who has had the accident, in the drivers room. This remains posted for one year as a warning to drivers having chargeable accidents.

