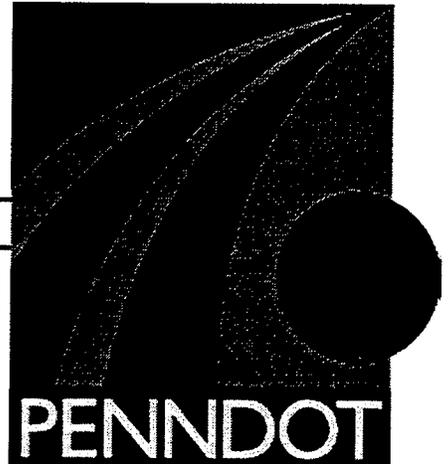




**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF TRANSPORTATION**

PENNDOT RESEARCH



**I-95 CORRIDOR COALITION
FIELD OPERATIONAL TEST 10:
COORDINATED SAFETY MANAGEMENT**

**VOLUME I: BEST PRACTICES IN MOTOR
CARRIER SAFETY MANAGEMENT**

**University-Based Research, Education and Technology Transfer Program
AGREEMENT NO. 359704, WORK ORDER 8**

FINAL REPORT

August 2001

By D. Stock

PENNSTATE



Pennsylvania Transportation Institute

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16. Abstract Coordinated Safety Management is an I-95 Corridor Coalition-sponsored project which was designed to identify the factors that contribute to exemplary motor carrier safety performance and develop outreach materials and tools to help carriers operate more safely. One of the goals of the I-95 Corridor Coalition Field Operational Test #10 (FOT 10)—Coordinated Safety Management—is to develop recommendations for educational and outreach programs and materials to improve motor carrier safety and compliance with regulations. Maximizing the value of these efforts requires an understanding of what the common safety deficiencies are and what safe carriers do to avoid these deficiencies. To this end, the study team analyzed the results of roadside safety inspections for motor carriers based in the I-95 Corridor Coalition states; performed an extensive review of motor carrier safety educational materials and programs; and, conducted a survey of nearly 600 commercial motor carriers who are, arguably, among the safest operators. This report provides an overview of: <ul style="list-style-type: none"> • Motor carrier safety/compliance deficiencies; • The safety management practices of safer fleets; • The topics and delivery media the safer carriers feel would be of most value to their safety programs; and, • Motor carrier views on enforcement and regulations. 					
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I-95 CORRIDOR COALITION
FIELD OPERATIONAL TEST #10: COORDINATED SAFETY MANAGEMENT
VOLUME 1: BEST PRACTICES IN MOTOR CARRIER SAFETY MANAGEMENT

University-Based Research, Education and Technology Transfer Program
Agreement No. 359704
Work Order 8

Submitted to

The Pennsylvania Department of Transportation

By

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August 2001

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1. INTRODUCTION & PURPOSE OF REPORT

One of the goals of the I-95 Corridor Coalition Field Operational Test #10 (FOT 10)—*Coordinated Safety Management*—is to develop recommendations for educational and outreach programs and materials to improve motor carrier safety and compliance with regulations. Maximizing the value of these efforts requires an understanding of what the common safety deficiencies are and what safe carriers do to avoid these deficiencies.

To this end, the study team analyzed the results of roadside safety inspections for motor carriers based in the I-95 Corridor Coalition states; performed an extensive review of motor carrier safety educational materials and programs; and, conducted a survey of nearly 600 commercial motor carriers who are, arguably, among the safest operators. This report presents the findings of these efforts. Specifically, this report provides an overview of:

- Motor carrier safety/compliance deficiencies;
- The safety management practices of safer fleets;
- The topics and delivery media the safer carriers feel would be of most value to their safety programs; and,
- Motor carrier views on enforcement and regulations.

2. REVIEW OF ROADSIDE SAFETY INSPECTION DATA

The purpose of examining the results of roadside inspections is to benchmark how motor carriers are performing in terms of safety compliance. The data analyzed is the USDOT-Office of Motor Carrier Safety MCMIS database for motor carriers based in the I-95 Coalition Corridor states. These data are summarized in figures 1 through 13.

These data indicate that performance in safety inspections is inversely related to fleet size as measured by Out-Of-Service (O-O-S) rates and average number of violations per inspection. This relationship is most clearly seen in driver inspections. This has two major implications for FOT 10:

1. Validation that the effort should focus on smaller fleets.
2. Safety management practices of larger fleets adjusted for operational constraints of smaller fleets could provide effective “best practices” models.

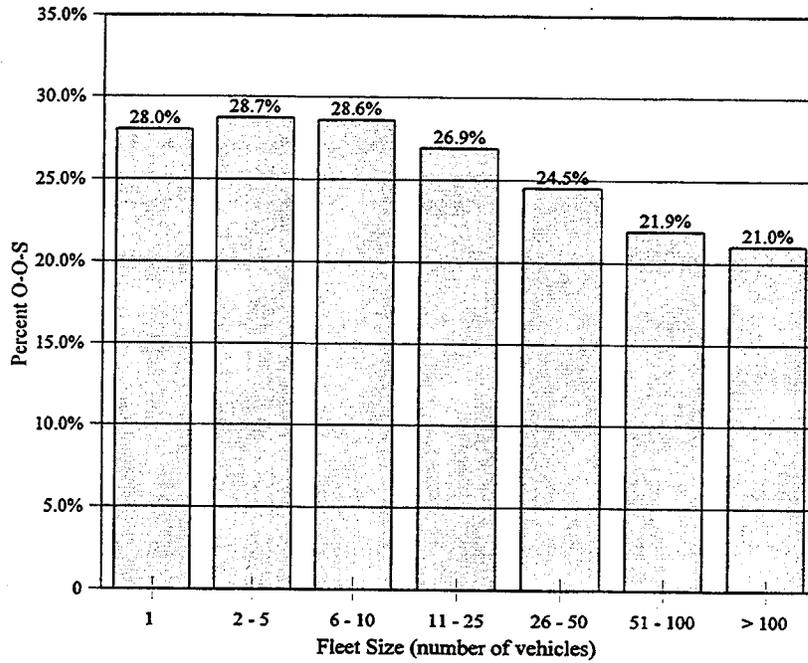


Figure 1. Total out-of-service rates by fleet size.

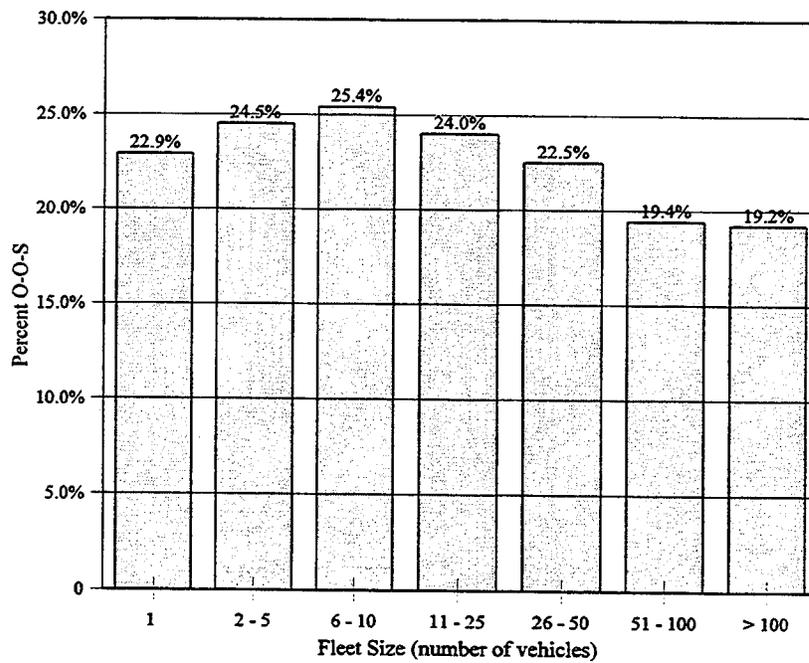


Figure 2. Vehicle out-of-service rates by fleet size.

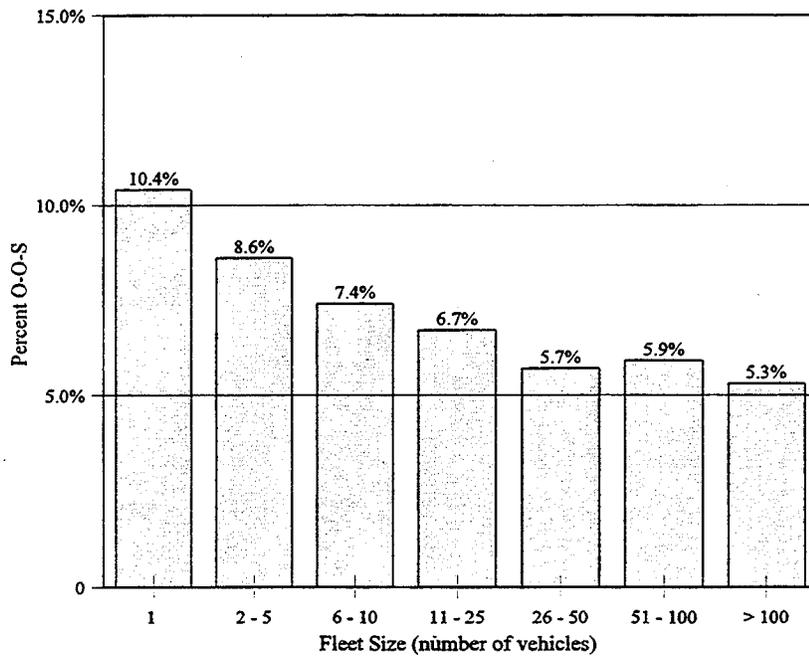


Figure 3. Driver out-of-service rates by fleet size.

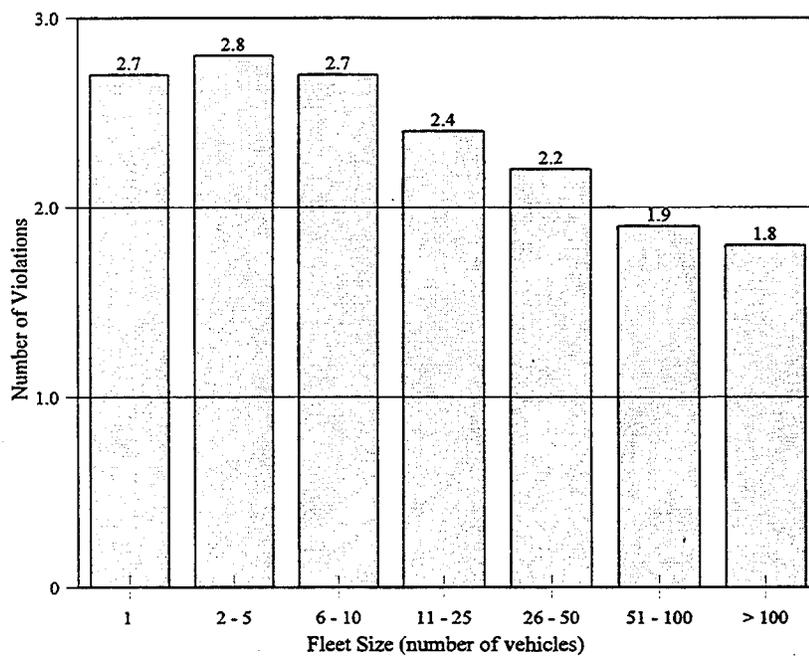


Figure 4. Average total violations per inspection by fleet size.

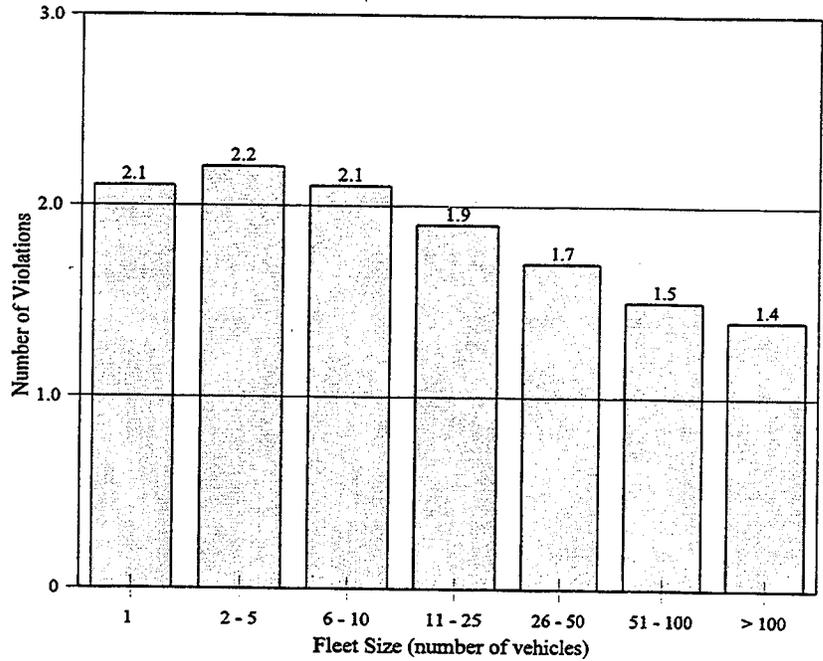


Figure 5. Average total vehicle violations per inspection by fleet size.

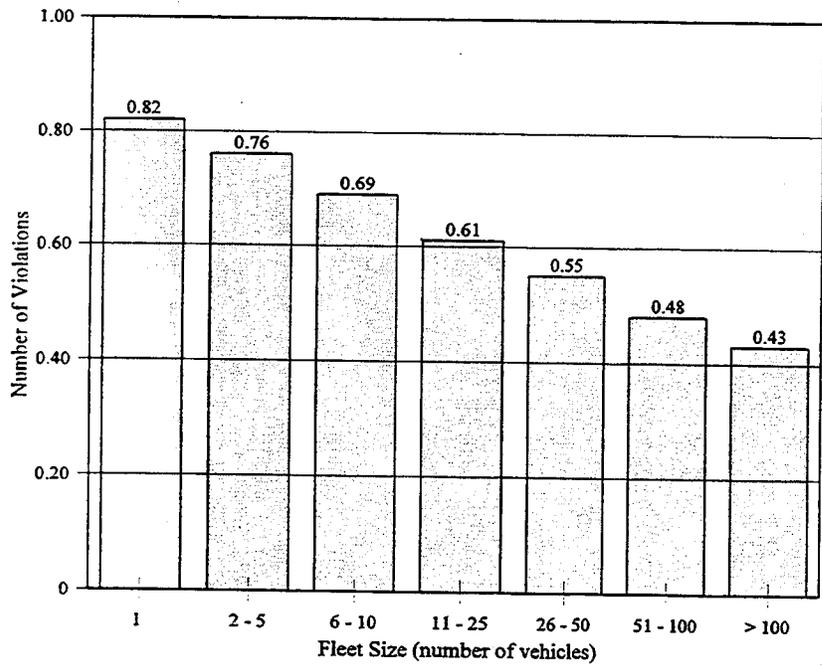


Figure 6. Average number of brake violations per inspection by fleet size.

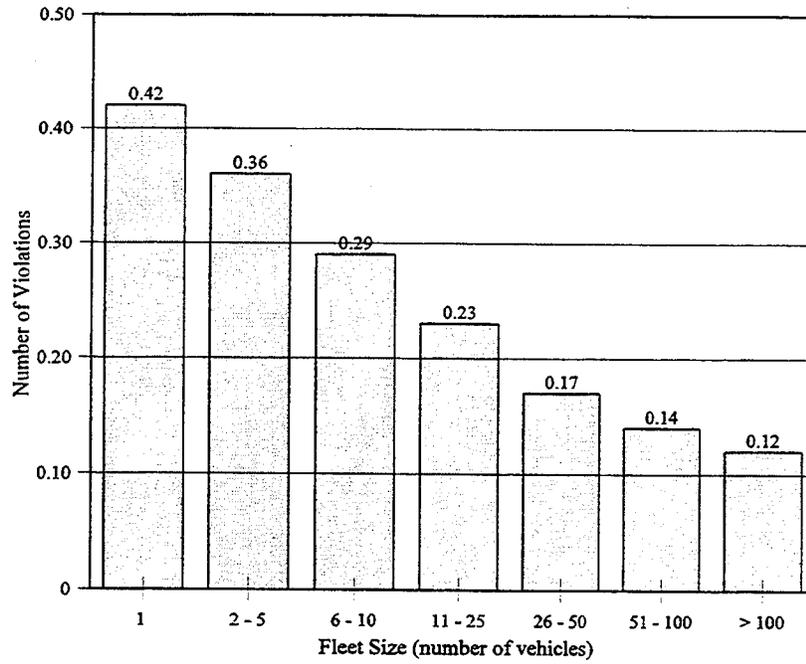


Figure 7. Average number of steering component violations per inspection by fleet size.

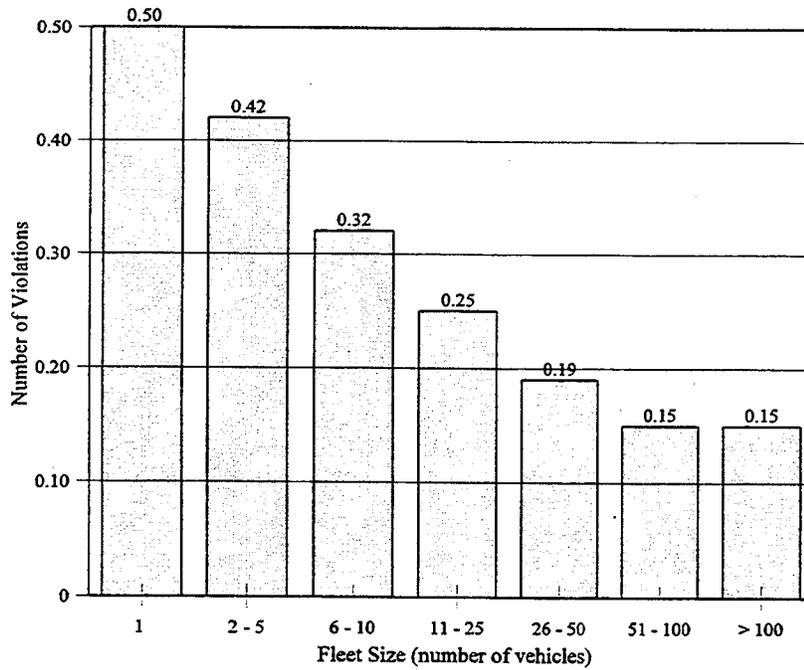


Figure 8. Average number of wheel violations per inspection by fleet size.

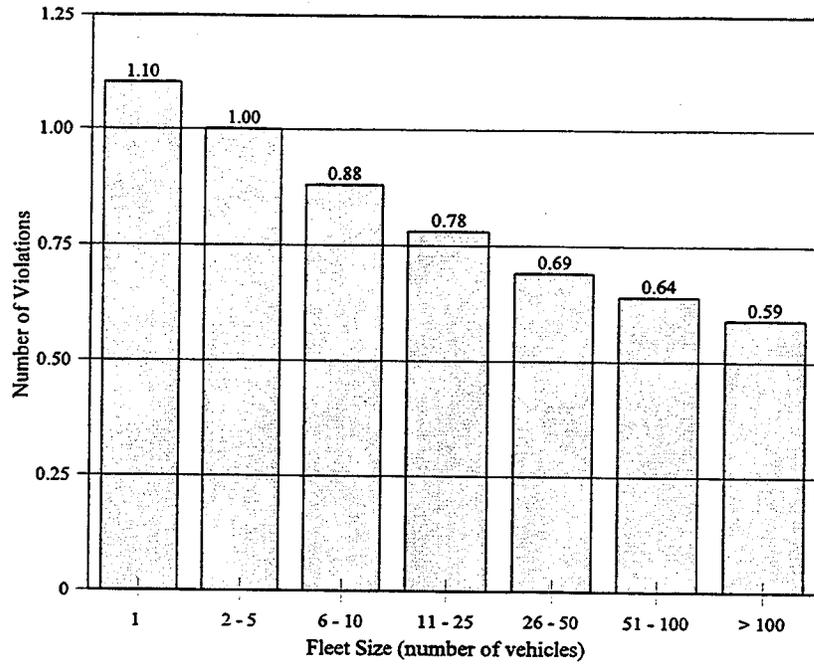


Figure 9. Average total driver violations per inspection by fleet size.

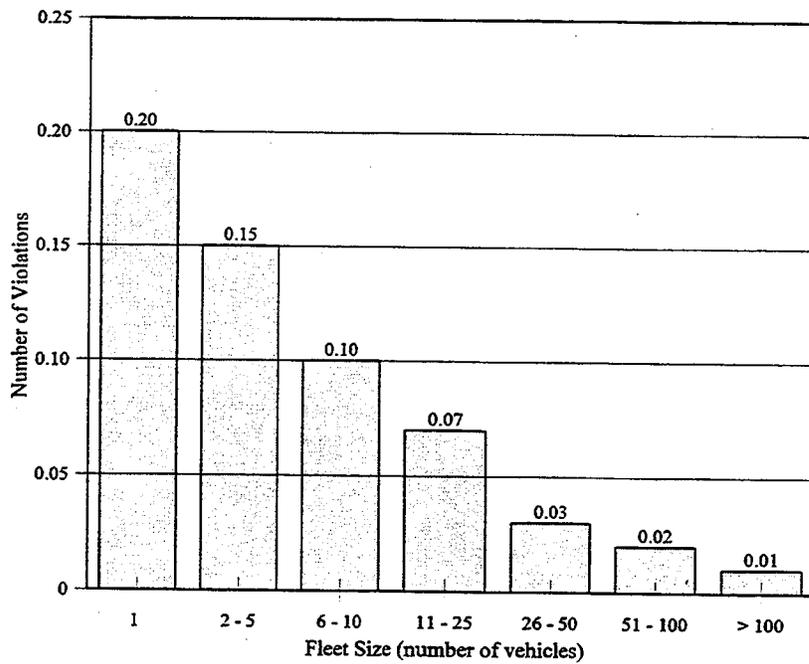


Figure 10. Average driver qualification violations per inspection by fleet size.

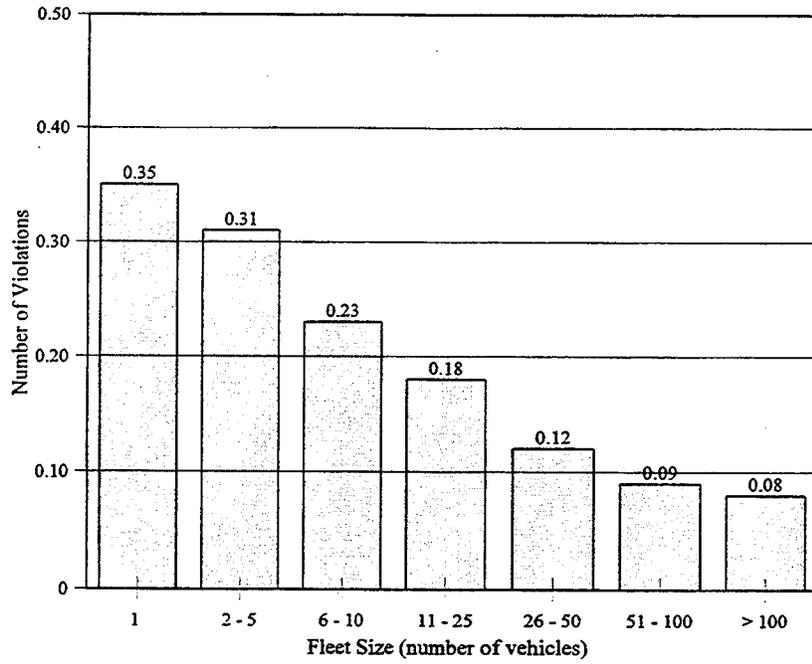


Figure 11. Average number of medical certification violations per inspection by fleet size.

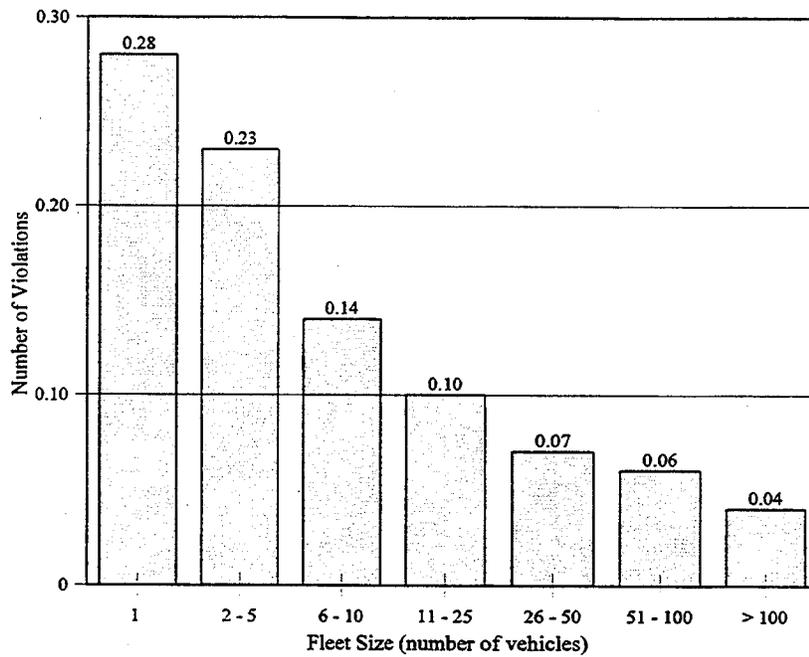


Figure 12. Average number of hours-of-service violations per inspection by fleet size.

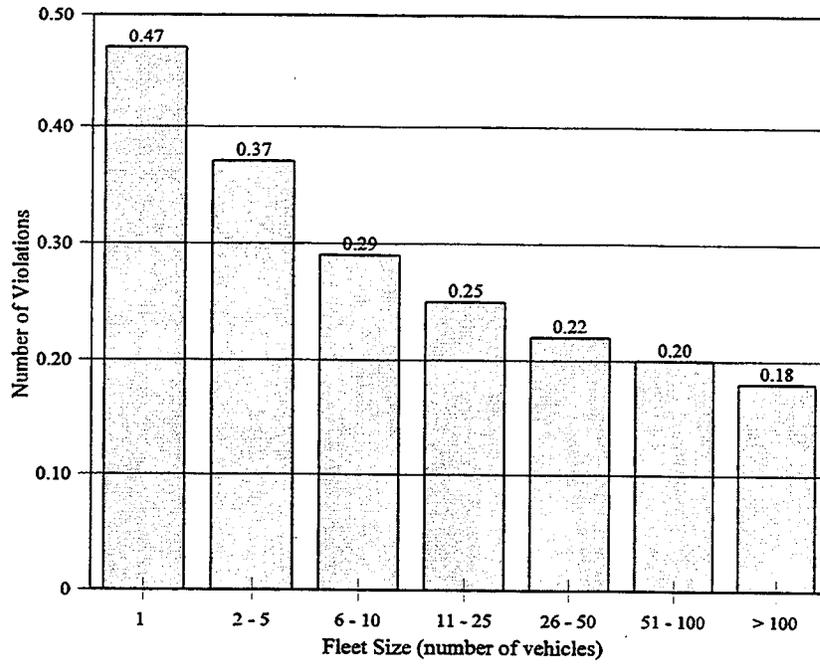


Figure 13. Average number of log violations per inspection by fleet size.

3. SURVEY OF MOTOR CARRIER BEST SAFETY PRACTICES

In the summer of 1999, a survey was distributed to approximately 6,000 truck and bus companies based in the I-95 Corridor Coalition states. The purpose of the survey was to identify the factors that contribute to exemplary safety performance and compliance; and examine motor carrier attitudes and perceptions regarding safety activities and programs, enforcement, and safety regulations.

The survey questionnaire, found in Appendix A, was developed with input from representatives from the following organizations:

Industry

- ATA Safety Department
- ATA Safety Management Council
- National Private Truck Council
- Motor Transport Association of Connecticut
- New York State Motor Truck Association
- Pennsylvania Motor Truck Association
- Maryland Motor Truck Association
- Virginia Trucking Association
- Rhode Island Trucking Association
- Pennsylvania Bus Association

Enforcement

- Connecticut Department of Motor Vehicles
- New York State Department of Transportation
- Pennsylvania Department of Transportation
- Pennsylvania State Police

Academic Institutions

- University of Connecticut
- State University of New York
- Pennsylvania State University

The surveys were distributed to motor carrier members of the state trucking associations in Connecticut, Maryland, New York, Pennsylvania, and Virginia; members of the New York and Pennsylvania Bus Associations; and members of the United Motorcoach Association based in Connecticut, Maryland, New York, Pennsylvania, and Virginia. There were 591 responses to the survey. These motor carrier members were selected for survey assuming that they represent a sample of the best safety performers. This assumption is based on the following:

- Membership in a motor carrier industry association is indicative of issues awareness and commitment to improving the members' business.
- The motor carrier industry associations provide their members a high level of technical expertise and support in safety and compliance.

This is supported by the perceptions of state enforcement personnel recently surveyed by Pennsylvania State University for the FOT 10 effort:

- Of the responses from 31 states, 81.6 percent perceive the safety performance of state carrier association members as somewhat to much better than the general motor carrier population.
- Approximately 90 percent of 37 respondents believe that state carrier associations are effective to very effective in providing current safety information to their members, and are effective to very effective in educating their members on safety issues.

Tables 1 through 3 provide an overview of the respondent demographics. The following sections present the results of the survey.

Table 1. Demographics of trucking company respondents—Fleet size versus length of haul.

Fleet Size (# of trucks)	Average Haul Length (miles)				Totals
	<101	101-200	201-499	500+	
1 to 10	76 14.8%	42 8.2%	42 8.2%	16 3.1%	176 34.3%
11 to 25	49 9.6%	28 5.5%	43 8.4%	14 2.7%	134 26.2%
26 to 50	30 5.9%	14 2.7%	33 6.4%	17 3.3%	94 18.3%
51 to 100	13 2.5%	11 2.1%	22 4.3%	6 1.2%	52 10.1%
>100	11 2.1%	6 1.2%	33 6.4%	6 1.2%	56 10.9%
Totals	179 34.9%	101 19.7%	173 33.7%	59 11.5%	512 99.8%

Table 2. Demographics of trucking company respondents—Fleet size versus carrier type.

Fleet Size (# of trucks)	Carrier Type				Totals
	General Freight truckload	General Freight Less- than-truckload	Private Carrier	Specialized Carrier	
1 to 10	30 5.9%	7 1.4%	89 17.6%	47 9.3%	173 34.2%
11 to 25	41 8.1%	5 1.0%	45 8.9%	40 7.9%	131 25.9%
26 to 50	30 5.9%	6 1.2%	28 5.5%	30 5.9%	94 18.5%
51 to 100	17 3.4%	4 0.8%	15 3.0%	16 3.2%	52 10.4%
>100	17 3.4%	14 2.8%	17 3.4%	7 1.4%	55 11.0%
Totals	135 26.7%	36 7.2%	194 38.4%	140 27.7%	505 100.0%

Table 3. Demographics of bus company respondents.

Fleet Size (# of buses)	Average Haul Length (miles)				Totals
	<101	101-200	201-499	500+	
1 to 10	0 0.0%	1 2.2%	4 8.9%	0 0.0%	5 11.1%
11 to 25	2 4.4%	2 4.4%	14 31.1%	1 2.2%	19 42.1%
26 to 50	0 0.0%	2 4.4%	10 22.2%	0 0.0%	12 26.6%
51 to 100	2 4.4%	1 2.2%	1 2.2%	0 0.0%	4 8.8%
>100	2 4.4%	1 2.2%	2 4.4%	0 0.0%	5 11.0%
Totals	6 13.2%	7 15.4%	31 68.8%	1 2.2%	45 99.6%

SAFETY MANAGEMENT OPINIONS: IMPORTANCE OF SAFETY PROGRAMS/ACTIVITIES TO MOTOR CARRIERS

The surveyed motor carriers were asked to rank the importance of various key safety programs and activities to their fleet's safety performance. They were also asked to provide what they considered their most critical safety issues.

The factors most frequently cited as very important to the respondents are: the selection and retention of qualified drivers, and the need for top management commitment to safety. Also, of importance to the respondents safety programs are:

- In-house training programs.
- Communication and safety awareness through regular and frequent safety meetings and constant reminders that safety is the first priority.

- Supervision of drivers through monitoring and review of on-road performance, compliance with hours-of-service regulations, and traffic citations.
- Awards programs designed to recognize drivers who are safe and project positive attitudes about their jobs and company.
- Thorough documentation and review of all accidents.
- Frequent equipment inspection by drivers and mechanics.
- Preventative maintenance and timely repairs.
- Enforcement focus on poor safety performers.
- Education of general motoring public on how to drive around trucks.

Figures 14 and 15 present how the trucking and bus company respondents, respectively, ranked several key safety factors. Appendix B provides anecdotal responses to what the carriers' feel are their critical safety issues.

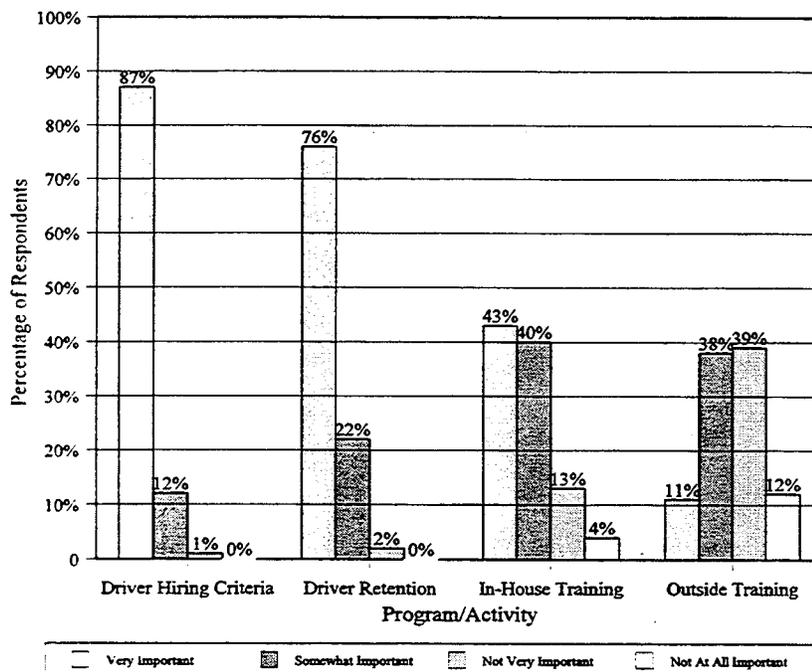


Figure 14a. Importance of safety programs/activities to trucking companies.

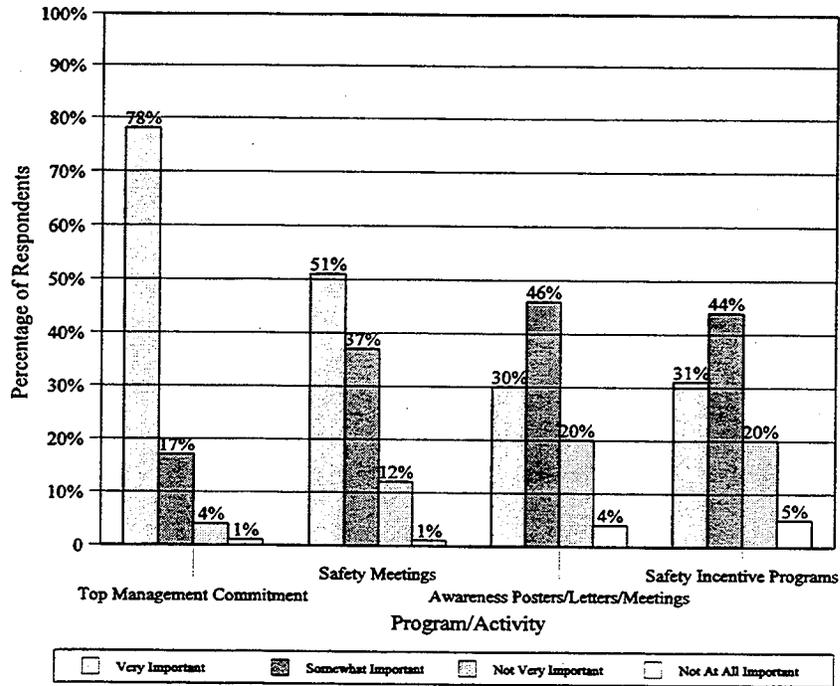


Figure 14b. Importance of safety programs/activities to trucking companies.

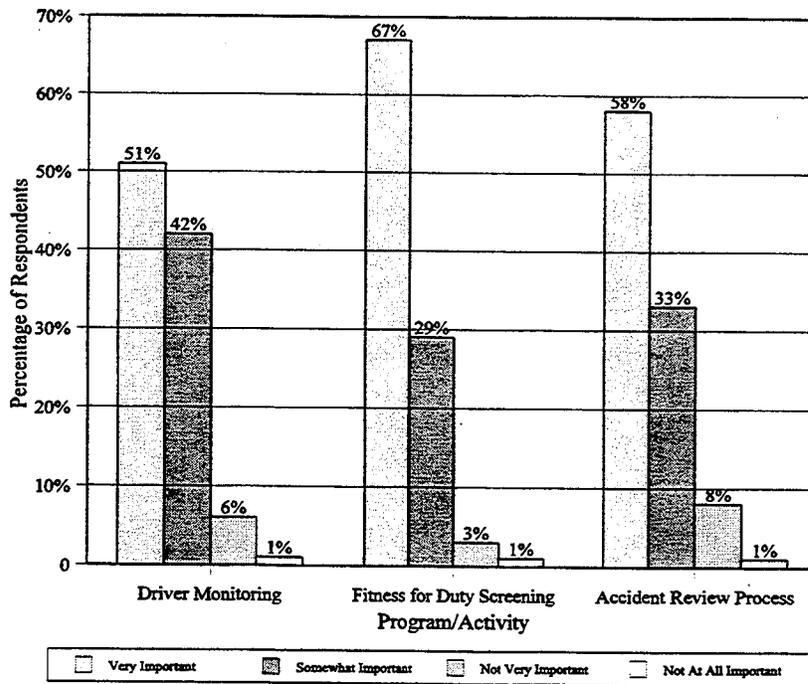


Figure 14c. Importance of safety programs/activities to trucking companies.

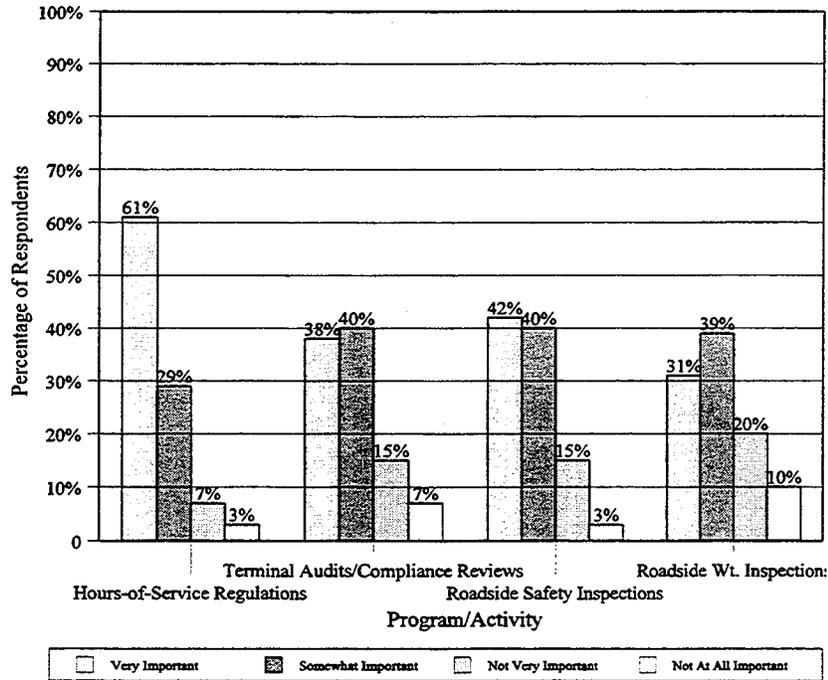


Figure 14d. Importance of safety programs/activities to trucking companies.

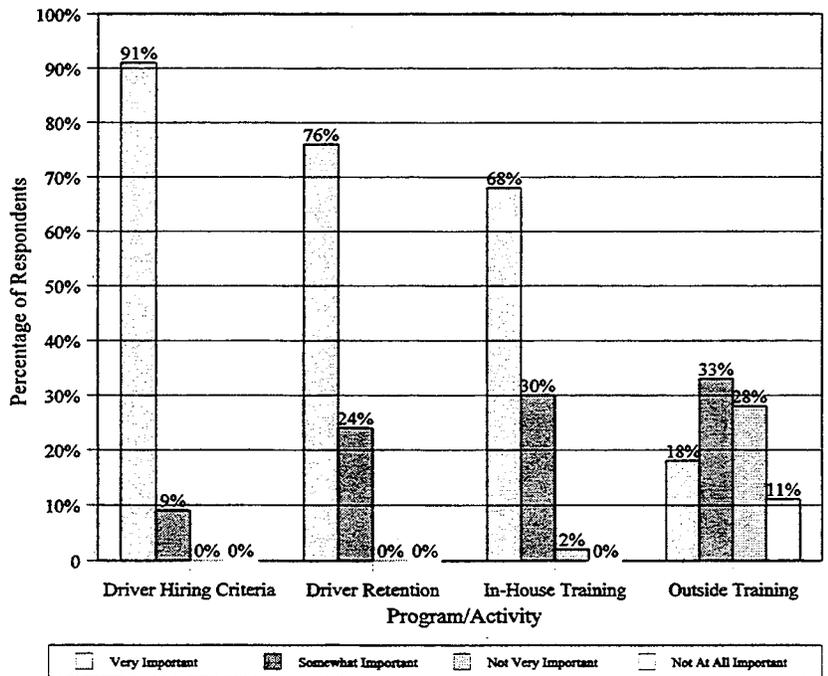


Figure 15a. Importance of safety programs/activities to bus operators.

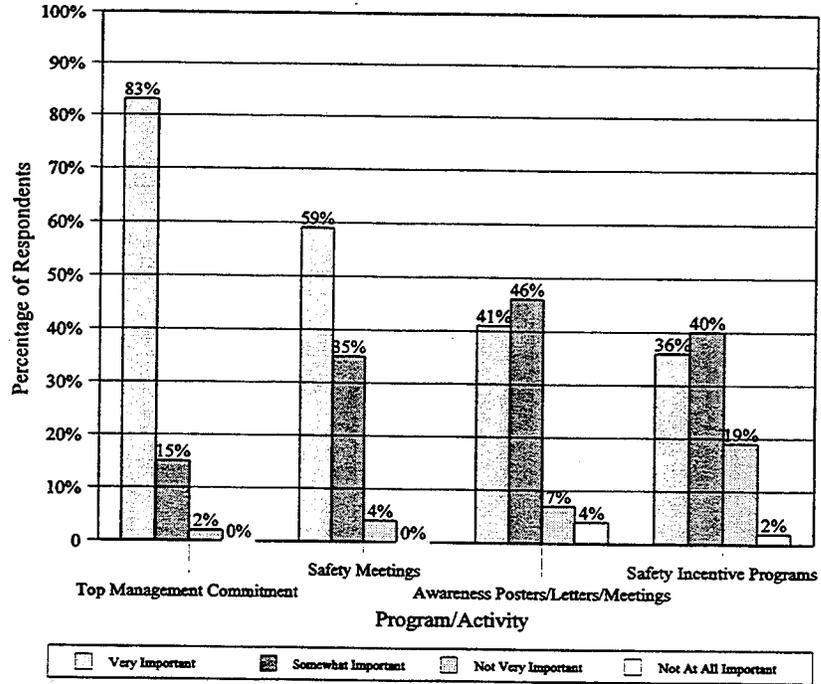


Figure 15b. Importance of safety programs/activities to bus operators.

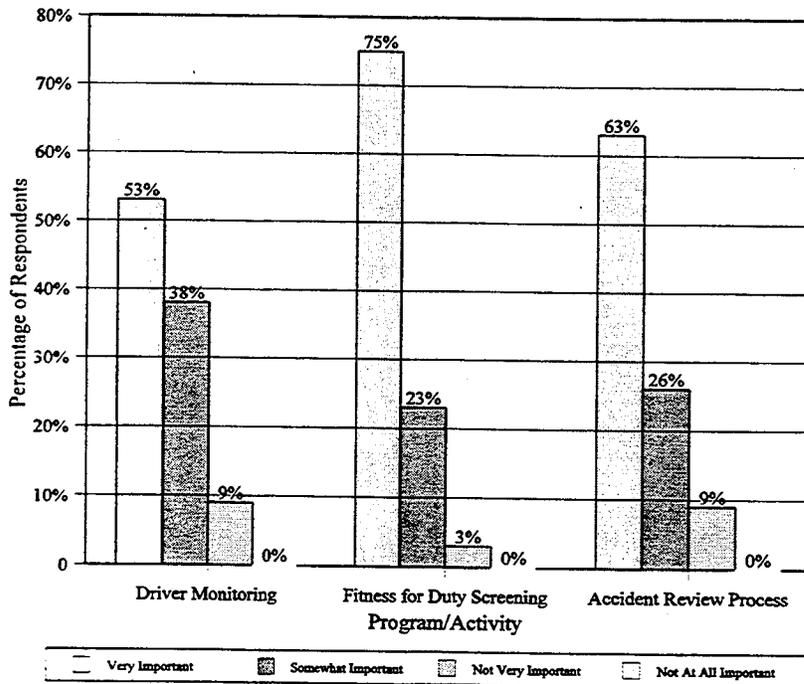


Figure 15c. Importance of safety programs/activities to bus operators.

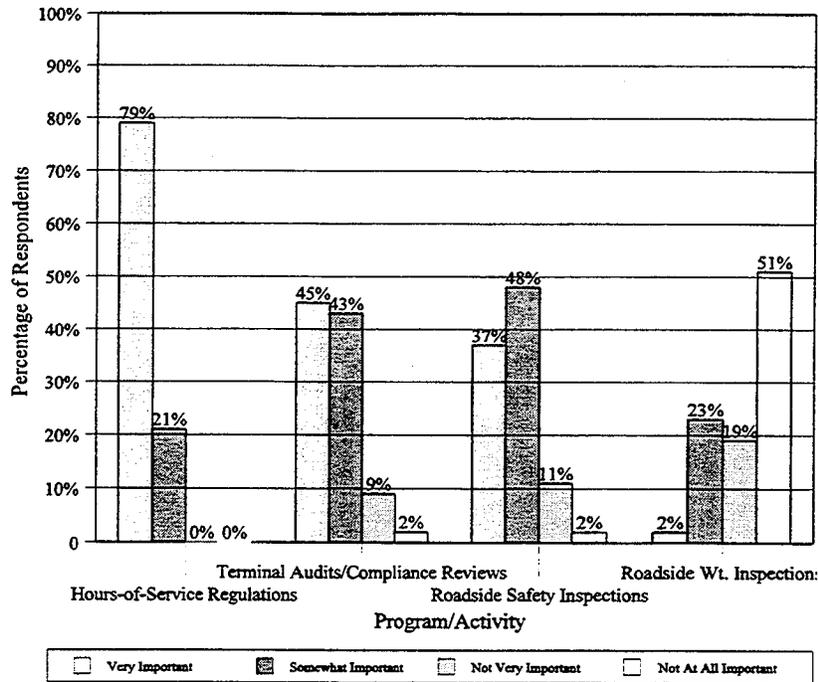


Figure 15d. Importance of safety programs/activities to bus operators.

DRIVER HIRING CRITERIA

The selection of drivers is one of the most important safety activities conducted by a motor carrier. Important selection criteria include: good attitude and appearance on the part of the applicant, good references from previous employers, clean driving record, minimum years of experience, knowledge of equipment and regulations, and the ability to pass a drug and alcohol screen. The following summarize the findings:

- Many respondents report that they require an applicant to be interviewed by several persons within the company-often with human resources personnel, safety managers, shop personnel, other drivers, or insurance company representatives.
- The applicants are sometimes required to complete a psychological profile test to assess their ability to handle the stresses of the job or relate positively to customers and company management. Other screening criteria include criminal record checks, credit checks, and personal references.
- Some of the smaller firms report that they will only hire drivers who are personally known by the owner or referred by company drivers.

- Nearly every respondent contacts previous employers to check on job performance, time at the job, attitude, reasons for leaving, etc. The number of job changes over previous years of employment is closely scrutinized with several respondents automatically eliminating the applicant if the number exceeds a minimum.
- Reviewing past employment is mostly conducted as an in-house activity by the respondents, though 31 to 42 percent do use a third-party service to conduct background and driving record checks.
- Between 77 and 93 percent of respondents will turn down applicants if their driving record shows accidents, points, or violations above company maximums. These average maximums are six points, or one accident, or three violations over three years. In the case of accidents, severity and cause of the accident(s) are taken into consideration.
- About half to three-quarters of the respondents require a minimum number of years of driving experience. The usual minimum is two years, though three to five years is not uncommon, especially among specialized hauling operations. Often offsetting the requirement of a minimum number of years of experience are strong in-house driver training and apprenticeship programs.
- At least 95 percent of the respondents test new drivers for drugs and alcohol, though some accept the results of recent tests if the candidate is enrolled in a testing program.
- At least 83 percent require the applicant to pass an on-road driving test usually conducted by a driver-trainer or experienced driver before the hiring process is complete.
- Approximately 42 percent of surveyed trucking companies and 64 percent of bus companies require the applicant to pass a written test on safety regulations.

Figures 16 through 23 present the percent of respondents, by fleet size/type, who conduct selected driver hiring practices. Appendix C provides anecdotal carrier responses concerning their driver selection criteria.

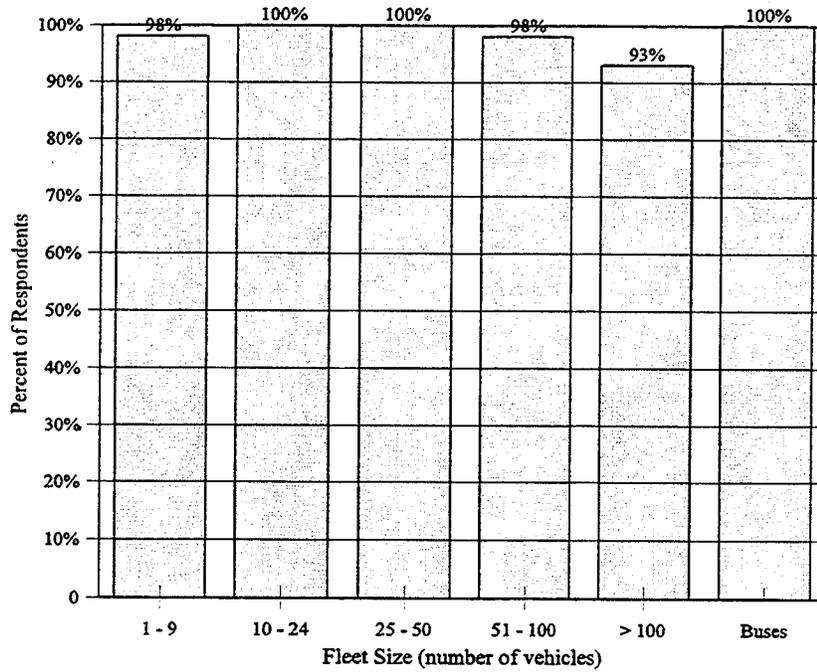


Figure 16. Percent of respondents requiring in-person application process for drivers.

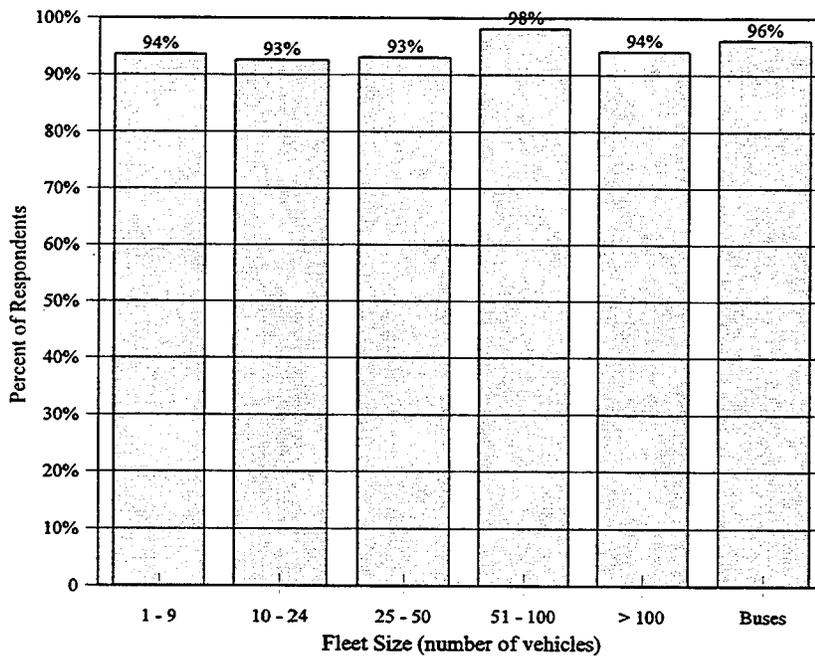


Figure 17. Percent of respondents who call past employers to review driver employment histories.

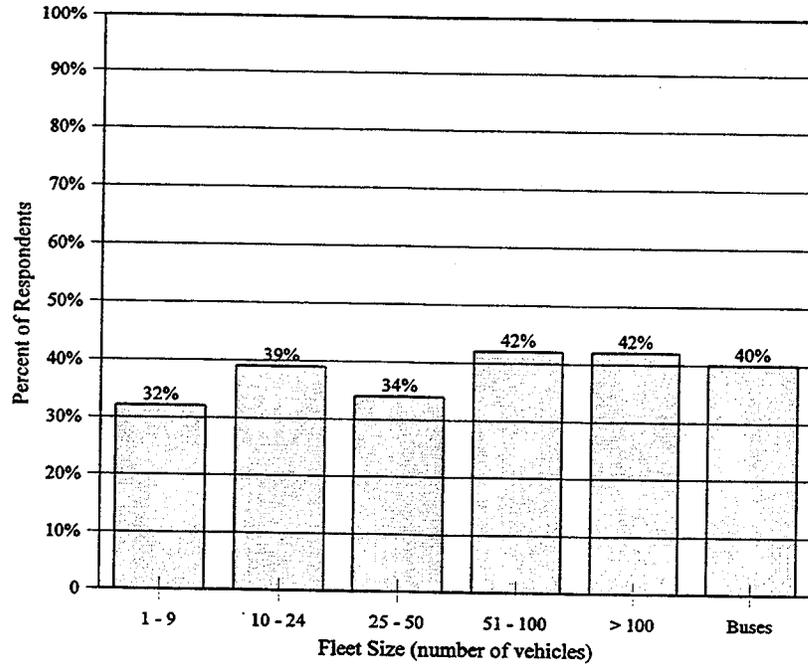


Figure 18. Percent of respondents use a third party service to review driver histories.

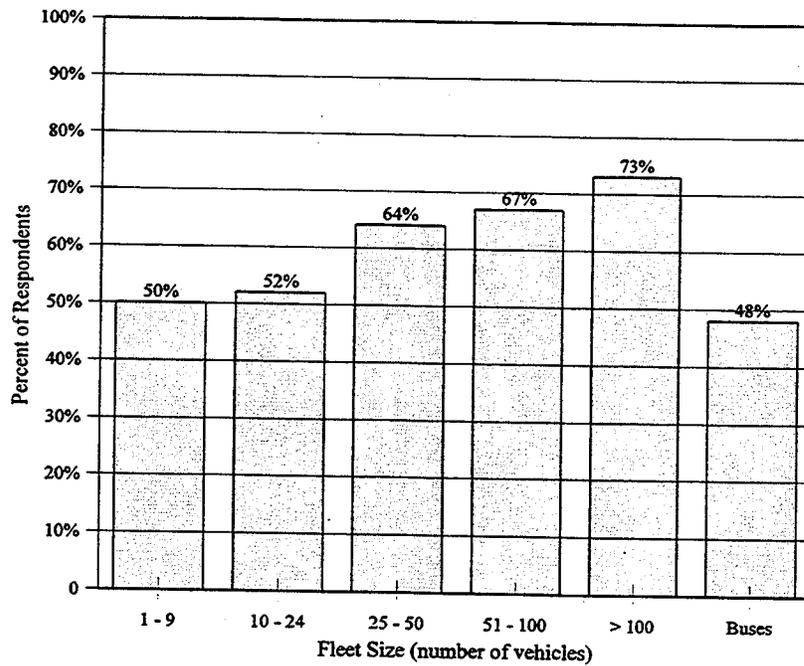


Figure 19. Percent of respondents who require drivers to have a minimum number of years of experience.

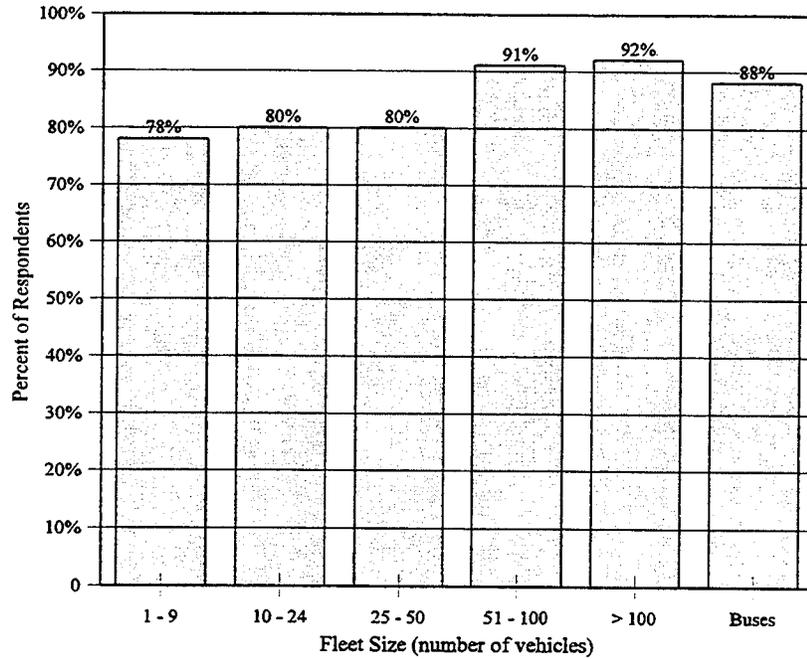


Figure 20. Percent of respondents who turn down driver applicants with points/accidents/violations above a company minimum.

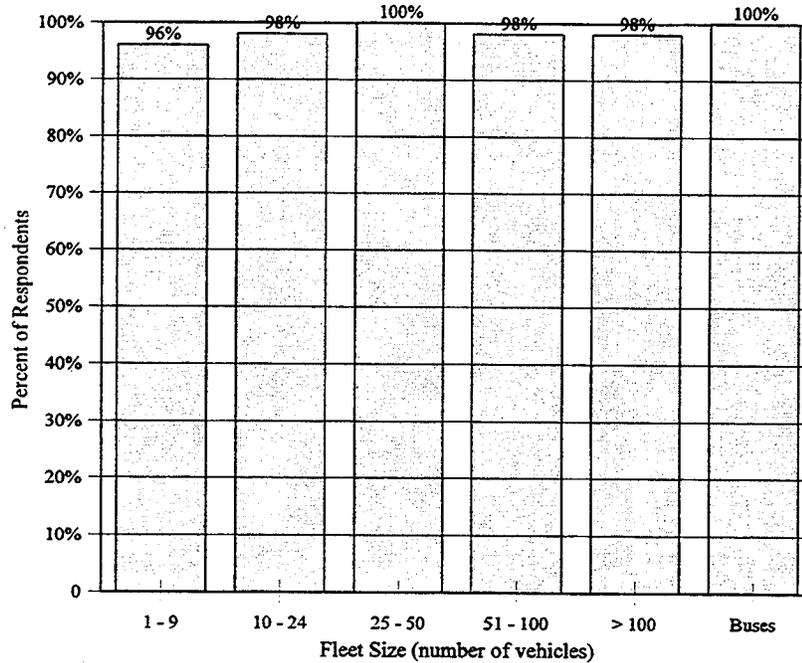


Figure 21. Percent of respondents who test for drugs and alcohol during hiring process.

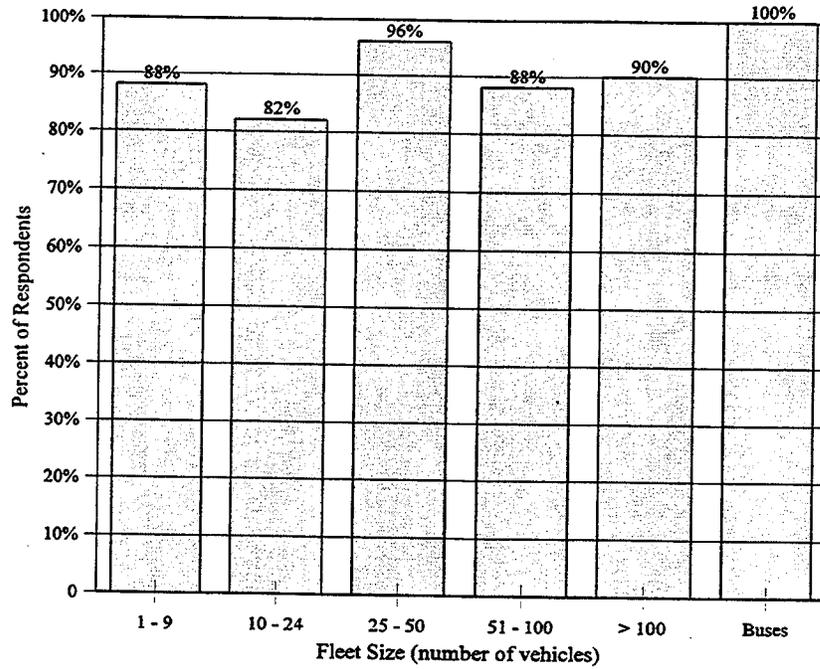


Figure 22. Percent of respondents who conduct on-road driving test before hiring drivers.

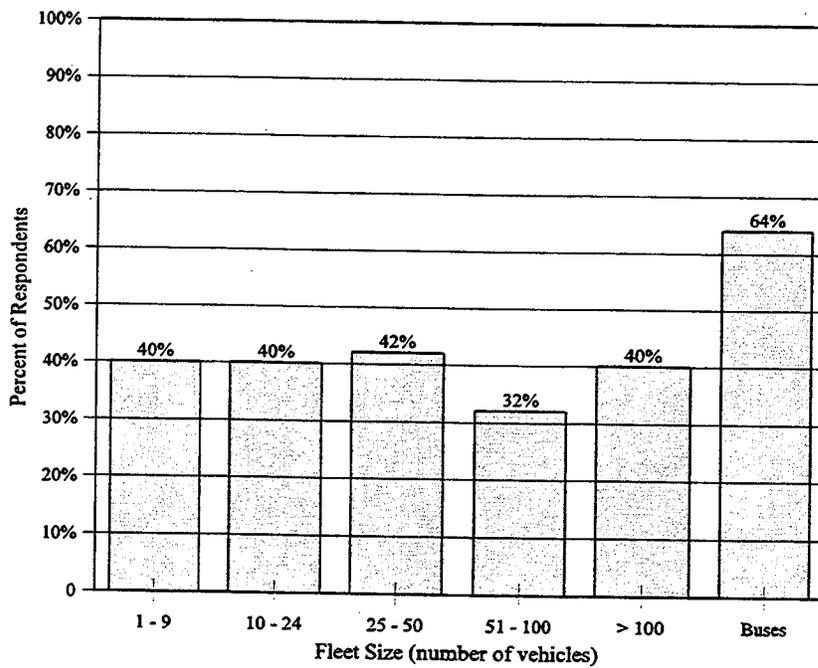


Figure 23. Percent of respondents requiring drivers to pass a written test on DOT regulations.

DRIVER ORIENTATION AND TRAINING PROGRAMS

Motor carriers also view driver orientation and training as a key factor in safety performance. In no small part this is because during the first 120 days following hire, turnover rates can be the greatest and statistically, drivers are most prone to be involved in an accident. Retaining potentially good drivers, especially after the intense effort of screening them for hire is not only cost effective, but provides the time to develop the individual's skills, safety awareness, and understanding of the company culture, policies, and procedures.

To this end, many companies provide initial training in company policies and procedures, safety regulations, equipment use and inspection, defensive driving techniques, driver fitness/wellness, or fatigue management regardless of the drivers' previous experience. Among the respondents, this training is usually an in-house activity.

Most of the respondents require a new driver to "apprentice" with an experienced driver for a period of time (usually two weeks to three months) before they are allowed to incrementally assume increasing driving responsibility. This allows the company to assess and develop the new drivers' skills under the close supervision of trainers or experienced drivers. It also helps the new driver to learn what is expected of them and re-enforces the training they have received.

Safe carriers also regard training as a continuous effort, frequently refreshing their drivers' training through instructed courses, videos, handbooks, management and peer safety reviews, and general discussion and messages. Figures 24 through 30 present the percent of respondents conducting select orientation and training programs.

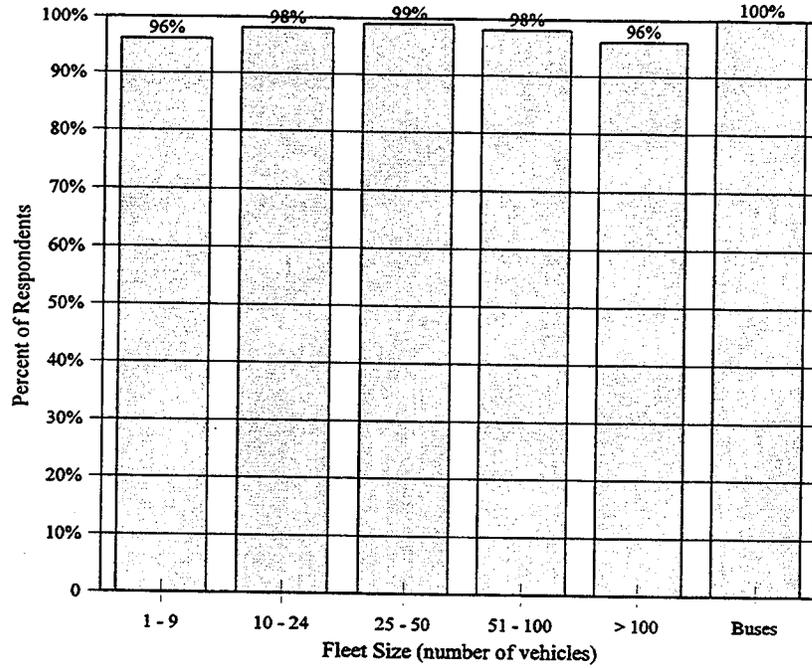


Figure 24. Percent of respondents who train drivers in company policies and procedures.

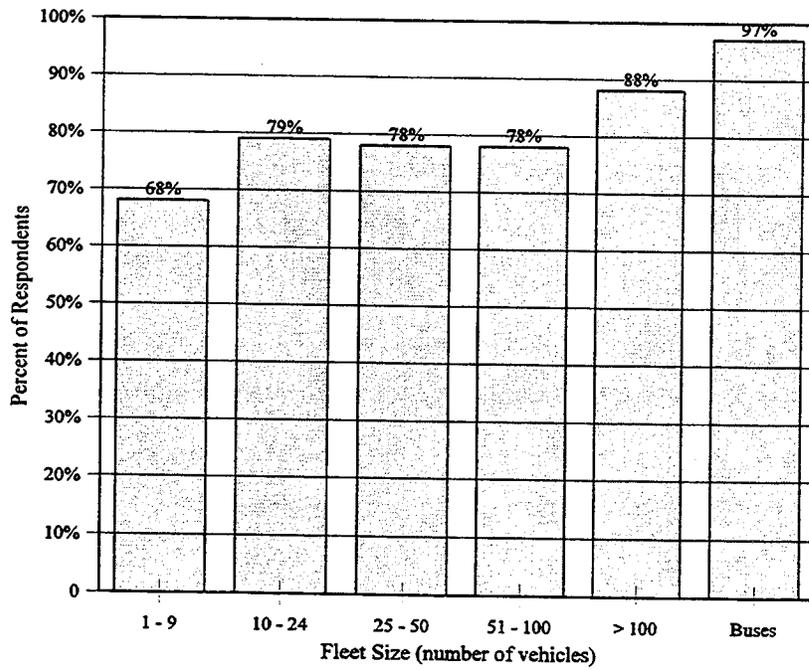


Figure 25. Percent of respondents training drivers in Federal and State safety regulations.

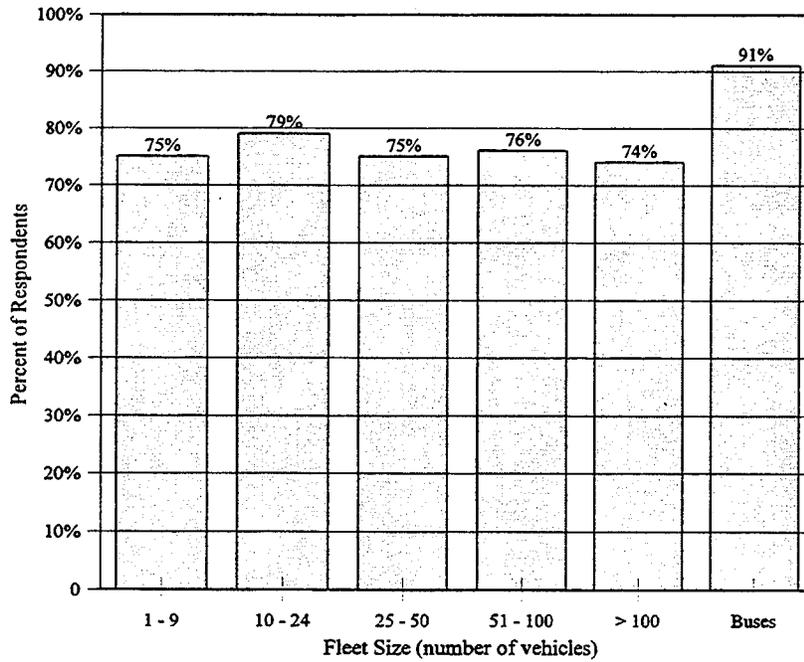


Figure 26. Percent of respondents who require new drivers to train with an experienced driver before they “solo”.

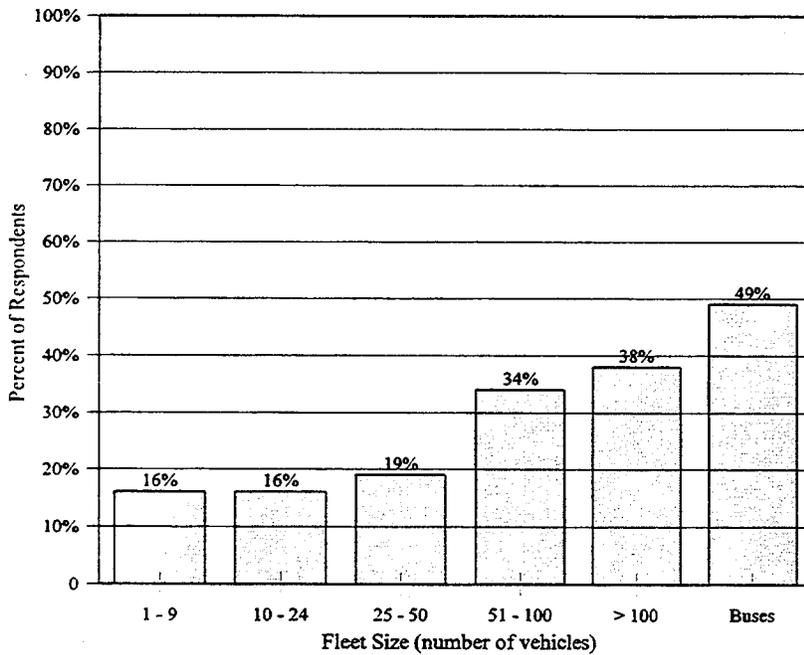


Figure 27. Percent of respondents who require drivers to attend defensive driving courses.

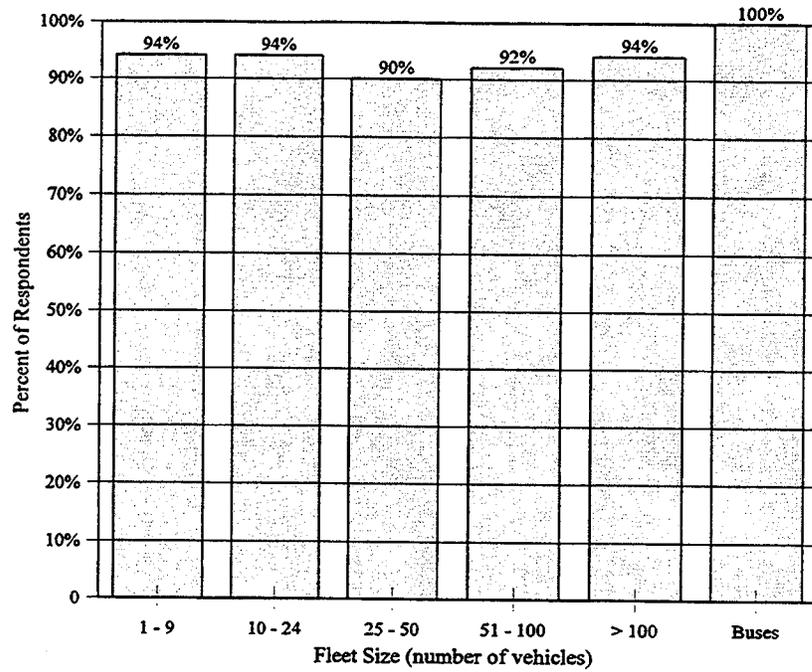


Figure 28. Percent of respondents who train drivers in equipment inspections.

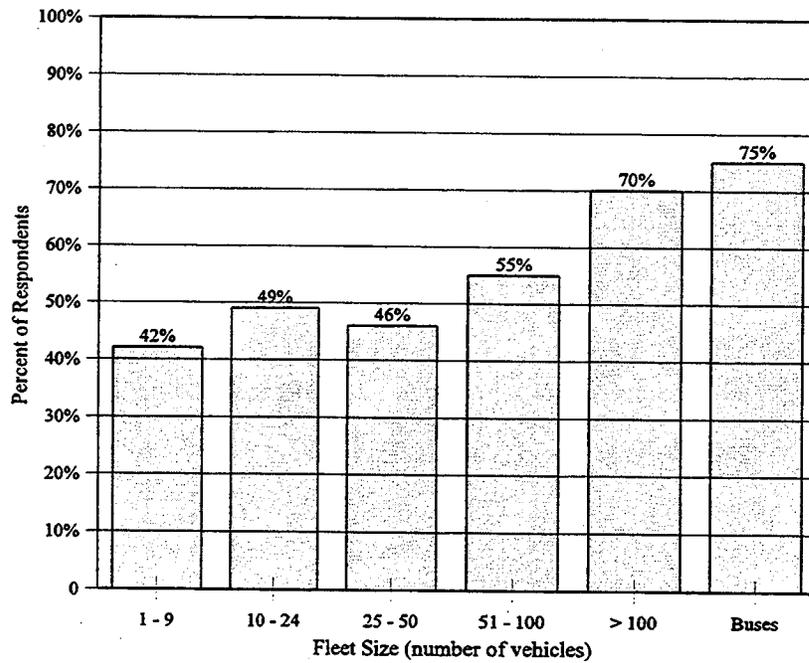


Figure 29. Percent of respondents who train drivers in fatigue management techniques.

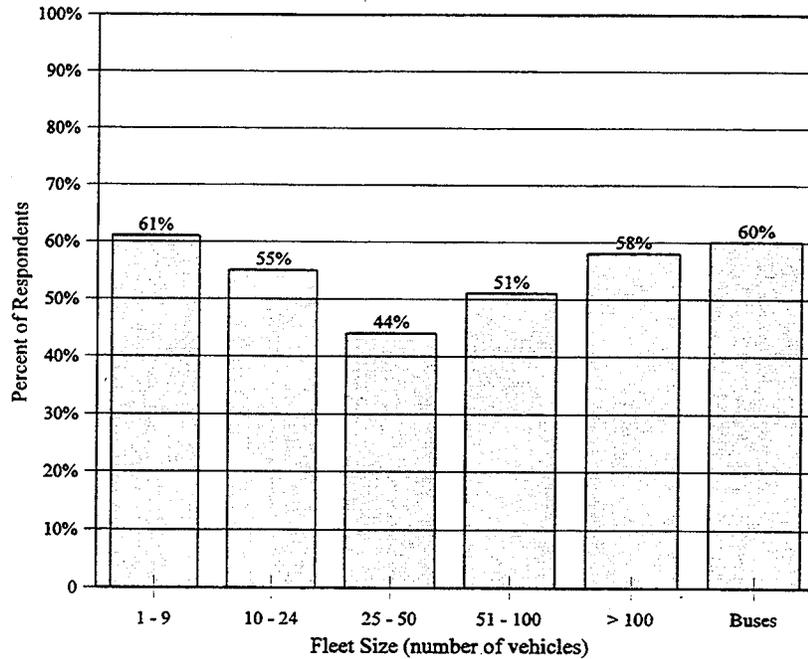


Figure 30. Percent of respondents who have programs/training to address driver wellness.

DRIVER SUPERVISION, RECOGNITION, AND AWARDS PROGRAMS

Several respondents indicated that close monitoring of drivers' activities are necessary to identify and correct poor habits before they translate themselves into accidents or violations. Monitoring how drivers perform on the road can be accomplished using in-house or third party road-teams to visually observe the driver; through motorist complaints via an 800 call-in number; or, via interpretation of information from on-board data recorders. Thorough review/audit of drivers' logbooks and regularly checking drivers' records are also conducted to monitor driver activities.

Poor driving performance and lack of compliance with regulations usually leads safety managers to write the driver a warning letter, discuss his performance with him either one-on-one or in a peer group situation, or recommend him for remedial training. Continued poor

performance will generally lead to increasingly strict disciplinary action, such as company fines, suspension, or job termination.

On the flip side, rewarding good safety and compliance performance is an effective way to motivate drivers and improve retention rates. Such rewards are usually in the form of recognition award, merchandise, paid-time off, free vacation trips, cash bonuses, or are tied to salary reviews. Approximately 51 percent of respondents offer salary incentives or awards for safe performance. Awards and bonuses are also offered to employees for safety suggestions which are adopted by the company in 30 percent of the respondents. Recognition of employees' skill is also accomplished through encouragement to participate in safety championships in 41 percent of the respondents.

Figures 31 through 38 describe the percent of respondents who perform select driver supervision and incentive programs. Appendix D contains anecdotal responses concerning the carriers' recognition/awards programs.

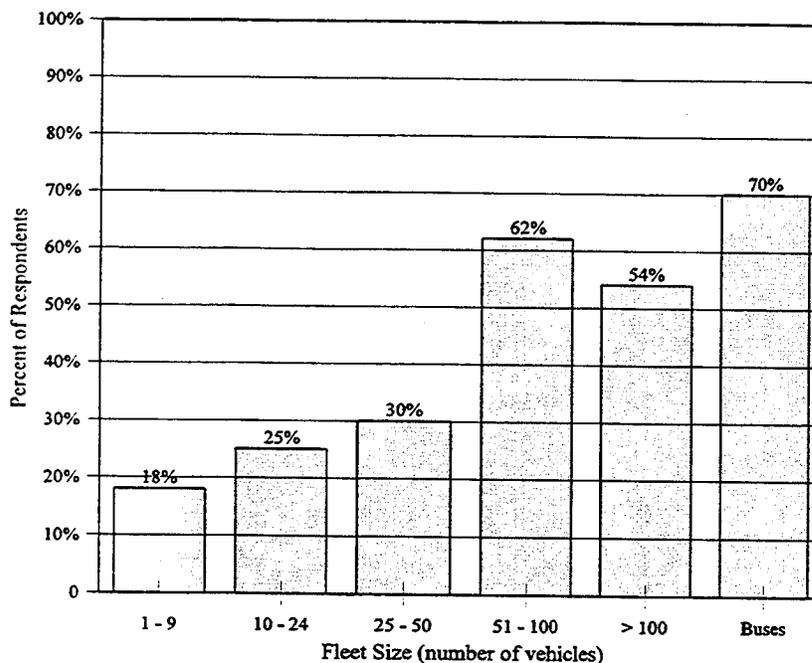


Figure 31. Percent of respondents who observe drivers on-the-road.

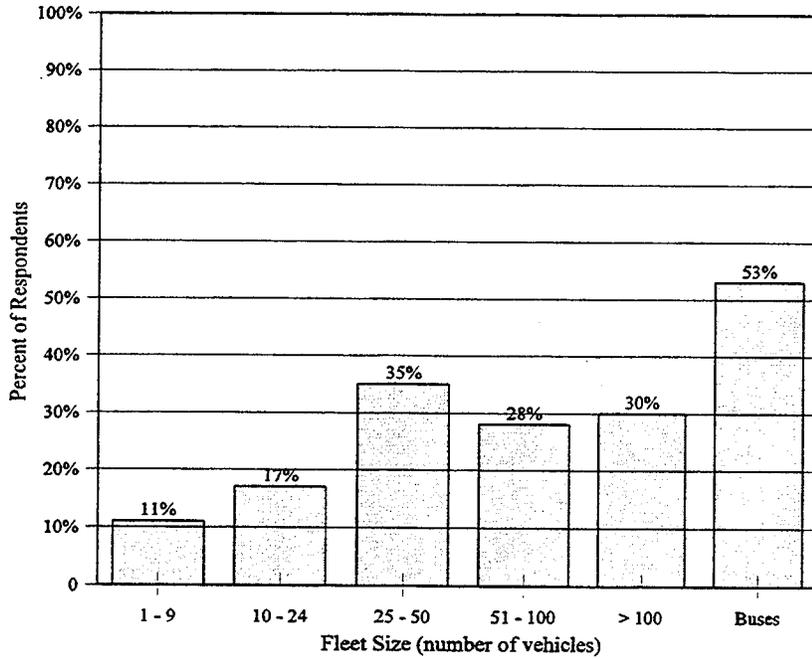


Figure 32. Percent of respondents who use a motorist call-in number to report driver performance.

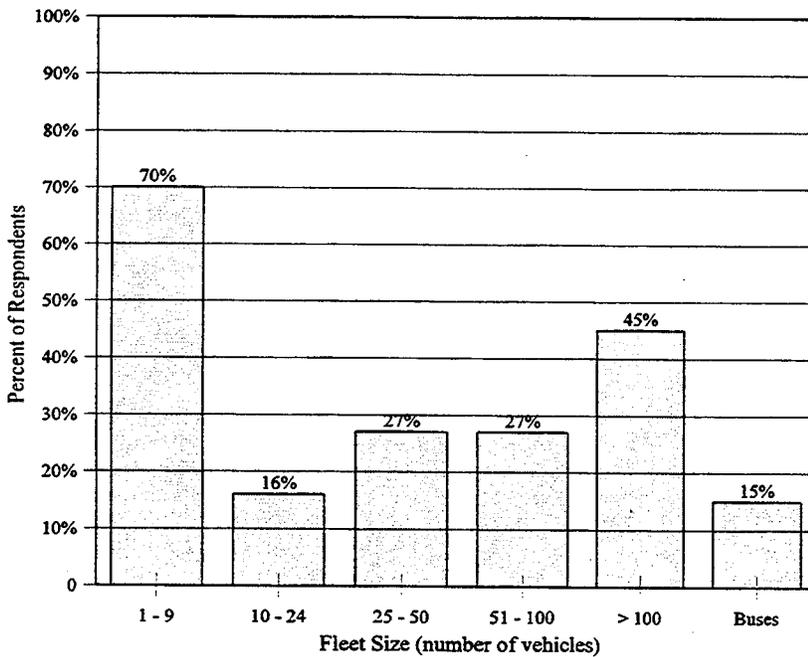


Figure 33. Percent of respondents who monitor driver/vehicle performance via on-board recorders or vehicle tracking.

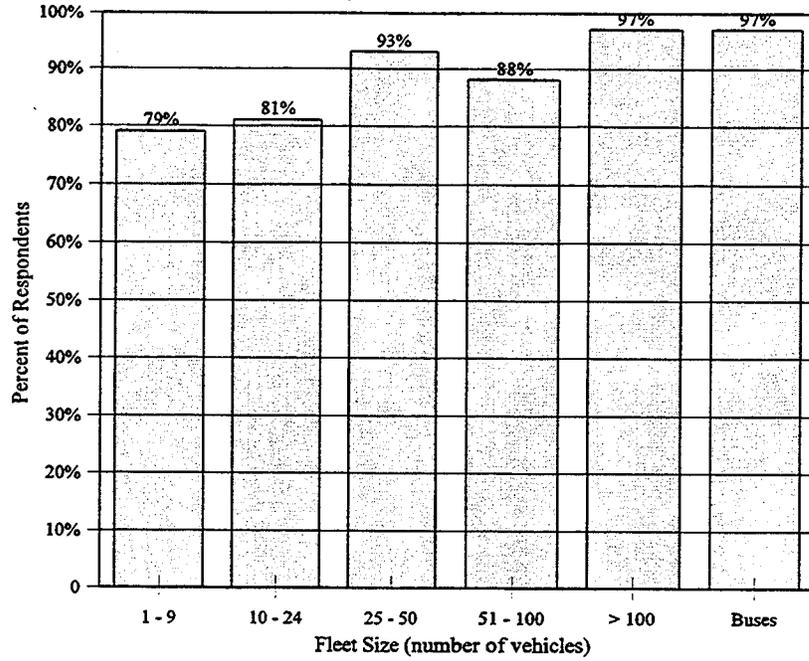


Figure 34. Percent of respondents who closely monitor drivers' hours-of-service and discipline drivers for violations.

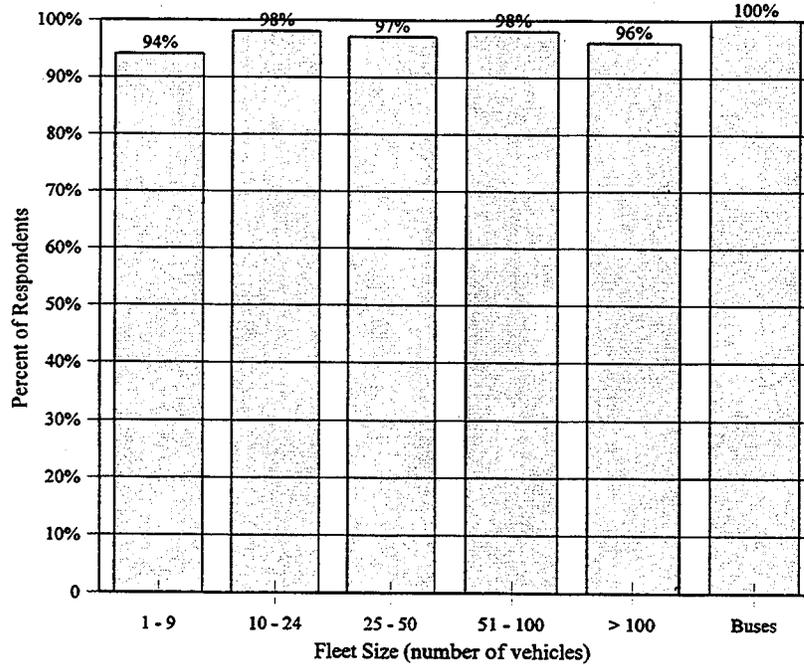


Figure 35. Percent of respondents who monitor drivers' citations.

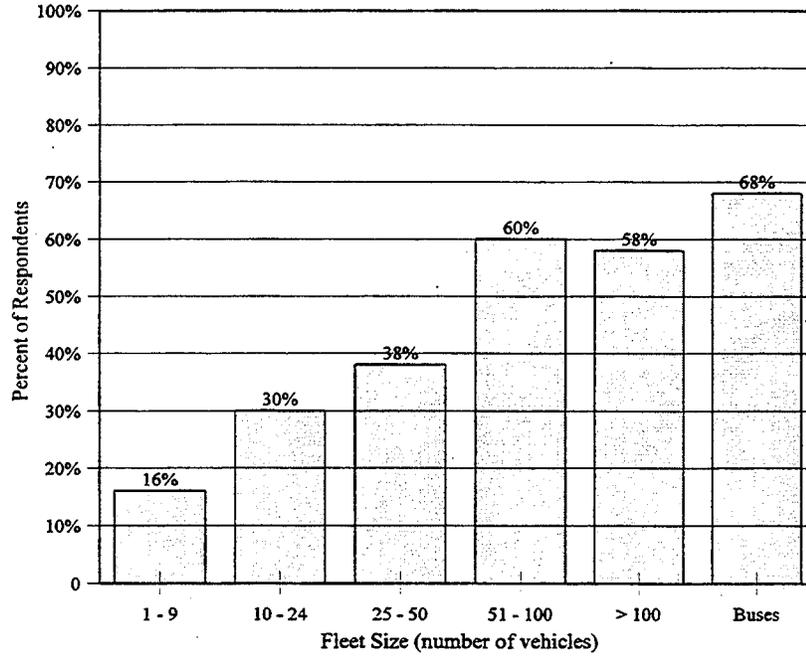


Figure 36. Percent of respondents who encourage employees to participate in safety championships.

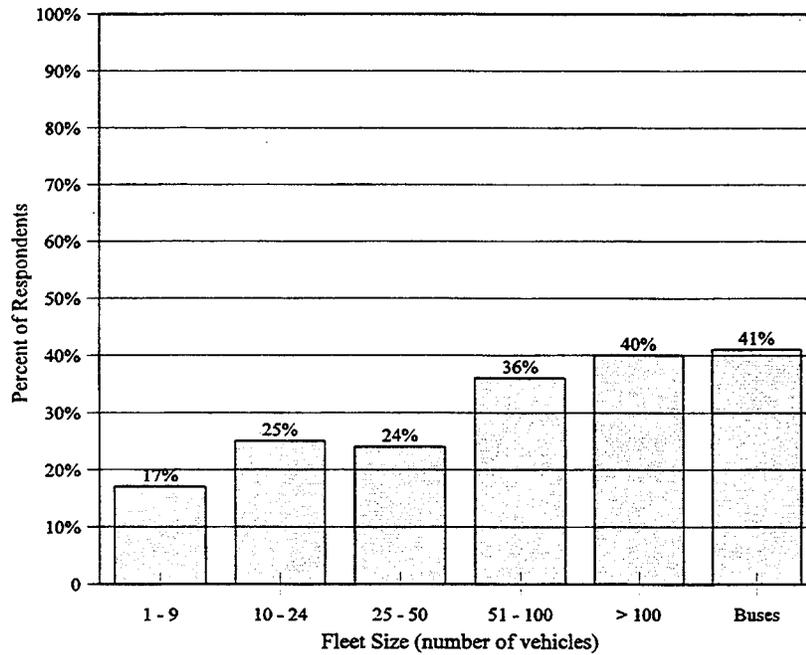


Figure 37. Percent of respondents who offer awards for adopted driver safety suggestions.

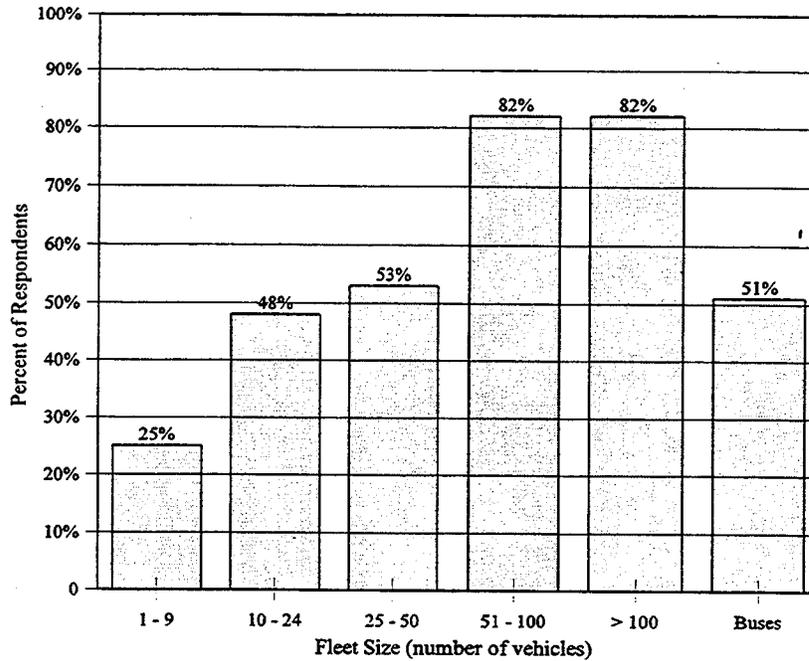


Figure 38. Percent of respondents who offer salary incentive/bonus/award program for safety performance.

SAFETY AWARENESS

The respondents recognize communications, management commitment, and reiteration of safety principles as vital elements to successful safety programs. The primary forum for emphasizing these elements are regularly scheduled and frequent safety meetings. Of the 74 percent of respondents who hold regularly scheduled safety meetings do so at quarterly intervals or less—monthly meetings (24%), quarterly meetings (43%).

These respondents also indicated that in attendance at the safety meetings were managers, safety staff, drivers, dispatchers, mechanics, and general administrative workers. This reinforces the concept that safety requires a team effort with open communication between all employees.

Topics of discussion during the safety meetings frequently cited by the respondents included safety regulations and defensive driving techniques, and to a lesser degree, accident reviews and business specific or seasonal topics (winter driving, etc.).

Often presented at the meetings are safety videos and outside speakers (usually representatives from insurance companies, USDOT, or state enforcement agencies).

The safety message is also reiterated through display of safety-related posters and regular distribution of safety letters and messages.

Figures 39 through 41 describe these safety awareness practices by the respondents.

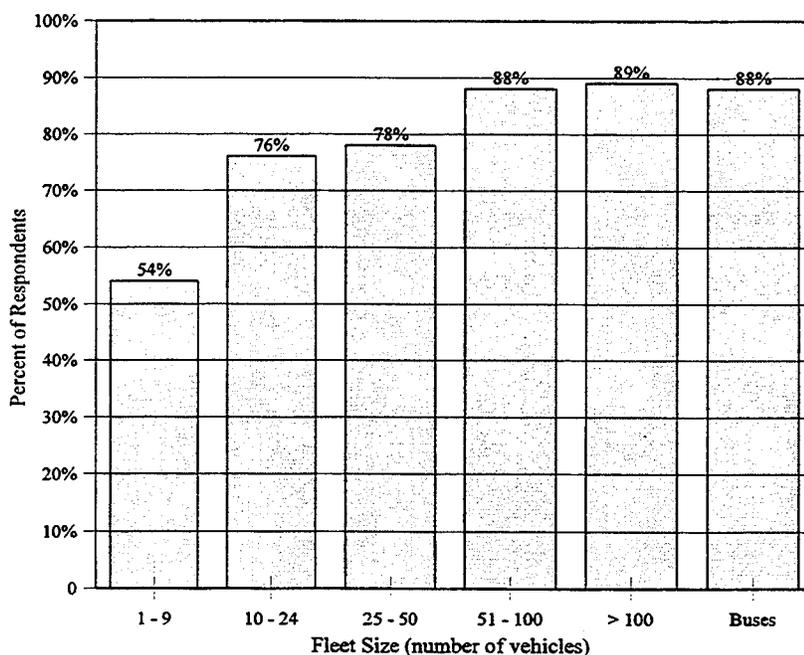


Figure 39. Percent of respondents who hold regularly scheduled safety meetings.

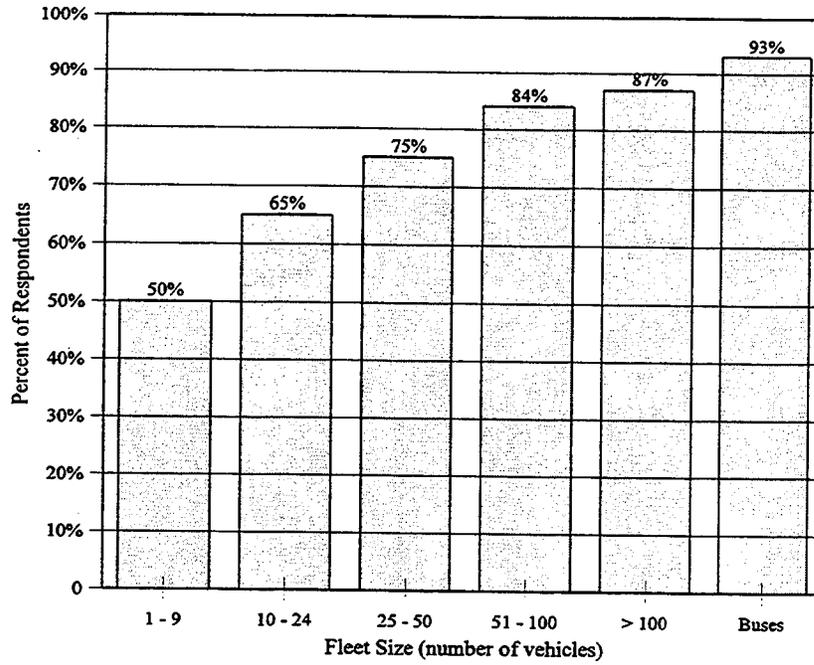


Figure 40. Percent of respondents who display safety awareness posters.

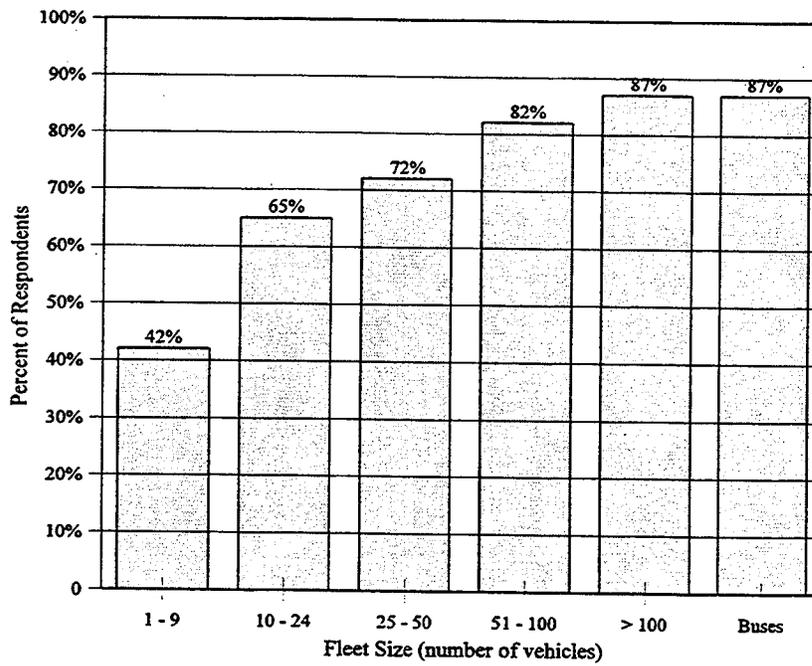


Figure 41. Percent of respondents who distribute safety-related letters, messages, etc.

ACCIDENT REVIEWS

The respondents recognize that an important aspect in accident prevention is thorough investigation and documentation of the cause(s) and effects of all accidents involving their vehicles. Additionally, accident investigation and review is vital to continued operation motor carriers' businesses given the high levels of financial exposure that accidents can represent.

Nearly all of the respondents have company policies and procedures for drivers to follow in the event they are involved in an accident. These include thorough documentation of the event using accident reporting forms, and increasingly via photographs of the accident scene.

It is seen that the percent of companies who use trained specialists to investigate accidents or that have an in-house accident review panel is directly related to the size of the fleet. Accident review panels are used to investigate all accident—property, injury, or fatal—by the majority of surveyed fleets. The panels generally consist of management and safety staff, but include driver, dispatchers and shop personnel in approximately 25 to 45 percent of the respondents.

Figures 42 through 48 describe the percent of respondents who conduct these activities.

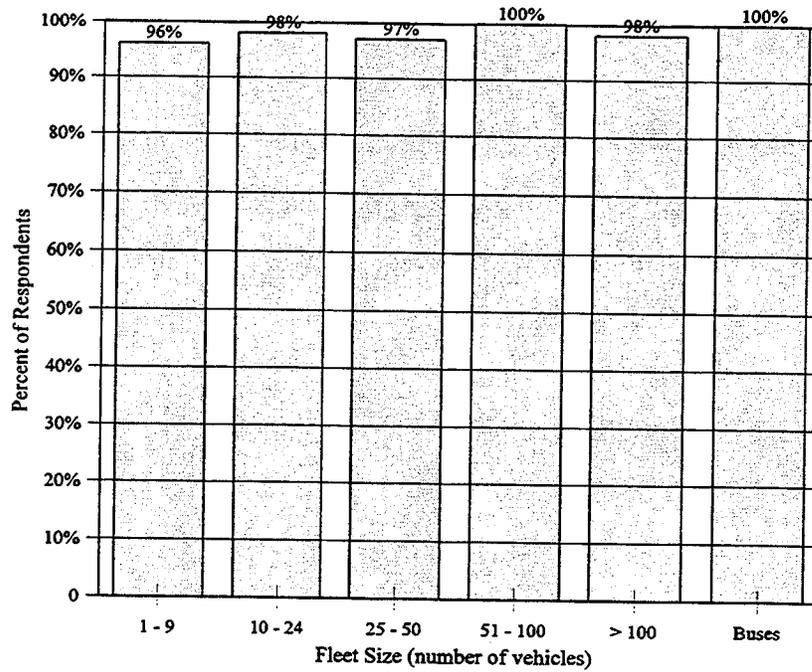


Figure 42. Percent of respondents who instruct drivers on what to do in case of an accident.

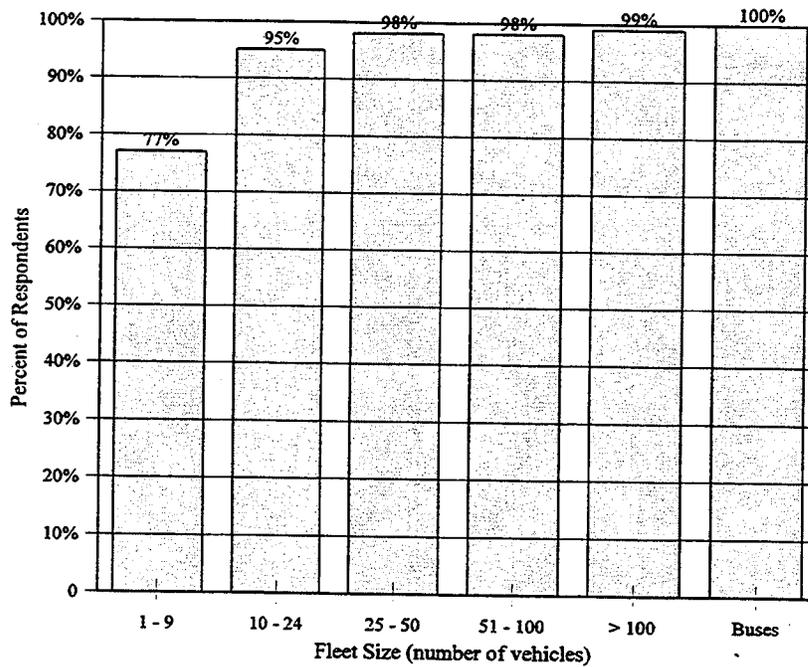


Figure 43. Percent of respondents who provide drivers with accident reporting forms.

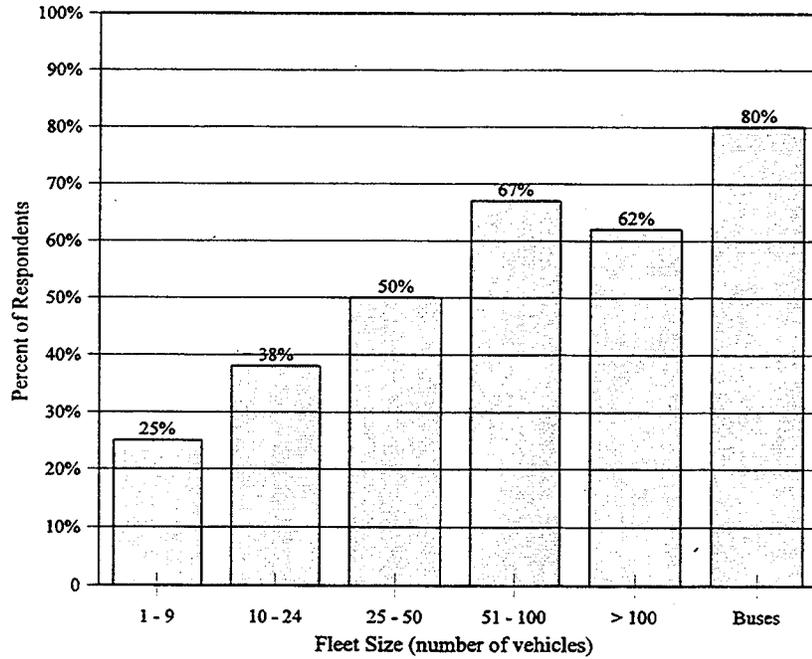


Figure 44. Percent of respondents who provide drivers with a camera to document accident scenes.

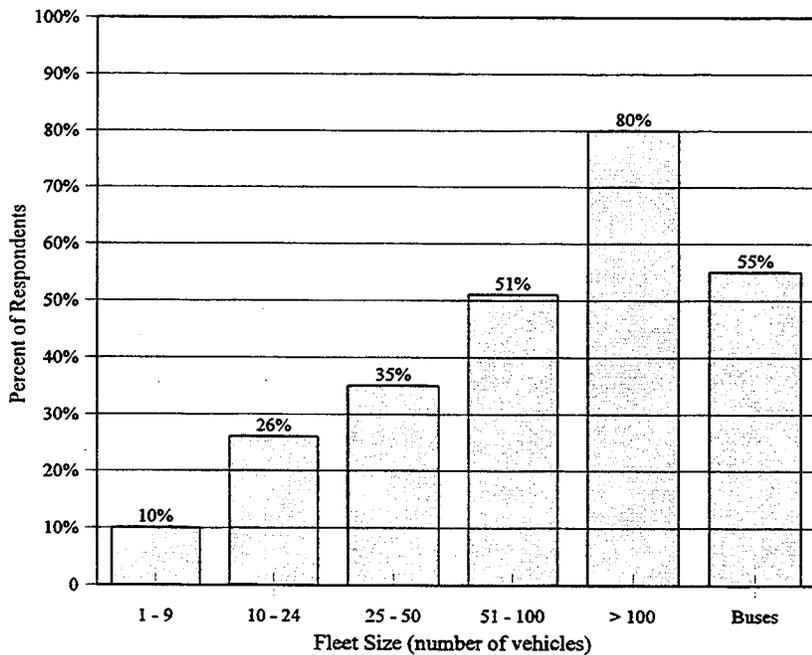


Figure 45. Percent of respondents who use trained specialists to investigate accidents.

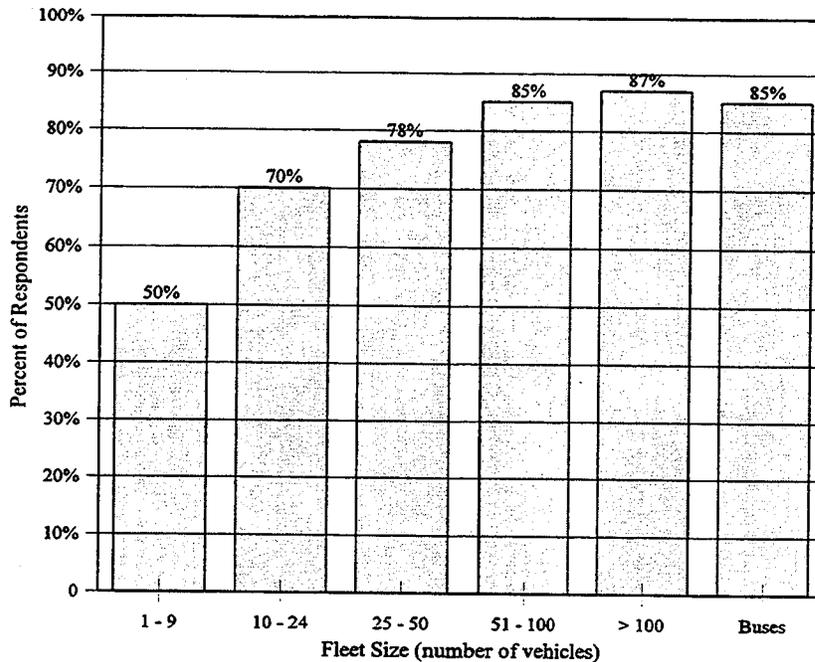


Figure 46. Percent of respondents who have an in-house panel to review accidents.

SOURCES OF SAFETY INFORMATION FOR MOTOR CARRIERS

The respondents were asked to indicate where they currently obtain safety and compliance information. The most widely used sources reported by the respondents were periodicals, state carrier associations, and insurance companies. As the size of fleets increase, it is seen that national carrier associations, safety consultants, and regulatory/enforcement agencies are more frequently cited as sources of safety information. For all respondents, the sources of safety information are:

- Periodicals (65%)
- State Carrier Associations (65%)
- National Carrier Associations (34%)
- USDOT (43%)

- State Enforcement Agencies (32%)
- Insurance Companies (69%)
- Safety Consultants (29%)
- Other Private Sources (22%)

Figures 47 through 52 describe the various sources of safety information used by the respondents by fleet size/type.

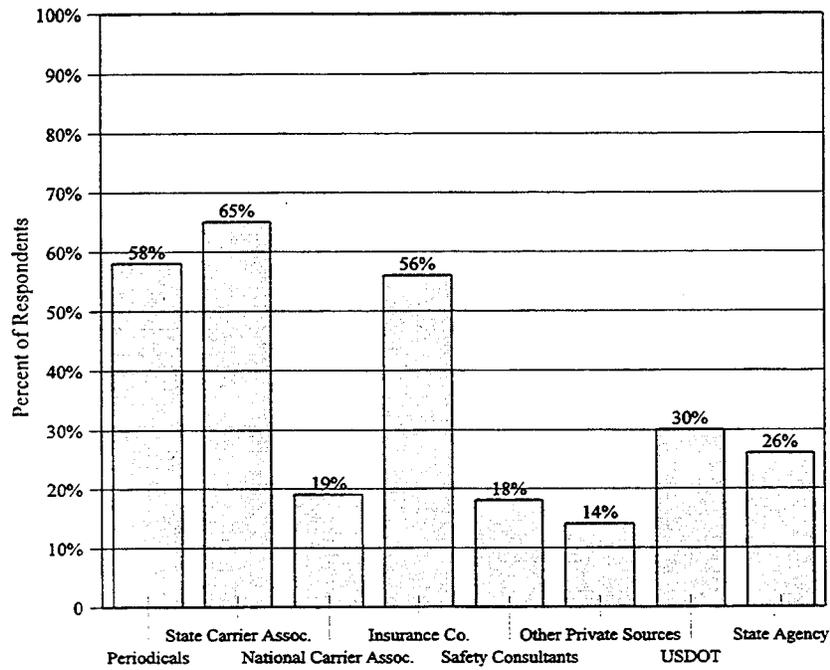


Figure 47. Sources of safety information for truck fleets of 1 to 10 vehicles.

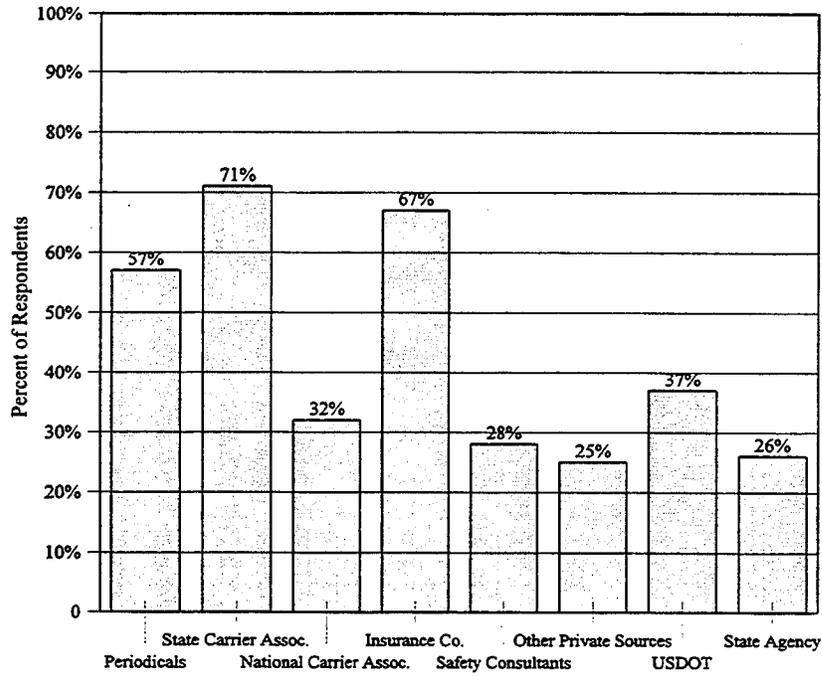


Figure 48. Sources of safety information for truck fleets of 11 to 25 vehicles.

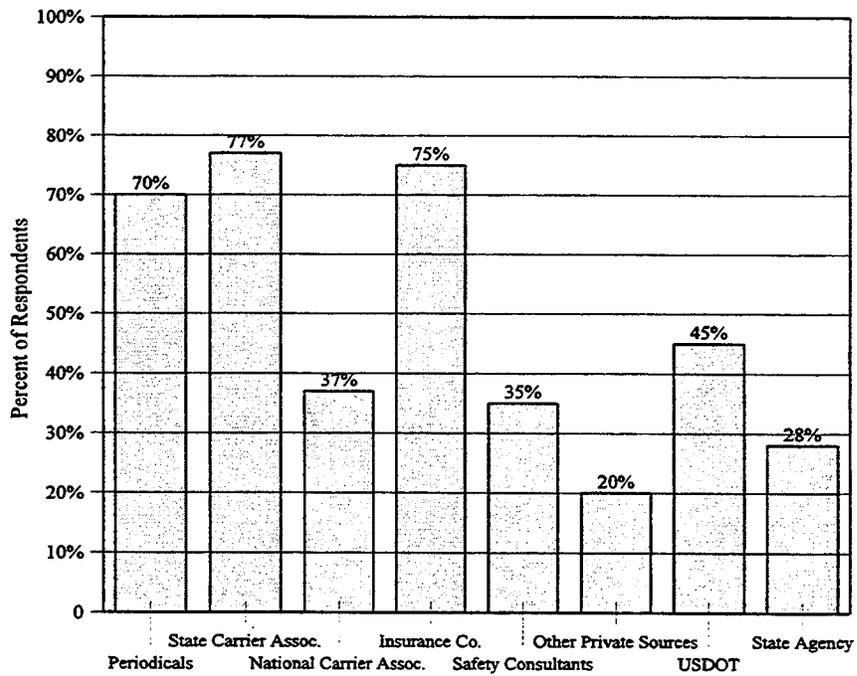


Figure 49. Sources of safety information for truck fleets of 26 to 50 vehicles.

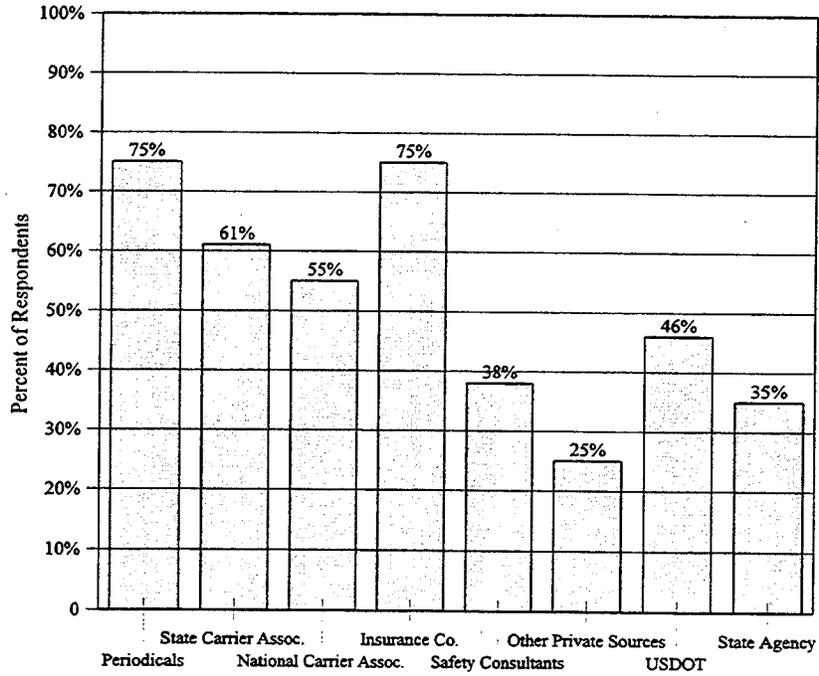


Figure 50. Sources of safety information for truck fleets of 51 to 100 vehicles.

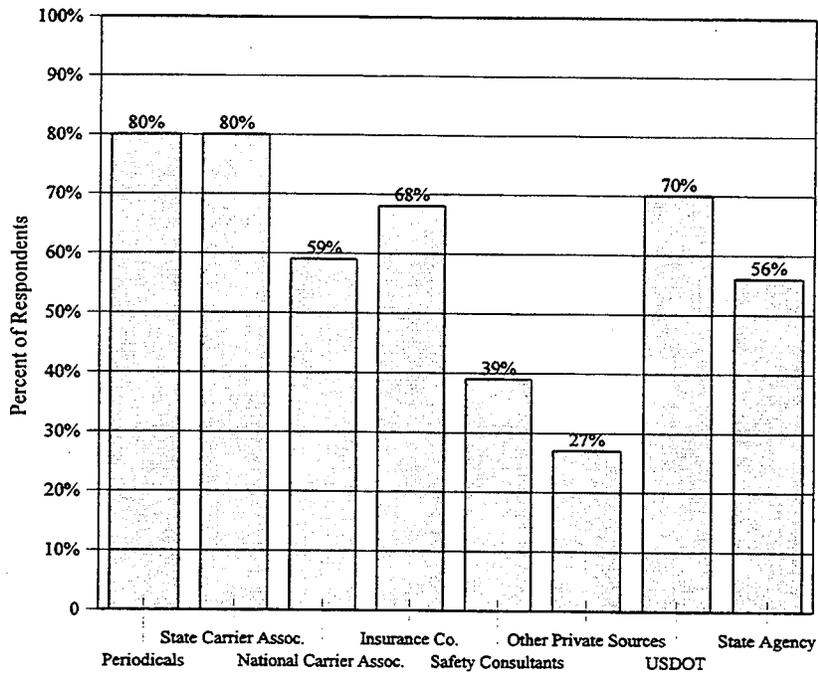


Figure 51. Sources of safety information for truck fleets of more than 100 vehicles.

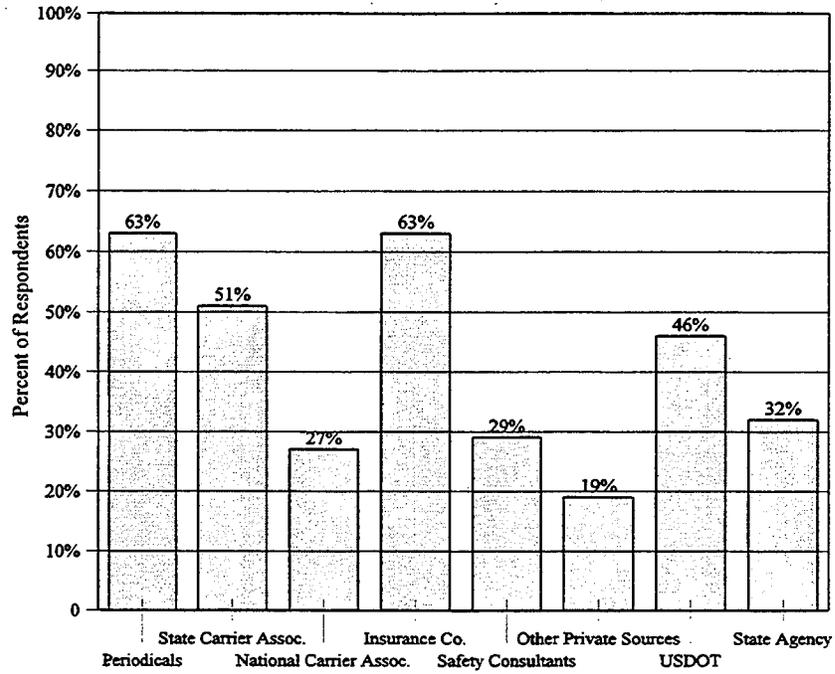


Figure 52. Sources of safety information for bus companies.

EDUCATIONAL MATERIALS/PROGRAMS OF VALUE TO MOTOR CARRIERS AND PREFERRED DELIVERY MEDIA

The respondents were asked to rank on a scale from one (no value) to five (very valuable) how various materials/media would help their company to improve safety performance and compliance with regulations. The topics of greatest value include:

- Defensive and adverse conditions driving skills.
- Selection, evaluation, and instruction of drivers.
- Driver fatigue management.
- Inspection, repair, and maintenance of equipment.
- Regulations.
- Managing a drug and alcohol testing program.

The modes in which motor carriers would want to get the information are:

- Preferred: videos, instructed courses, brochures/pamphlets.
- Mid-value: signs/posters; self-paced printed materials.
- Lesser value: self-paced software; web-based.

Tables 4 through 8 present how the respondents (by fleet size/type) perceive the value of educational materials/programs and delivery media. These tabulations are keyed in the following manner:

- 1 = 25% or less of respondents indicated a value of greater than 3
- 2 = 26 to 50% of respondents indicated a value of greater than 3
- 3 = 51 to 75% of respondents indicated a value of greater than 3
- 4 = 76 to 100% of respondents indicated a value of greater than 3

Table 4. Ratings of various media for presenting educational materia/programs—truck fleets of 1-10 vehicles.

Topic	Videos	Slide Shows	Brochures	Signs/ Posters	Instructed Courses	Self-Paced Manuals	Self-Paced Software	Web Site
Understanding Who is Subject to Safety Regulations	3	1	2	1	3	1	1	1
Commercial Drivers License Requirements	3	1	3	1	2	2	1	1
Selection of Qualification of Drivers	3	1	2	1	3	2	1	1
Managing a Drug & Alcohol Testing Program	3	1	2	2	3	2	1	1
Drivers Hours of Service Regulations	3	1	3	2	2	1	1	1
Driver Fatigue Management	3	1	2	2	2	2	1	1
Driver Wellness	3	1	2	1	3	1	1	1
Methods of Evaluating and Instructing Drivers	3	1	2	1	3	2	1	1
Decision Driving Skills	4	1	2	1	3	1	1	1
Defensive Driving Skills	4	1	2	2	3	2	1	1
Adverse Weather Driving Skills	4	1	2	2	3	2	1	1
Inspection, Repair, and Maintenance of Equipment	4	1	2	2	3	2	1	1
HazMat Handling/Emergency Procedures	3	1	2	2	3	2	1	1
Cargo Loss Prevention	3	1	2	2	3	2	1	1
Safe Loading/Unloading Procedures	3	1	2	2	3	1	1	1

Table 5. Ratings of various media for presenting educational material/programs—truck fleets of 11 to 25 vehicles.

Topic	Videos	Slide Shows	Brochures	Signs/ Posters	Instructed Courses	Self-Paced Manuals	Self-Paced Software	Web Site
Understanding Who is Subject to Safety Regulations	3	1	2	2	3	1	1	1
Commercial Drivers License Requirements	3	1	3	2	2	1	1	1
Selection of Qualification of Drivers	3	1	2	1	3	1	1	1
Managing a Drug & Alcohol Testing Program	3	1	2	2	3	2	1	1
Drivers Hours of Service Regulations	3	1	3	2	2	1	1	1
Driver Fatigue Management	4	1	2	2	2	1	1	1
Driver Wellness	3	1	2	2	3	1	1	1
Methods of Evaluating and Instructing Drivers	3	1	2	2	3	1	1	1
Decision Driving Skills	4	1	2	2	3	1	1	1
Defensive Driving Skills	4	1	2	2	3	1	1	1
Adverse Weather Driving Skills	4	1	2	2	3	1	1	1
Inspection, Repair, and Maintenance of Equipment	4	1	2	2	3	1	1	1
HazMat Handling/Emergency Procedures	3	1	2	2	2	1	1	1
Cargo Loss Prevention	3	1	2	2	3	1	1	1
Safe Loading/Unloading Procedures	4	1	2	2	3	1	1	1

Table 6. Ratings of various media for presenting educational materia/programs—truck fleets of 51 to 100 vehicles.

Topic	Videos	Slide Shows	Brochures	Signs/ Posters	Instructed Courses	Self-Paced Manuals	Self-Paced Software	Web Site
Understanding Who is Subject to Safety Regulations	3	1	2	2	3	1	1	1
Commercial Drivers License Requirements	3	1	2	2	4	2	1	1
Selection of Qualification of Drivers	3	1	2	1	4	2	1	1
Managing a Drug & Alcohol Testing Program	4	1	2	2	4	2	1	1
Drivers Hours of Service Regulations	4	1	2	2	3	2	1	1
Driver Fatigue Management	4	1	3	3	3	1	1	1
Driver Wellness	4	1	3	3	4	1	1	1
Methods of Evaluating and Instructing Drivers	4	1	2	1	4	2	1	1
Decision Driving Skills	4	1	2	2	4	1	1	1
Defensive Driving Skills	4	1	2	3	4	1	1	1
Adverse Weather Driving Skills	4	1	2	3	4	1	1	1
Inspection, Repair, and Maintenance of Equipment	4	1	2	2	4	1	1	1
HazMat Handling/Emergency Procedures	4	1	2	2	3	1	1	1
Cargo Loss Prevention	4	1	2	2	4	1	1	1
Safe Loading/Unloading Procedures	4	1	2	2	4	1	1	1

Table 7. Ratings of various media for presenting educational materia/programs—truck fleets of greater than 100 vehicles.

Topic	Videos	Slide Shows	Brochures	Signs/ Posters	Instructed Courses	Self-Paced Manuals	Self-Paced Software	Web Site
Understanding Who is Subject to Safety Regulations	2	1	2	2	3	1	1	2
Commercial Drivers License Requirements	2	1	2	2	3	2	1	1
Selection of Qualification of Drivers	2	1	2	1	3	2	2	1
Managing a Drug & Alcohol Testing Program	3	1	2	2	3	2	2	1
Drivers Hours of Service Regulations	3	1	3	2	3	2	1	2
Driver Fatigue Management	4	1	3	2	3	1	1	1
Driver Wellness	4	1	3	3	3	1	1	1
Methods of Evaluating and Instructing Drivers	3	1	2	2	3	2	1	1
Decision Driving Skills	4	1	2	2	3	1	1	1
Defensive Driving Skills	4	1	2	2	3	1	1	1
Adverse Weather Driving Skills	4	1	2	2	3	1	1	1
Inspection, Repair, and Maintenance of Equipment	4	1	3	2	3	1	1	1
HazMat Handling/Emergency Procedures	4	1	2	2	3	1	1	1
Cargo Loss Prevention	3	1	2	2	3	1	1	1
Safe Loading/Unloading Procedures	3	1	2	2	3	1	1	1

Table 8. Ratings of various media for presenting educational material/programs—bus companies.

Topic	Videos	Slide Shows	Brochures	Signs/ Posters	Instructed Courses	Self-Paced Manuals	Self-Paced Software	Web Site
Understanding Who is Subject to Safety Regulations	4	1	2	3	2	1	1	2
Commercial Drivers License Requirements	3	1	3	2	2	1	1	1
Selection of Qualification of Drivers	4	1	2	2	4	2	2	2
Managing a Drug & Alcohol Testing Program	4	1	2	2	3	2	1	2
Drivers Hours of Service Regulations	4	1	2	2	3	2	1	2
Driver Fatigue Management	4	1	3	2	2	2	1	1
Driver Wellness	4	1	2	3	3	1	1	1
Methods of Evaluating and Instructing Drivers	4	1	1	2	3	2	1	1
Decision Driving Skills	4	1	2	2	3	2	1	1
Defensive Driving Skills	4	1	2	2	3	1	1	1
Adverse Weather Driving Skills	4	1	2	2	3	2	2	1
Inspection, Repair, and Maintenance of Equipment	4	1	2	2	3	2	1	2
HazMat Handling/Emergency Procedures	4	1	3	2	3	2	1	1
Cargo Loss Prevention	3	1	2	2	3	2	2	1
Safe Loading/Unloading Procedures	4	1	2	2	1	2	1	1

MOTOR CARRIER VIEWS ON ENFORCEMENT/SAFETY PROGRAMS

The respondents were asked several questions regarding awareness of specific enforcement efforts, their perceptions on fairness and equity in enforcement, and how they would change safety regulations and enforcement practices. Some care should be used in interpreting these results as they represent a sub-sample of the motor carrier population who are generally more informed on regulatory/enforcement issues. To summarize, for all respondents:

- The selection of carriers for inspection is fair and equitable (70%).
- Roadside inspections are effective in improving roadway safety (81%).
- Terminal audits improve roadway safety (70%).
- Aware that roadside inspection data is used by enforcement to target poor safety performers (76%).
- Regularly check safety data for their fleets (56%).
- Support issuance of USDOT numbers to intrastate carriers (86%).
- Would support clearance program concept for safe carriers (80%).

Figures 53 through 62 present the responses by fleet size/type.

The respondents' views on regulations and enforcement are many, but center on the following issues:

- Hours of service regulations do not reflect today's operating environment and require change.
- Speed limits require standardization—eliminate split speed limits (cars and trucks), and standardize across states.
- Regulate shipper/receiver delay times for drivers and unreasonable delivery demands.
- Focus traffic enforcement on passenger vehicles and "road ragers."
- Require better training for inspectors.

- Improve consistency in inspections within and across states.
- Conduct inspections at terminals, not at roadside.

The anecdotal responses are presented in Appendices E and F.

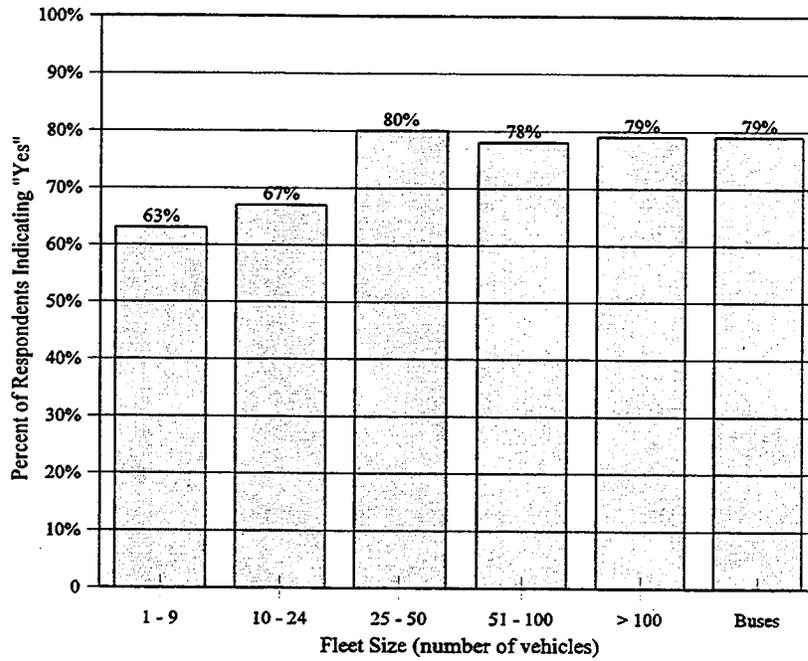


Figure 53. Is the selection of carriers for roadside inspections fair and equitable?

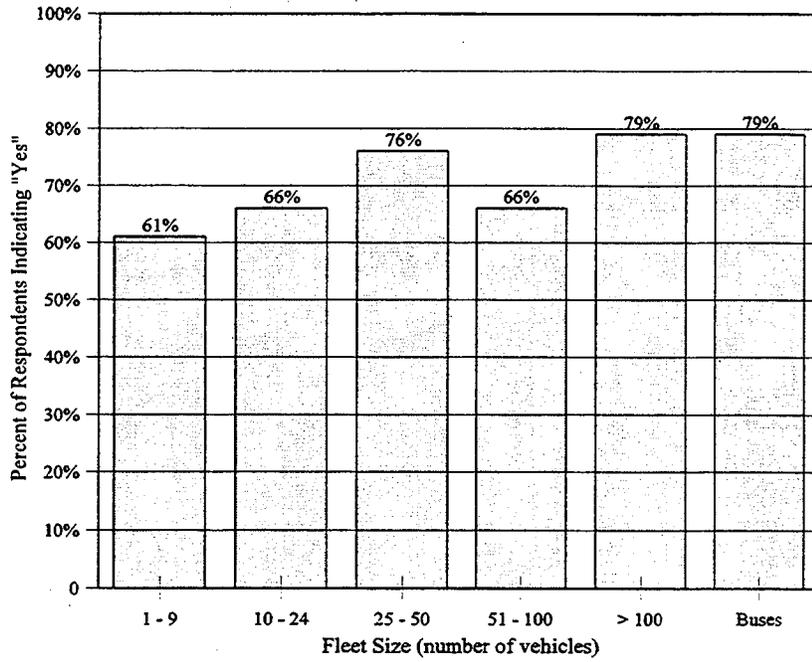


Figure 54. Are carriers treated fairly and equably during inspections?

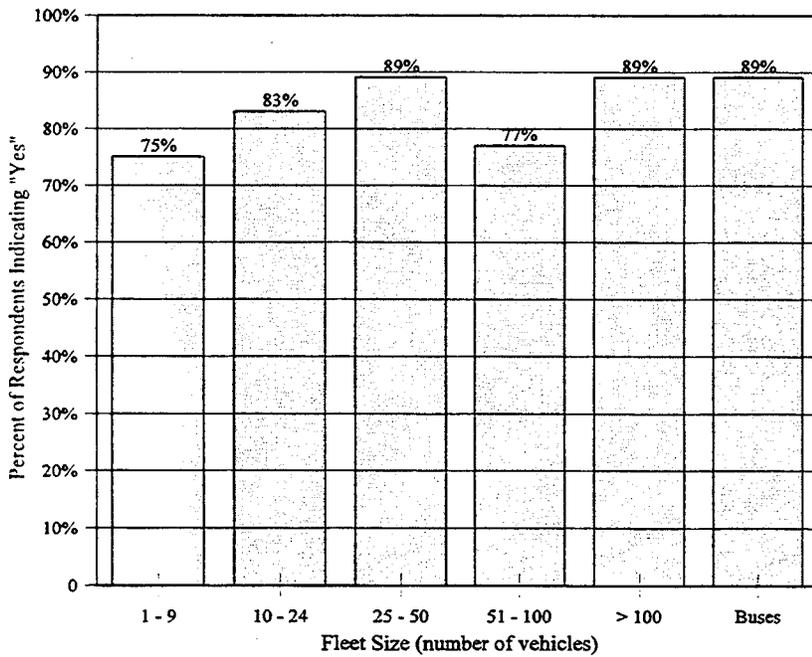


Figure 55. Are roadside inspections effective in improving highway safety?

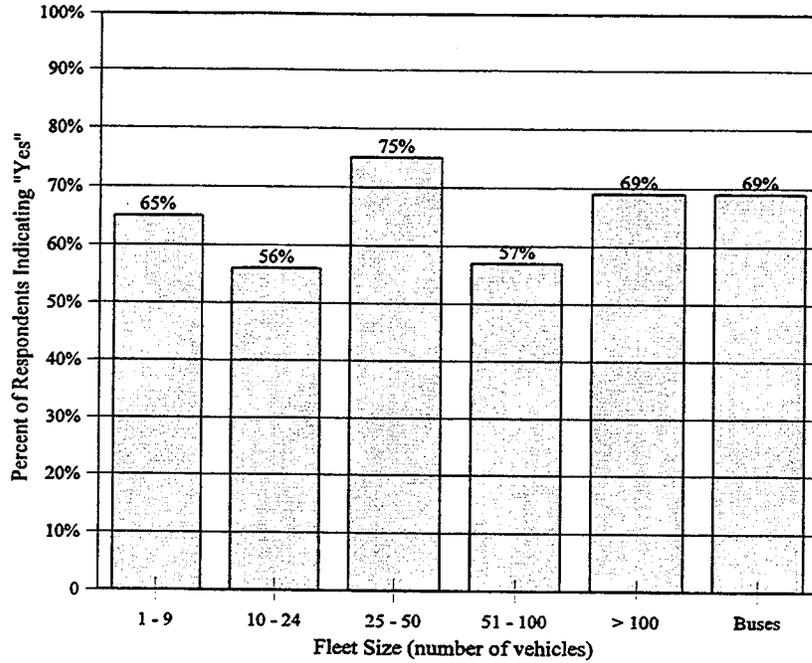


Figure 56. Are roadside weight inspections effective in improving highway safety?

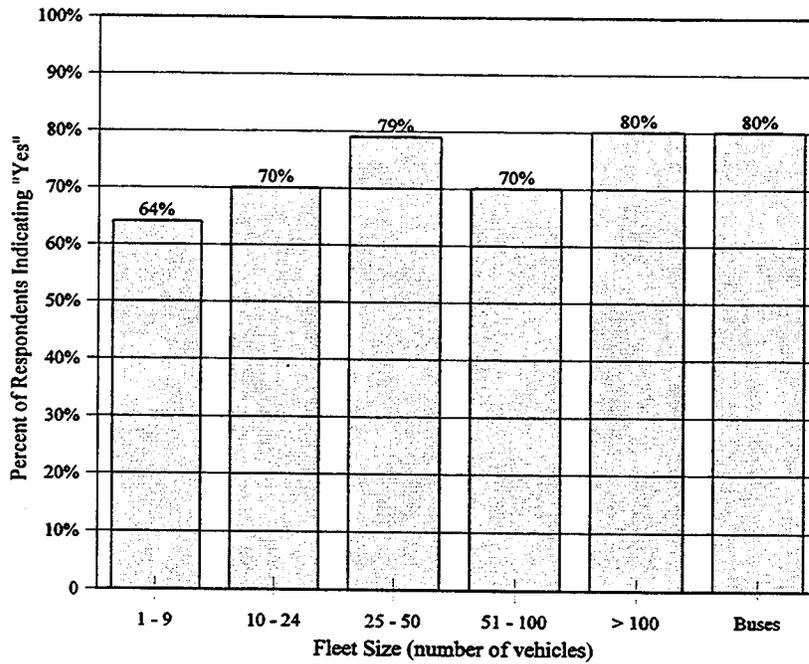


Figure 57. Are terminal audits/carrier reviews effective in improving highway safety?

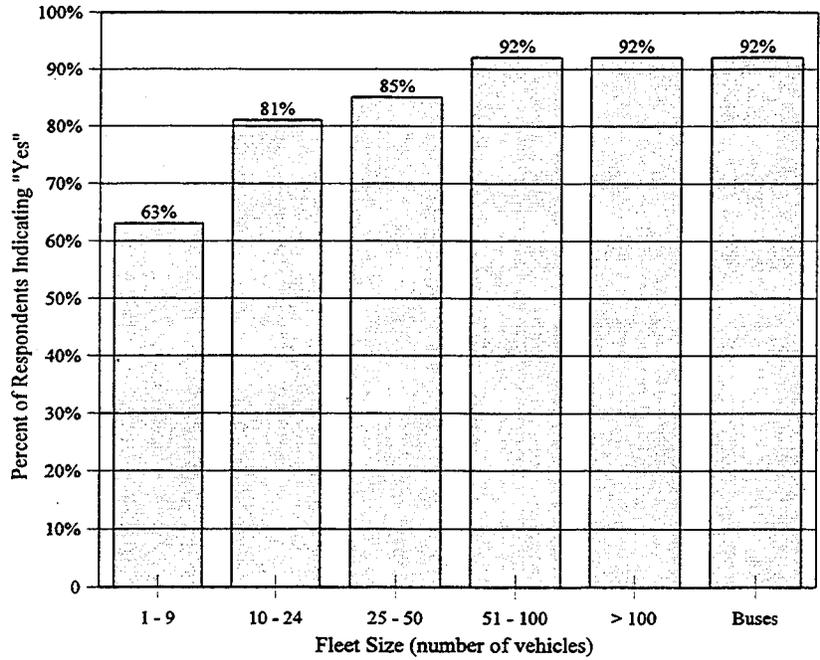


Figure 58. Are you aware that USDOT maintains safety inspection records on all interstate and HazMat carriers?

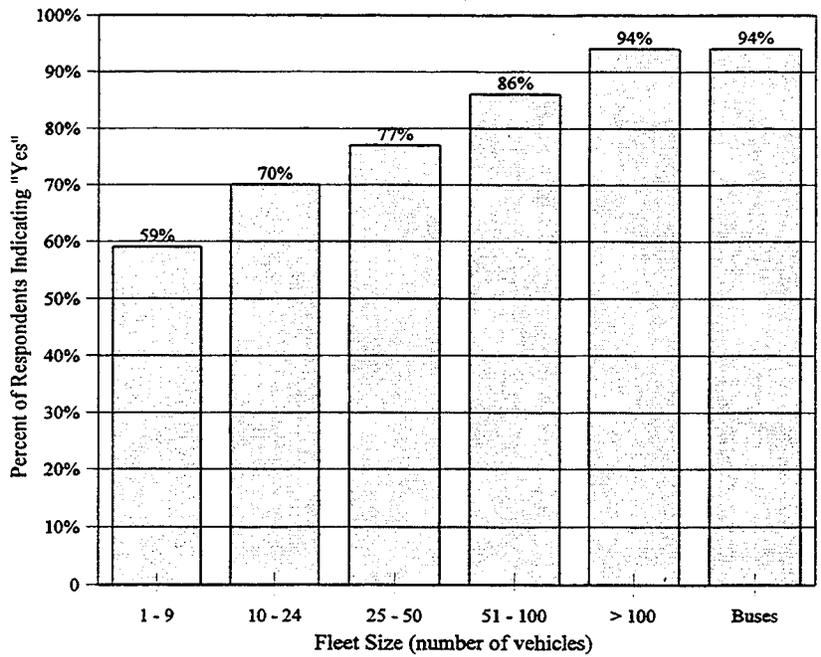


Figure 59. Are you aware that inspectors access safety information to focus on carriers with poor safety records?

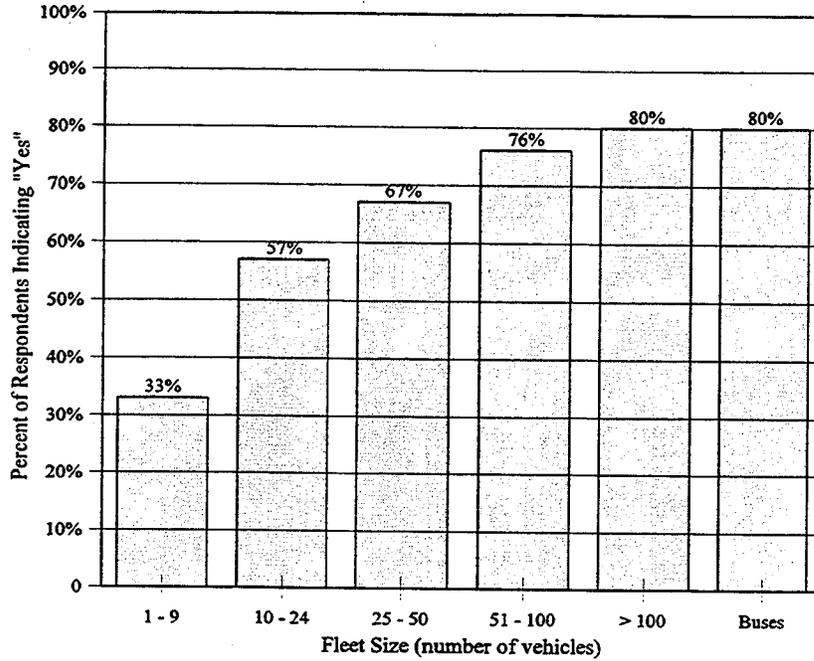


Figure 60. Do you know how to regularly check USDOT inspection information about your fleet?

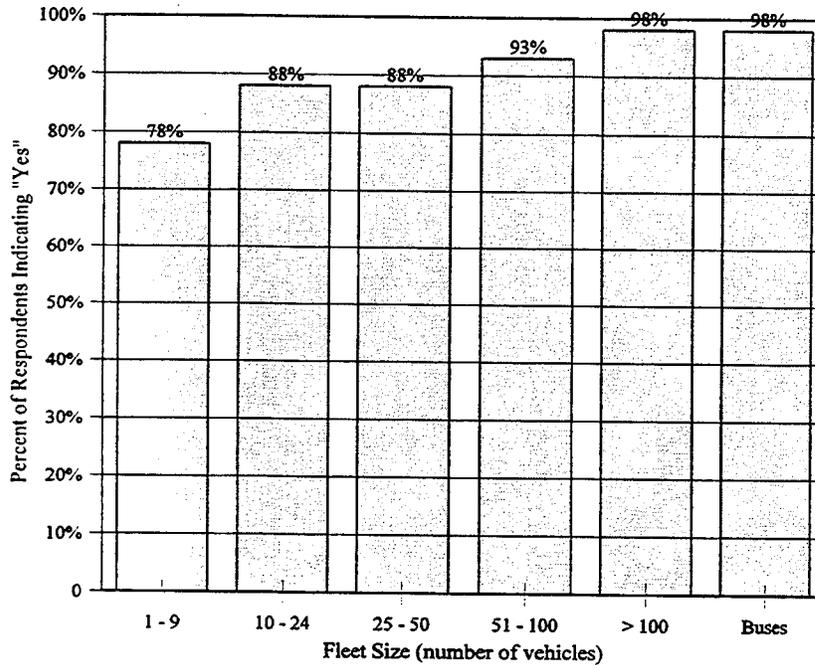


Figure 61. Should intrastate carriers be issued a USDOT number to facilitate safety reviews?

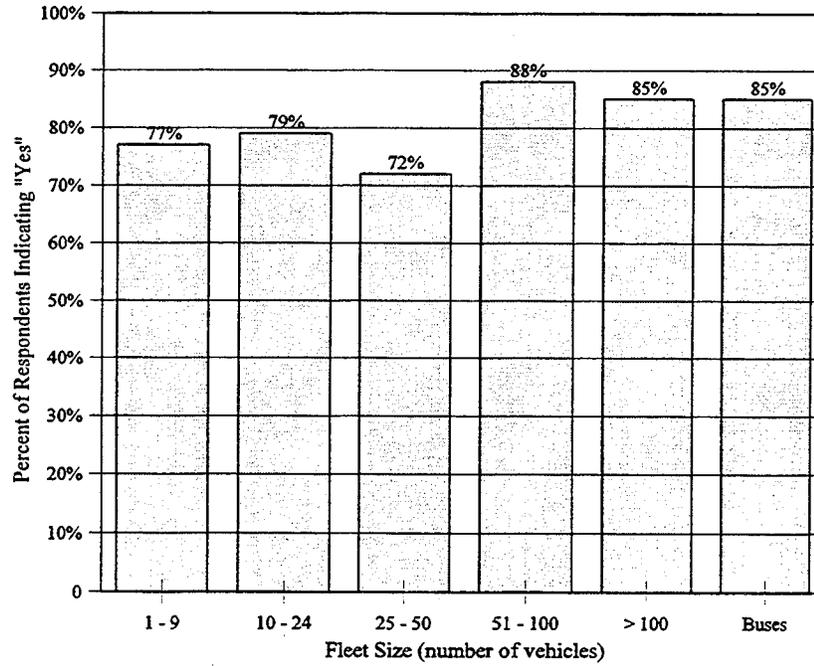


Figure 62. Would you support programs that would allow safe carriers' trucks/buses to be automatically identified and cleared to bypass roadside weight and safety inspections?

APPENDIX A: MOTOR CARRIER SURVEY

Confidential Motor Carrier Safety Management Survey

Your participation in this survey is greatly appreciated. The information you provide will be strictly confidential. Please use the enclosed postage paid envelope to return your completed survey or FAX to: The ATA Foundation—(401) 722-0109. Please call us at (401) 722-7800 if you have any questions. Thank you.

Company Information

Which best describes the type of service your company provides? Please check the most applicable.

- For-Hire General Freight-Truckload
 For-Hire General Freight—Less than Truckload
 Private Carrier
 Passenger-Motorcoach
 Specialized Hauling, please describe _____

How many commercial vehicles weighing over 10,000 lbs. does your company operate? _____

Are you an Intra-state only or Inter-state motor carrier?

Which best describes your company's average length of haul or trip?

- 1-100 miles
 101-200 miles
 201-499 miles
 500+ miles

What was your total fleet mileage in 1998? _____ miles

How many of the following does your company employ? Drivers _____ Safety Staff _____

On average, what percent of your drivers turnover each year? _____%

Approximately what percent of your dispatchers were formerly drivers? _____%

About what percent of your fleet's hauls or trips involve regularly scheduled operations? _____%

In 1998, what was your company's total number of vehicle accidents? _____ DOT Reportable Accidents? _____

Safety Management Opinions

Please rate how important you think the following are to your company's safety performance—
Check the most applicable.

	Very Important	Somewhat Important	Not Very Important	Not at All Important
Driver Hiring Screening Criteria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver Fitness for Duty Screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Incentive/Awards Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In-House Driver Training Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outside Certified Driver Training Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accident Review Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top Management Commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Awareness Posters, Letters, Messages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring Driver Performance on the Road	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hours of Service Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terminal Audits/Compliance Reviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roadside Safety Inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roadside Weight Inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Confidential Motor Carrier Safety Management Survey—Page Two

Driver Hiring Criteria

When screening driver applicants for hire, does your company:

Yes No

- Require in-person applications/interviews?
- Call past employers to review employment history?
- Use a third party to review employment history/driving record?
- Require minimum years of driving experience? **If yes**, how many years? _____
- Turn down applicants with points/accidents/violations above a company maximum?
If yes, what are the maximums? Points _____/yr Accidents _____/yr Violations _____/yr
- Require a written test on DOT regulations?
- Have medical requirements more stringent than DOT requirements?
- Test for drugs and alcohol?
- Conduct an on-road driving test before hiring process is complete?

Please briefly describe other important selective hiring practices that your company uses:

Driver Orientation and Training Programs

Does your company train new drivers in the following:

Yes No

- Company policies and procedures
- Federal and state safety regulations
- Hazardous materials handling
- Fatigue management
- Equipment inspection
- Driver wellness
- Crisis management
- Manual materials handling and lifting methods

Does your company do the following:

Yes No

- Require new drivers to train with an experienced driver before they "solo"?
If yes, what is the typical training period duration? _____
- Have a probationary period for new drivers?
If yes, what is the length of the probationary period? _____
- Require drivers to attend defensive driving training courses?
If yes, how often are they required to attend these courses? _____
- Require remedial training for drivers who have accidents?
- Have specific policies/programs for driver alertness/fatigue?
- Have fitness for duty program?

Confidential Motor Carrier Safety Management Survey—Page Three

Driver Supervision, Recognition, and Awards

Does your company's practices include the following:

Yes No

- Observe drivers using an in-house or hired "Road Patrol"?
 - Use a motorist call-in number to report driver performance?
 - Monitor driver/vehicle performance via on-board computers/recorders or vehicle tracking devices?
 - Closely monitor drivers hours-of-service and discipline drivers for violations?
 - Monitor drivers' traffic citations?
 - Encourage employees to participate in safety championships?
 - Offer awards for adopted employee safety suggestions?
 - Offer a salary incentive or awards program for safety performance?
 - If yes, briefly describe what the incentives/awards are and driver eligibility.**
-
-
-

Safety Awareness

Yes No

- Does your company hold regularly scheduled safety meetings?
 - If yes, frequency of meetings?** Monthly Quarterly Other, please specify: _____
 - If yes, who participates?-check all that apply** Management Safety Staff
 - Drivers Dispatchers Mechanics Other, please specify: _____
 - If yes, what is covered in the safety meetings?-check all that apply**
 - Regulations Accident Reviews Defensive Driving Techniques
 - Other, please describe: _____
 - If yes, do the meetings include: (please check all that apply)**
 - Educational Videos Outside Speakers Other, please describe: _____
- Does your company display safety awareness posters at its facilities?
- Are safety-oriented letters or messages posted or distributed regularly?

Accident Review

Yes No

- Are drivers instructed in what to do in the event of an accident?
- Are drivers provided accident reporting forms?
- Are drivers provided cameras to document the accident scene?
- Does your company have or use trained accident investigation specialists to investigate accident sites?
 - If yes, which types of accidents?** Property Damage Injury Fatal
- Does an in-house panel review accidents?
 - If yes, review panel includes:** Management Drivers Dispatchers Shop Personnel
 - In-House Safety Specialists Safety Consultants Others-please specify: _____
 - If yes, which types of accidents are reviewed?** Property Damage Injury Fatal

Confidential Motor Carrier Safety Management Survey—Page Four

Safety Information and Training Materials

Where do you currently obtain safety and compliance information? Please check all that apply.

Periodicals _____ State Carrier Association(s) _____ National Carrier Association(s) _____
 Federal Highway Administration _____ State Agencies _____ Insurance Company _____
 Safety Consultant(s) _____ Other, please describe: _____

From 1 to 5 (1=No Value, 5=Very Valuable), Please indicate how valuable you feel the following educational materials/programs and delivery media would be in helping your company improve safety performance and compliance with regulations:

Topic	Videos	Slides	Brochures	Signs/ Posters	Instructed Courses	Self-Paced Manuals	Self-paced Software	Web Site
Example: Best Practices in Safety Management	5	2	3	3	4	3	2	2
Understanding Who is Subject to Safety Regulations								
Commercial Drivers License Requirements								
Selection and Qualification of Drivers								
Managing a Drug and Alcohol Testing Program								
Driver Hours of Service Regulations								
Driver Fatigue Management								
Driver Wellness								
Methods of Evaluating and Instructing Drivers								
Decision Driving Skills								
Defensive Driving Skills								
Adverse Weather Driving Skills								
Inspection, Repair, and Maintenance of Equipment								
HazMat Handling/Emergency Procedures								
Cargo Loss Prevention								
Safe Loading/Unloading Techniques								
Other:								
Other:								

Confidential Motor Carrier Safety Management Survey—Page Five

General Questions

Yes No

- Do you think the selection of carriers for roadside inspections is fair and equitable in your state?
- Do you think that carriers are treated fairly and equally during inspections in your state?
- Do you think roadside safety inspections are effective in improving highway safety?
- Do you think roadside weight inspections are effective in improving highway safety?
- Do you think terminal audits/compliance reviews are effective in improving highway safety?
- Are you aware that the U.S. DOT maintains safety inspection results on all interstate and HazMat carriers?
If yes, do you know how to regularly check this information for your fleet? Yes No
 If yes, how often do you obtain and review this information? _____
- Are you aware that inspectors access this information to focus on carriers with poor safety ratings?
- Do you think intra-state carriers should be issued a U.S. DOT number to facilitate similar safety reviews?
- Would you support programs that would allow safe carriers' trucks/buses to be automatically identified and cleared to bypass roadside weight and safety inspections?
- Would you be willing to install electronic identifier tags on your vehicles to participate in such a program?

What do you believe are the most critical issues in maintaining or improving your fleet's safety performance?

If you could change for the better one federal or state safety requirement, what would it be and how would you change it?

If you could change how commercial vehicle enforcement is conducted, how would you change it?

Thank you for participating in this survey. Please fill in the following if you would like the results of this survey:

Name _____ Company _____
Address: _____ City _____ State/Zip _____
Phone: _____ Fax: _____

APPENDIX B: MOTOR CARRIER CRITICAL SAFETY ISSUES

Critical Fleet Safety Issues

Working together with drivers and shop personnel
Wellness, fatigue improvement, planning for trips. Give drivers authority to place their equipment OOS. Emphasis on safety over "on-time" delivery.
Well trained drivers
Well maintained equipment operated by experienced drivers is the key to safety. Many drivers today graduate from driving school with a CDL and then are on their own, new drivers need more training.
Weekly inspections
Vehicles-daily check, weekly complete inspection
Vehicles safety checked every 3000 miles
Vehicle inspection by qualified mechanics - not drivers
Upper management commitment. Hands on claims management
Truck Maintenance. Responsible drivers
Truck maintenance & driver training
Truck maintenance & driver hours
Training! More intense
Training drivers better - i.e. load securement, defensive driving
Training both from our trainers and driving schools
Training and retraining. Communicate updates
Training and retaining good drivers. Having a well trained & dedicated shop
Training & awareness. Monitoring drivers performance
Training - both initial training & ongoing. Focus on good preventative maintenance program. Upper management commitment to safety.
Top management support on a hands on basis. 1 - believe and trust in company policy and provide fairness to all levels of employees. More accountable pre-trip and driver inspection reports. Driver's taking an active role in promoting safety.
Top management commitment.
Top management ...to safety balanced with the need to make a profit. Management understand that a properly maintained truck and driver have the ability to generate a profit.
To teach drivers how to be prepared for the unexpected
Tires, brakes, steering
Timely loading & unloading. Not drivers responsibility to do either. Adequate rest areas
Time reporting and inspection by drivers
The Management's financial commitment to safety and everyone else's dedication to safety. You can't legislate either.
The hauling of Haz - materials
The drivers license should reflect any and all accidents previously had by driver. When checking records it doesn't show the accident just the charge on the summons given to the driver.
The drivers
The changing regulations
The best drivers. The best equipment. Keep drivers aware of safety and compliance
The best drivers and equipment
Talk safety
Support by Management
Stronger maintenance program w/experience mechanics (very difficult to find expert maintenance people)
Strong Maintenance practices and excellent communications with the drivers. Close monitoring of hours of service
Strict maintenance program. Accident review of all accidents by board - quarterly safety incentive & bonus. Heavy participation by top management to drivers. Constant flow of safety into - meetings - posters - memos. Participation in state & national award contests & stressing results to drivers

Critical Fleet Safety Issues

Strict hiring procedures and qualifications. Personal driver review of accidents. Personal reviews of drivers annually and for specific ...in performance.
Stress to drivers the importance of defensive driving. Regularly scheduled maintenance. In-depth review of accidents. Safe, road worthy equipment.
Speed control. HOS regulations
Service equipment. Review logs thoroughly
Seminars education on job training keep updated equipment
Scheduling-driver awareness, keeping all equipment maintained both as needed and scheduled basis
Scheduling of on dispatchers & planners accountable for safety..
Scheduling of on dispatchers & planners accountable for safety..
safety training and driver retention
Safety program. Safe drivers. Good equipment
Safety meetings and classes
Routine maintenance on vehicles/ trailers
Routine maintenance performed by drivers – i.e. if you grease the truck and adjust the brakes you know what you are driving and what it can do.(not like the Waterbury firemen that hit the tree) (did not know about air brake slack adjusters but can inspect oil trucks. Government workers are the best.
Road Rage! National ad campaign to make auto drivers aware of safe distance for truck breaking, truck blind spots, safe passing, merging, etc.
Road Improvements. Better education of general public on safe driving
Road conditions. Hours of service. Drive Retention/Shortage
Retraining, on - road evaluations, communication with drivers
Retaining quality drivers
Retain good, professional drivers. Put more emphasis on training reminding the general driving public on how to share the roads with large comm. Vehicles
Regularly scheduled maintenance
Regular and frequent PM
Reducing motor vehicle accidents
Rates-maintain revenues in order to properly maintain equipment. More flexibility in OOS criteria
Random driving testing on roads
Raising freight rates so we don't have to push so hard that safety becomes second priority
Quality people
Quality of drivers that are available due to the shortage of good drivers. Increased pressure to operate more cost effectively, causing certain procedures to be scaled back or eliminated.
Quality drivers, retention
Quality delivery personnel well trained & courteous understanding of & ability to operate in congested NYC area Improved driver attitude & accountability
Drivers with good attitudes
Qualification dn reviews of drivers
Proper screening; retention of drivers; compliance; maintenance program; attitude; communications; awareness.
Proper attitude & approach of mgmt & drivers.
Preventive maintenance program
Preventative maintenance
Pre-trip driver inspection of vehicle. Regular PM on all equipment
Pre and post trip vehicle inspections
Pre & post trip inspections good maintenance program
PM inspections, good driver walk around every morning
Personal sense of responsibility on the part of drivers.

Critical Fleet Safety Issues

Owners and drivers commitment to safety and weight laws
Ongoing maintenance program
Once a month safety meetings
On going training
No rush driving schedule. Schedule maintenance program
Most with drivers & reviewing safety procedures
More input and help from management
More driver awareness of the vehicle they drive and the necessary maintenance the vehicle needs
Monitor driver safety
Management commitment
Mature drivers
Managing fatigue. Controlling HOS violations. Getting driver commitment. Educating public about trucks.
Management Participation-sticking with it day in and day out.
Management must be fully committed to safety and send the message to everyone else in the company that will be supported when they do their job correctly and safely.
Management involvement daily with drivers and a very strict hiring policy
Management attitude towards safety compliance. Working with your drivers to improve or stress upon the importance is open communications
Management
Management
Making drivers more concerned of the safety of the trips post-trips!
Maintenance, inspections, education
Maintenance of equipment. Driver attitude and anger controls (road rage) No green horn drivers without road experience and couple time to rest (no speedy deliveries)
Maintaining vehicles and keeping drivers up on new requirements
Maintaining the trucks and follow up on any concerns two drivers have
Maintaining modern equipment
Maintaining high pay to drivers (owner operators) so they can have \$ to keep the trucks up Regular in-house inspections by a qualified mechanic. Regular follow up on repairs. Replace trucks if repairs are not made
Maintaining good equipment, Retaining well trained drivers; safety awards & training; review panel
Maintaining constant driver vigilance behind the wheel
Maintaining communication with drivers
Maintaining a strong maintenance program along with driver awareness of said topic. Strong communications through properly filled out VCR on an on going basis
Maintaining a strong maintenance program along with driver awareness of said topic strong communications through properly filled out VCR on an on going basis
Maintain records
Lower driver turnover. Less seasonally to our business
Larger compounds for tandem trailers on the NYS thruway. Quarterly meetings and safety awards and new driver training. Automatic transmissions in class 6 and lower trucks.
Knowledge of good practices and how to make them a way of thinking
Know your drivers
Keeping the employees attitudes concerning safety as positive not just lop service.
Keeping properly maintained vehicles and good drivers
Keeping our drivers minds on safe driving and keeping our equipment in top condition. We must continue to remind our driver about space management and being great examples on the road.
Keeping drivers informed on safety, keeping them interested in safety
Keep working at it

Critical Fleet Safety Issues

Keep up PM & cleanness
Keep good drivers. Keep good equipment
Keep drivers aware of what's happening
Improving drivers' skill level
If I had multiple drivers, it's drivers, drivers, drivers
Hours of service, defensive driving & drivers awareness
Hours of service not realistic, needs to be updated. CVSA needs to change attitude to listen more to industry.
Hours of service
HOS regulations-improve
HOS Laws
Hold steamship lines responsible for containers and chassis
Hiring the proper drivers and continuing education along with incentive program and disciplinary action.
Hiring qualified drivers. Working with professional driving schools to assure only qualified drivers are processed. Proper scheduling to allow drivers to make their runs legally and safely.
Hiring Qualified Drivers. Reduce driver turnover
Hiring qualified drivers that have the right attitude & really want to drive in today's traffic & JIT world
Hiring qualified drivers
Hiring practices
Hiring good safe drivers
Hiring experienced, quality drivers
Hiring competent operators. Maintaining vehicles & equipment
Hiring and retaining safe drivers. Without them, no safety program is worth anything
Having top management understand the importance of fleet safety-most times the understanding comes too late.
having the right people driving & maintaining our trucks.
Having access to qualified people to hire
Having a strong safety program - terminate unsafe drivers. Having access to information on unsafe drivers.
Have state come out and explain what various regulation mean and not use such ... charges as: Failure to maintain a commercial vehicle and give the DOT inspectors a psycho exam to weed out the authority control freaks.
Have enough laws enforce them
Have drivers understand the importance of defensive driving and the hazards of speeding.
Have drivers check over their vehicles and report any possible problem to shop
Hands on safety evaluations performed on a regular basis. Immediate attention from management towards any safety violations as well as rewarding exemplary performance. Regular meeting to discuss any new regulations or requirements and to promote the importance of safe driving.
Good training & selection of drivers high standards of maintenance random safety checks
Good safety management programs
Good maintenance. Safe Drivers
good equipment & constant reminders about safety
Good driving habits
Good drivers. Safe, well maintained equipment
Good driver hiring & regular safety awareness with a well maintained fleet
Getting the drivers to be aware of traffic around them on the highway and around the stores we deliver to.
Full access to CDL holders' history & driving records, not just state where CDL held (CDLIS)
Fleet maintenance and personnel training
Finding competent drivers who my small business can afford

Critical Fleet Safety Issues

Finding and retaining good safe drivers
Finding & keeping qualified drivers
Establishing and maintaining proper attitudes towards safety amongst drivers.
Equipment maintenance, driver communication! Driver performance (look for signs of stress or change in character). Awards/incentive programs
Equip maintenance, monitor drivers hours, checking that trips are not forced illegal running on HOS. Do not ask driver to do anything I wouldn't do.
Emphasis on people
Eliminate accidents
Education of drivers. Maintenance of equipment
Education of drivers and primarily four wheeler public in properly sharing the road with big trucks. Road rage. Unqualified, unsafe drivers, Mexican/foreign drivers in big rigs.
Education of drivers
Education
Educating or training new drivers in operation and safety of truck driving. Tracking hours-of-service (need to be streamlined and put into current years).
Educating drivers and mechanics; Safety meetings.
Educating drivers
Educated drivers. Good maintenance program
Educated Drivers in all aspects of driving skill, maintenance and regulations
Educate the public
Educate drivers. Maintain fleet
Educate & train drivers. Videos work well - when its not too busy - the drivers can sit & watch videos for training
Easy to read safety checklist
Drug & alcohol testing - daily inspections reports
Drivers pay and insurance & pension result in good safety and employee performance
Drivers knowledge/ maintenance of equip
Drivers Attitudes
Driver's attitude
Drivers are spending too much time at shipping or receiving docks. The time could be better spent driving or resting instead of handling freight or not being loaded or unloaded in a timely fashion.
Drivers ability to properly fill out the vehicle inspection form and to have repairs completed prior to loading.
Driver vehicle inspection reports. Regular maintenance & inspection. Updating equipment
Driver turnover-keeping good drivers in the seats of the trucks. Then helping them sharpen their skills as commercial drivers.
Driver training-keeping them up to date and aware of safety practices and techniques
Driver training-Drivers:Dispatcher:Mechanics:Management maintaining constant communication to stay on top of safety issues & concerns
Driver training-both cars and trucks
Driver training/awareness. Systematic vehicle maint./repair
Driver training, use of on-board systems periodic reviews of vehicles with mechanic & service manager.
Driver training, supervisor training, management training.
Driver training, management training.
Driver training safety is repetitive. The more you say it over & over it will sink in.
Driver training and reviewing: Driver gets into a bad habit we need to review driver skills to change their habit.

Critical Fleet Safety Issues

Driver training and retention
Driver training . Same speed limit for trucks & cars.
Driver training and discipline
Driver Training
Driver training
driver training
Driver training
Driver shortage-making it easier for bad drivers to get hired
Driver selection-good applicants are hard to find. In-house training.
Driver selection, more time spent on driver fatigue and attitude
Driver selection and training, maintenance
Driver selection (screening). Taking corrective action on drivers with marginal safety records. Involvement of all personnel in safety effort. Safety incentive programs.
Driver screening/training. Daily vehicle inspections - pre trips. Regular vehicle maintenance
Driver review. Accident investigation
Driver retention
Driver reporting and inspection quality
Driver quality & experience
Driver qualifications, training, retention; management of review process, checking and maintaining equipment.
Driver qualifications - pool of drivers is low I get concerned we may have to sacrifice ... for people
Driver performance I think a lot of the CDL drivers today are not qualified to have one. The trucking industry all together is not what it used to be the drivers today do not care about professionalism they know they can walk across the street and get a job paying the same, doing about the same thing they are doing at that time.
Driver performance
Driver HOS regs are so controversial between Fed DOT and State DOT inspections in each state
Driver hiring/selection criteria, training, and reoccurring training & F/U
Driver hiring/screening
Driver hiring/Retention
Driver hiring practices. Driver education and communication
Driver fatigue. Vehicle maintenance
Driver fatigue. Truck maintenance
Driver education. Equipment maintenance. Tires & brakes
Driver education, hiring practices, progressive disciplinary action, maintenance programs
Driver education and training
Driver education and proper mechanical maintenance
Driver education
Driver education
Driver dedication to pm inspection w/shop follow pu/increased education In all aspects of the driving experience. Driver attitude
Driver constant communications. Ongoing driver training
Driver carelessness
Driver awareness of vehicles problems. Garage employees aware of all conditions of vehicles and rules.
Driver awareness of decision driving courses. Management awareness is also necessary
Driver awareness and responsibility
Driver awareness and education
Driver awareness and conscientious application of skills learned at safety meetings.

Critical Fleet Safety Issues

Driver awareness & cooperation - they are the people driving so they have to be extra cautious in driving & pre & post-... inspectors - Also, drivers, mechanics & safety directors must cooperate in order to better maintain & improve our fleet's safety performance.
Driver awareness
Driver awareness
Driver awareness
Driver awareness
driver availability - new hires. On-going safety awareness programs. Safe driver recognition programs.
Driver attitude. Maintenance and repair
Driver attention to details
Driver alertness. Making sure drivers have adequate rest before coming to work
Driver acceptance that maintaining their vehicles is their responsibility
Drive with care
Drive and supervisor education
Do not speed. Leave enough room in front of you. Most of the rest is a bunch of crap.
Diver hiring. Safety fitness. Maintenance program. Management commitment
Decreasing the out-of-service violations.
Dealing with other drivers on the road
Daily monitoring of driver performance and communication of exceptions; Reporting company performance to drivers and their potential impact on their profit sharing.
Daily driver vehicle inspection before & after trip. Company service and checking for any unseen problems
Continuous maintenance
Continued health and safety training. On board alerting devices that monitor blind spots etc. Drivers are faced with increasingly congested roadways and motor vehicles that do not respect other people skating the road. Public awareness for drivers - No Zone Campaign Shipper/Receivers need to understand what it takes to deliver product - for example it is not uncommon for an account to have four receiving doors and have the two best/safest doors blocked off to increase their storage space.
Continue to be selective in driver hiring
Continually monitoring all aspects of our operation
Continual training and awareness
Containers - poorly maintained
Constantly remind drivers of regulation requirements. Regular safety meetings.
Constantly making safety an issue with drivers
constant training & review of materials - then a small reward system
Constant supervision
Constant safety meeting with drivers and managers keeping them abreast of all the changing rules and regulations.
Constant review and supervision
Constant reinforcement & Communication
Constant inspections of equipment by drivers and mechanics. Training drivers treat them with respect so they will care and take that extra step to see everything is just right.
Constant inspections by drivers and operators can improve fleet performance.
Constant awareness
Constant awareness
Constant attention-Dedication to safety
Consistent awareness and enforcement of policy and procedures. Employees must share the same procedures of the organization. Drivers and their employees represent the company and the industry

Critical Fleet Safety Issues

Compliance manuals - updates & revisions - posters/videos a good working environment
Communication with drivers & mechanics
Communication that is credible and useful
communication on a daily basis to remind drivers of fleet safety
Communication form drivers to mechanics that may & keeping pride in the fled and a great safely record.
Communication
Commitment to mechanical safety and drivers attitudes and company attitude toward safety. Keeping trucks maintained.
Close review of all drivers to pickup patterns & habits. Need to review and educate more on backing, overhead objects, blind spots.
Close inspection of equipment, prompt & complete attention to maint issues, driver, retention (Low turnover %)
Brakes, tires, front-end steering
Better quality drivers and numbers of available qualified applicants
Better mechanics and higher quality of drivers
Better maintenance - no matter how well you try there can always be a fault found
Better Equipment
Being able to find good drivers
Background checks on new drivers. Safety meetings, safety letters, controlling hours of service. Reviewing accidents-why they happen & reviewing with drivers in safety meetings. Equipment maintenance.
Background checks on new drivers. Reviewing drivers' performance, terminating drivers that do not comply with safety regulations
Awareness training for drivers-constant reminders regarding safety programs
Availability & retention of good experienced drivers company support of safety programs & DOT compliance well-maintained equipment.
Attracting good drivers
All of our equipment is brand new. Our safety concentration should be on education of driving and proper training effective training.
Alertness, Fatigue
Accurate record keeping timely maintenance compliance
Ability to keep drivers on staff with very little turnover
A regular inspection program by drivers & company
First class maintenance & safety program
1. Shipper & receiver: food & ...on set up appointments.2. Training programs for 4 wheeler not to fill up these spare in form of trucks. 3. A hot line where truck driver can call to report truck driver that really should not be driving.
1. Proper screening, 2. Retention, 3. Compliance, 4. Maintenance program, 5. Attitude, 6. Communication, 7. Awareness.
1. Proper new hire evaluation 2. Close monitoring of current driver performance.
1. Management commitment and interest in safety and drivers 2. Excellent driver selection. 3. Proper compensation. 4. High standards. 5. Excellent dispatch staff.
1. Keeping the idea of safety fresh in the drivers mind. 2. Management's commitment to safety. 3. Vehicle maintenance with a focus on brakes. 4. Pre trip/post trip inspections.
1. Increase driver observations for compliance with policies/practices. 2. Conduct internal driver/mgt audits. 3. Eliminate rollovers.
1. In house safety program & awareness 2. Self esteem and pride (management - drivers - shop) 3. Education & involvement 4. Sound safety & maintenance program
1. Improve traffic flow, infrastructure and congestion 2. Mandate shipping/receivers to load and unload in a timely manner. Let drivers drive.

1. Hiring the right person. 2. Training the right person. 3. Retaining the right person.

1. Driver's instruction & inspection of vehicle. 2. Daily verbal exchange with drivers by dispatcher in addition to daily vehicle inspection report. 3. Keeping same driver on his "own" vehicle.

**APPENDIX C: MOTOR CARRIER DRIVER SELECTION
CRITERIA**

Driver Selection Criteria

Our road drivers must have a record of below 5 point in one year.
Minimum years experience and must be at least 25 years of age. Must get new drug screen and physical-will not accept present one.
Two to three hour on road driving test.
Three day to two week in-house training program.
Four hour interviews, Scheig test for OTR drivers.
Additional training programs.
Age requirement, physical requirements, No DUI, No reckless driving, No felonies, No more than six trucking jobs in last 3 years.
All drivers are required to new drug and alcohol videos and meet with president for an in-depth interview and review of company safety policies. We hire/interview primarily based on our driver referrals.
All drivers are tested and sent along with an experienced driver before they are allowed to go solo.
All employees require to be physically fit in order to load/unload furniture.
Appearance attitude.
Appearance-neat & courteous.
Appearance standards; attitude testing.
Appearance, attitude, life style (stability).
Appearance, attitude.
Appearance, demeanor, willingness to be a team player, reliability.
Appearance/conduct/ attitude during interview.
Appearance.
Applicant should have some experience with livestock.
Applicants record is judged on content and individual basis.
As far as points, we use 4 points as a guide and look at violations, what they are and frequency of the violations.
Attitude.
Attitude and experience in Household goods industry.
Attitude and overall appearance.
Attitude of applicant.
Attitude, appearance, goals.
Attitude, commitment, willingness to work.
Attitudes, appearance.
Because we are a post office contractor, our employers must have background checks, be fingerprinted and OK'd by postal service.
Call or check with the last two employers.
Character study. Overall appearance and how the applicant carries him/her self.
Character test.
Check accidents, check neatness, check if they take-off time from work. Would former employer hire back? Check absenteeism. Rate candidate 1-10 from past employer. Check how person is dressed.
Check the way driver handles truck when road tested-is he careful or does he drive lost through the gears.
Check to be sure all drivers are familiar with equipment to be used in operation.
Clean cut and in uniform.
Company rules & regulations.
Complete driver evaluation profile at time of evaluation, then each driver must be approved by the safety dept.
Complete review by third party.
Credit history, criminal history, Social Security number check, CDLIS report.
Criminal check, credit check, personality test.
Criminal record, dress, appearance, number of jobs in past 10 years.

Driver Selection Criteria

Do not hire job hoppers.
Driver must fill out application on site.
Driver must work (1) day in shop to train on brakes, oil and fluid checking, etc.
Drivers that are safety aware.
Drivers watch 17 safety films.
During the overall hiring process, every attempt is made to determine if applicant will fit in with company.
Each applicant must interview and be approved by 3 people before hiring.
Each driver is asked to submit his thoughts concerning what it takes to be a professional driver on their application.
Educational background, geographic areas, physical condition, total experience.
Experience in handling heavy machinery.
Experience in our type of equipment, experience, w/hazardous waste or HazMat, solid employment history several years at one job.
First trip for new hire-he is followed by safety director.
General appearance, attitude.
General maintenance knowledge.
Drivers are recommended by current drivers.
Get past employers to not be afraid to make a commitment on drivers' work records some of them want to stick you with a bad gamble.
Good appearance well mannered.
Hire if driver is satisfactory to insurance company.
HazMat endorsement, tanker experience.
How driver conducts them selves during interview and whether or not driver is on time for interview.
I usually try and hire drivers that are recommended by our own drivers.
Insurance company checks driving record as far as possible-Nobody under 21yrs age.
Internal security background check. Personnel interview by upper management committee.
Interview with safety manager then second interview with general manager.
Knowledge of the job.
Log testing, Test on DOT regulations.
Longevity at previous employers-one year minimum.
Look for high quality - good character well motivated.
Many of our drivers come from driving schools. We do school visitation and have a chance to discuss our operation before they even start the application process. This provides both our company and prospective employee an opportunity to see.
Minimum age of 25.
MUR review, V&R review, Social Security number check, DAC pre employment check, previous employer drug testing results, driver alertness, age, experience.
Must be at least 23 years old.
Must have very good past driving records and be dependable and have mechanical knowledge of trucks and equipment.
Must know drivers personally.
Must pass a pre-hire interview with Human Resources, fleet manager, dispatcher. Must have a clear four seasons driving record, with all gaps accounted for.
Must ride with company driver regionally-one week road checked by senior drivers.
MVR pulled & reviewed.
No DWI in 10 years No DWAI in five years. 25 yrs old minimum, 100-150,000 miles experience.
No history for one year on Motor Vehicle abstract—no more than a combination of two within 3 years.
No more than three points in three years.

Driver Selection Criteria

On the subject of points/accident and violations, I gauge by the severance of the offence.
One on one talk and go on road with new driver.
Our company hauls live animals for research purposes-we need a driver who is capable of following strict procedures and routes and we like to check for this in the hiring process.
Our company will train new drivers or evaluate and train drivers with little OTR experience.
Our insurance company advises us on insurability.
Past employment history, MVR pulled, pre-employment drug test, road test, minimum driving experience.
Personal appearance, personal hygiene (can't look like a rum – dumb).
Personal interview process.
Personal knowledge of drivers listing.
Personal references from present drivers.
Physical Strength Testing.
Pre-employment psychological screening test.
Profile evaluation.
Psychological testing for honesty, propensity to use alcohol & drugs and likelihood of long-term employment.
Recommendations from other businesses and for driver employees.
Referrals from drivers, interviews with Human Resources, supervisor, and one other driver.
Referrals—word of mouth.
Review with applicant job work conditions and equipment to be used.
Safety & operations briefing.
See how many jobs applicants had last 3 years. General appearance/attitude/language.
Supervisory evaluations during probationary period of 90 days.
Have candidates go on one trip with one of our drivers to see if they want to do the job.
The scheig hiring and performance, Food service delivers driver test.
This is a small company w/low turnover. I hire only drivers I personally have known and familiar with their background in the industry.
Three day orientation.
Truthfulness on application & interview.
Two moving violations total in past three years.
Type of violation most important-preventable accidents would eliminate candidate for employment.
Unfortunately as drivers become more difficult to find, we are finding it difficult to be selective.
We can hire drivers with little experience because we have both straight trucks and Tractor/Trailer, so we can train up.
We hire only the best people and we pay more to get them. This is cheaper than paying for high turnover, high accident rate, etc.
We do not hire drivers directly out of school, class A applicants drive a class B vehicle first to become familiar with routes and work in house approximately 10 days with loading dept. to become accustomed to the products that they will be transporting.
We select drivers with prior experience in our business--intermodal, van, and flat bed. What we can't handle in-house, we broker to those with the experience/expertise to do so.
We use employee referrals.
We use several personality trait tests to determine their ability to be solo, handle customers, and paperwork.
We usually hire drivers referred to us by existing drivers.
We want drivers who are going to represent our company just like a sales/customer service person would.
We would not hire a driver with history of DUI or DWI.
Will not hire with any recent points or violations.
Years of service with other companies.

**APPENDIX D: MOTOR CARRIER SAFETY AWARDS
PROGRAM**

Motor Carrier Safety Awards Programs

\$.02/mi-or daily bonus rate-all drivers eligible-damages come out of earned amount-paid quarterly
\$.04/mile-no accidents, violations, incidents
\$0.0025 mile safety premium, increasing 1/2 cent/mi and 3/4 cents /mi for accident free driving. Accident starts the process over.
\$0.03/mi bonus for no accidents or log violations.
\$1,000 annual safety bonus-no accidents.
\$100.00 check for every 50,000 miles of safe driving.
\$100.00 for 1 year safe driving plus \$50.00 savings bond for 1 million company miles accident free, \$100.00 bond 2 million, \$150.00 bond 3 million, \$200 bond 4 million.
\$1250/Year (\$250/Quarter Plus \$250 end of year w/no accidents) Total \$1250./year.
\$200 bonus each 14 days without an incident/accident.
\$200 Safety bonus for 14 working days without incident. Can loose whole bonus or have days added depending on nature of incident.
\$200.00 a quarter safety bonus. (no accidents, injuries, claims).
\$25 per quarter if there are no accidents.
\$25 per quarter safety bonus. \$100 yearly-no accidents.
\$25 per week safe driving bonus.
\$25/year x years of safe driving.
\$30. Per & month safe operation \$100 if 12 consecutive month safe operation 400 if all co employees have safe operation.
\$50 per month if 6 months accident free.
\$500 1st year-no chargeable accidents, \$75 increase each year after first year.
\$500.00 per year safe driving.
\$520 per year with extra bonus for 5, 10,15,20 year anniversary.
\$600.00 Annually if no preventable crash & attend quarterly safety meetings. Small award for safe driver for 6 to 8 week periods throughout the year.
0 - 3 years 1/2Cents/mi; 3 - 5 years 1 Cent/mi; 5+ years 1 1/2 Cents/mi.
1 week extra vacation for 1 year no accidents
1 week salary-to be eligible for the award you must be 1year accident free
1% safety bonus each month. Safety promotions, gift certificates.
1. Communications-\$0.005/mi; 2. General performance-\$0.005/mi; 3. Fuel economy-\$0.015/mi; 4. Safety-\$0.01/mi. Eligibility after 90 day probationary period, runs at least 10,000 mi per quarter, doesn't put restrictions on where or when they r
1/2 cent per mile paid quarterly. - lose if an accident/incident/ violation in month it occurs.
10% pay bonus after 3 months probation based on on-time delivery, accidents, correct paperwork
2.5% of pay for safety.
2.5% of salary for performance.
24-\$100 savings bonds per year-no preventable accidents or work injury
3% bonus every 6 months for no chargeable accident or damaged equipment - based on weekly pay
4 hours of bonus leave for month; cleanliness awards (cash). End of year safety awards (patches, pins, certificates, cash certificates)
5% of gross wages with no violations or chargeable accidents. 50% deduction for each incident. 3 incidents/year creates dismissal.
6 month award - 1day's pay. 1 year award - recognition -pin/patch. 5year award - \$500.00. All drivers eligible after training is completed
A safety breakfast once a year.

Motor Carrier Safety Awards Programs

Accident free, attitude, cleanliness, awards are \$1,000 to \$3,000 bonus & free trips for family.
Annual awards dinner.
Annual bonus.
Annual good employee award-no messing around-money & gifts
Annual period \$125.00 certificates, most miles driven, best attitude, cleanest vehicles, best organized, most Sundays worked most improved.
Annual program with criteria including no moving violations and no chargeable accidents-awards range from vacation cruises, weekend getaways, footballs, baseballs, basketballs, games, TVs, microwaves, and household items.
Annual recognition for year w/o accidents. Million mile award program. On going terminal competition for miles w/o accidents & incentives
Annual safe driving awards based on accurate logs, no accidents, no infractions, etc.
Any driver 1 year of employment or more-\$0.0125 per safe mile (no accidents). Extra miles given for no log violations, no tickets, and attitude with customers and unloading personnel.
Any driver meeting the safety requirements as set forth by the company is eligible for a \$50.00 per 3 month period for a total of \$200.00 per year. Any driver completing 1 full year accident free receives a plaque as well as the monetary co
ATA pins, etc.; Savings bonds based on years of crash free service; clothing and other misc. gifts.
ATA Safety Award System
awards of greater value progressively for each year of safe driving – (i.e. 20 years is a trip for driver and friend to Bahamas etc.).
Based along ATA guidelines \$100 quarter cash (1) year. Employment to begin program rules accumulated for additional bonus
Based on ... drivers w/o an accident or safety violation
Based on accidents, tickets, DOT Checks, Logs, Truck drivers appearance, to drivers. Top drivers can receive \$1,500/year
Based on numerous areas-safety, mileage, claims, maintenance, paperwork, inspections-monetary reward and plaque given.
bonus check monthly for perfect logs, no violations, on-time deliveries, no equipment damage
Bonus every 6 months-accident-free driving
Bonus every quarter for food performance - attendance, accidents, customer complaints
Bonus for no accidents or log violations in 6 month period
Bonus paid monthly
Bonus safety pins and patches
Bonus system ...on changeable incidents or accidents
Caps, shirts and jackets. The driver must drive without accident or injury to receive-for one year-jacket, 90 days-cap, pocket knife or shirt
Cash award annually for accident free, safety bingo, driver of the year award
Cash bonus for no accidents/damage to equipment
Cash bonus for non-accident year of service
Cash for no accident or citations.
company wide safety award for every 30 days without a lost work day due to on the job injury

Motor Carrier Safety Awards Programs

Dinner for driver and spouse \$50.00 cash per consecutive year of safe driving awarded at yearly safety dinner.
Driver earns bonus for each consecutive year of safe driving
driver of month/year awards based on years
Driver of the month year cash bonus accident & injury free.
Driver of the month, mileage awards non preventable collision Driver of the year.
Driver of the year \$500 savings bond or \$250 gift certificate; Driver hats and jackets for safe drivers. \$25 gift certificate for quarterly safe driver. Recognition on plaque in public area.
Drivers can earn U.S. savings bonds quarterly if they are accident/moving violation free. Also awards are presented annually for accident-free driving
Drivers of the year-4 groups, new truck lettered with DOY, money from \$105 to \$1,500 plus clothing and other, based on accidents, tickets, complaints and compliance issues
Drivers qualify for a cash award at the end of each year using the point system
Drivers receive \$200.00 bond for participation in safety meetings and for reading and returning safety letter (signed) at last safety meeting of the year (2nd Saturday of December)
Each month without accident-company buys lunch
End of year safety bonus
Entitled to bonus for completing year without accident
Safe for 3 months & receive \$50.00 Bonus
Gift certificates for going one year with no accidents
If the driver is a safe driver makes money for the company, and keeps the customers happy - he can stay - If any of these 3 requirements are not met he loses his job.
Included in performance review which affect salary
Jackets, etc for safe driving
Logbook bonus program w/ cash awards annually. Safe driving award program w/ annual awards of cash & merchandise.
Mileage bonus every 6 months
Mileage and safety quarterly incentive bonus-safety award banquet at end of year.
Mileage based bonus paid 4/1 (winter) & 12/1 (summer)-base rate per mile plus additions for years of service and productivity; added items for customer awards (Dupont carrier of the year); miles are lost for preventable accidents or moving
Monetary and gifts based on 6 months and yearly performance. ATA and NAVL safe driver awards
Monetary and gift awards
Monetary annual awards, dinner, recognition.
Monetary awards for accident-free driving & recognition
Monetary awards vary in accordance with number of year in succession without a vehicle accident in conjunction with no worker comp. Claims.
Monetary by year
Money - Cash
money for 2years safe driving
Monthly cash award for no accidents & no late deliveries.
Monthly gift certificate - no accidents, no comp - perfect attendance
Monthly/quarterly incentives base on miles traveled vs preventable accidents and employee injury
New Trucks
No accidents, tickets, violations, attendance, tardiness. On a quarterly basis
Bonuses are predicated on job performance
Paid for performance program – six percent of drivers pay each quarter deductions taken for accidents-dot violations-paper work-logs dr. must make \$4000.00 in a quarter to receive paid for performance check
Pay based on safety performance
Percent of annual salary-average is two percent.

Motor Carrier Safety Awards Programs

Performance and Safety-No accidents, safe driving, cooperative, on-time, etc.
Performance Plus Program-.02 per mile annually-general performance. Safe Driving Award Program- reward drivers with no more than \$300 in accident damage-plaques, cash, hats, pins.
Point system - top 3 drivers receive monetary award & plaque
profit sharing
Qualifies safe drivers participate in safe driving lottery for 3
Quantity Incentives, uniform, parking spaces, annual bonuses
Quarterly and annual safety bonus program=\$0.05/mi per quarter and additional \$01.5 for total annual miles if no preventable accidents or incidents
Quarterly bonus - drivers eligible immediately
Quarterly cash awards for 0 accidents/injuries; Ring award for 3 consecutive 0 accident/injury or log violation years; million mile awards-\$1,000, \$1,500, \$2,000; NSC pins and patches.
Quarterly performance bonus and yearly safe driving bonus.
Quarterly safety bonus - 5% of quarterly wages - no preventable accidents, customer complaints. Yearly safety award - no accidents.
Quarterly safety bonus for no accidents cargo claims
Quarterly safety bonus-no chargeable accidents, 5% of pay for the quarter. Yearly safety award-no chargeable accidents.
Quarterly safety bonus-no chargeable accidents, 5% of pay for the quarter. Yearly safety award-no chargeable accidents.
Regular pay raise
Safe driving awards - \$1,000 per year. - no preventable accidents. Belt buckle with insert 5 year. Jacket 10 year watch
Safe driving bonus \$250. Yearly 1st year; 2nd year + \$500.
Safe driving certificates with cash awards
Safe miles award paid twice a year
safety ... five 300/year, payable quarterly for no lost five accident non chargeable accidents
safety award bonus suggestion bonus available to all drivers
Safety awards for goal achievement (small monthly & yearly prize ...for goal attainment \$1500/year
safety bonus points & safety bonus for prizes
Safety bonus yearly awarded
Safety bonus-\$.01/mile done quarterly-based on anything. Have safety banquets/awards dinners, driver of the month/year recognition programs.
Safety pin, ring and plaque for safe driving Public recognition and company parties and
Salary bonus-\$0.01/mi done quarterly based on anything
Savings bonds, patches, pins, certificates
Since I am a single driver company, it's hard for me to do the above
These are all good ideas
To extensive a program to explain in this space
Uniforms and safe driving patches
up to 3 % yearly bonus.
Use to have a monetary award, now we give out jackets (trying to get back to money, it works.)
watches, pens vacation/trips/certificates/etc
We have a \$50.00 incentive per quarter
We have a driver safety dinner and each driver is given a safe driver pin. After 10 years. And 15 years. Of safe driving, they are given \$250 or \$500, respectively
We offer a semi annual safety award
We start with a bonus and knock off for performance safety issue and accidents
We use a safety bingo that awards prized for points acquired

Motor Carrier Safety Awards Programs

We use a variety of awards from cash to tickets to Nascar events. We also have a large recognition banquet for families to recognize safety information
We'd used to do it, but freight rates don't allow us the money
year end bonus based on safety
year end bonus for safe driving
yearly and million mile safe awards
Yearly bonus, salary is a direct reflection of driver performance
Yearly cash award for accident free miles & injuries
Yearly bonus for safe driving.
yearly monetary award
Yearly safe driving awards including company recognition, cash awards, patches, etc.
Yearly safety awards for new accidents 1 year - \$25.00 2 year - \$50.00 3 year - \$100.00 4 year - \$200.00 5 year (+) \$100.00 for each year added
Years of safe driving - pins - belt buckle - patches - and dollars one from year to year

**APPENDIX E: SURVEY RESPONDENTS ANSWERS TO THE
QUESTION, "WHAT REGULATIONS WOULD YOU CHANGE
AND HOW?"**

Trucking Companies-What regulations would you change and how?

More carrier reviews and penalties.
Adopt Hours of Service regulations to current knowledge about circadian rhythms.
Force shippers and receivers to facilitate practices that ensure safety.
Have a maintenance supervisor responsible for so many mile of highway & have the highway checked by supervisors to make sure they are repaired.
Hours of service requirements.
The hours of service regulations.
The drivers' responsibility would begin when the trailer is loaded & end at the consignees' door.
Allow 33' doubles and 90,000 lb. load limits.
A better spirit of cooperation between DOT and trucking. Help carriers through compliance at first, then if problems persist, take appropriate steps.
A better standard for obtaining a CDL. (a) Setting a standard for schools, (b) Requiring an apprenticeship before CDL is issued.
A driven should be allowed the full 8 hours in a rest area - not just 2.
Abolish all overweight permits except for extraordinary circumstances (permit by permit) only.
All states should have same rules & regulations-weight, speed, dimension, etc.
Allow more time for repairs-now its to be done ASAP with proof of repairs returned to inspector.
Antiquated Hours of Service rules-driver fatigue is being viewed incorrectly by state and federal agencies. Has become political football. Should be removed from political arena and use scientific material available.
Assure that states communicate with each other and get bad drivers off the roads.
At DOT roadside inspections all vehicles, not only commercial vehicles should be subjected to the same criteria and standards, fines, etc., but include pleasure vehicles. They all are equally capable of killing someone. Let's see if the public will stand to have their rights infringed upon.
Automobile drivers should be required to attend a class every year, on driver safety, to make the aware of driver safety and the conditions that exist with respect to truck and railroad traffic.
Better enforcement of excessive speeding. Require more hands on driving experience for operators and CDL applicants. Nothing replaces years of experience.
Better tracking of driver hours for drivers working part/time other places.
Bizarre weight regulations.
Brake adjustment (inspections/violations)-this is a license to steal [by state].
CDL licensing requirements and testing. I don't know how I would change it but I would make the testing requirements more stringent.
Change DOT reportable accident criteria-if other party is cited, it should not count.
Change hours of service for 10 on and 8 off to 14 on and 10 off. This would allow drivers to sleep during the same time frame day after day.
Change Hours of Service from 10hrs OD to 12 hrs OD.
Change on duty status to 10 hrs driving and 2 hr on duty not driving.
Change the accountability. Shift towards the driver. The burden should fall on them to monitor the hour of service and inform the company on what can & cannot be done i.e. 20 hour trip.
Change the US DOT audit from a bureaucratic paper chase to a meaningful look at the safety record.
Clarification and liberalization of hours of services requirements for local, seasonal operations.
Compliance review process - base rating on DOT collision frequency and out of service percent.
Consistent inspection procedures.

Trucking Companies-What regulations would you change and how?

Dangerous road side DOT stops.
DMV annual inspection at terminals.
Do follow-ups on vehicles that require repairs instead of fining for minor defects.
Do inspection of good carriers with emphasis on less waiting time.
Do more random Drug & alcohol tests in rest areas.
Do not change "hours-of-service" recklessly, as the released memos threaten to do.
Do roadability inspections on container before truck picks -up units for the road.
DOT remains cold towards driver-need more concerned attitude. They need to be more diplomatic when reaching the drivers. Compounding this-we are moving into a multi-dimensional society.
Drivers do no unloading. This is a waste of time & help to cause driver fatigue.
Same speed limit trucks & cars.
Drivers hours of service-after 24 hours off duty, should reset to 70 hours. Rules today encourage drivers to cheat and lie on their logs.
Roadside-drug & alcohol testing sites at time of inspection.
Drivers hours of service—outdated regulation, increase driving time to correspond with day night schedule. This is an accordance with the studies' of driver showing they suffer fatigue at night.
Drug & alcohol testing: our testing is performed by an outside company through a consortium. This system picks drivers randomly through a computer lottery-this system allows one driver to be tested every time were due, while another can go years without being picked. If you had a CDL you should be tested more frequently-not be able to slip through the cracks.
During road side inspections I would use separate forms for the truck and the trailer. I would then hold the owner of that equipment accountable for the condition.
Eliminate double & triples.
Eliminate Pennsylvania State inspection on vehicle covered under DOT inspections - costs us double in Pennsylvania.
Eliminate random drug and alcohol testing.
Eliminate roadside inspection and have a six month mandatory inspection period - then the work needed could be done in the shop instead of along the road and the trucks would not be help up on the road and loose time.
Eliminate split speed limits-very dangerous.
End the annual fire inspection program in Connecticut for oil trucks--Firemen don't know what their looking at and all they check is the same stuff DOT checks i.e. lights & horn & tires. The DOT inspectors throws the fire marshals card right back at you and doesn't care about it Agencies doing the same thing (In Waterbury a fire truck hit a tree killing 2 firemen if the driver had an air brake license it would not have happened.
Enforcement of trucks not being permitted to run in fast lanes.
Enforcement should be based more on common sense and less hard for minor things like dirt on headlights-there would be more cooperation from trucking companies.
Enforcing farm and agriculture to have and maintain the same rules and regulations as a trucking fleet.
Everyone should be audited, not the same people every year. Dump trucks, oil, asphalt, etc.
Excessive reporting requirements including redundant mandatory surveys issued by different government agencies.
Exempt Utility vehicles from hours of service laws.
Expand culpability to shippers on all safety related regulations.
Extending liability to the shipper, so that the shipper will reduce economic pressure on the motor carrier to perform unsafe activities.
Faster weigh stations.
Federal and state regulations should not contradict each other or otherwise confuse the issue.
Federal hours of service--I would like to see a system with only two duty status lines-on duty and off duty; 14 hours on duty must be followed by 10 hrs off duty 2. I would like to see unfit drivers off the road and to hold accountable the individuals who knowingly violated rules.
Get rid of logs for city drivers under 15 hours. Restart clock for all drivers after 36 hours off.
get the inspections laws the same as the DOT laws
Give trucks hauling "cubed" block or brick 1000 lb. Tolerance regardless of registration

Trucking Companies-What regulations would you change and how?

Give us a reset of the 70 hours rule after 24 consecutive hours off.
Have less weigh stations and improve better signs and highways particular like Cal. - Ia. Id. Ind.
Have licenses the same. Remove New York's NON-CDLC requirement - Broaden Class B to 7/8000
Have police administer Drug and alcohol testing post accidents
Have police give alcohol test at all DOT recordable accidents--too hard for companies to comply with this law.
Have the same drug and alcohol test for all driver at rest area & check point any one that has a driver license.
Hours of service.
hours of service - 12 on 12 off continuously
Hours of service - After two consecutive days off, a driver would return with 70 hours avail.
Hours of service - antiquated - should be revised to more times & equipment.
hours of service - but not sure how to do it to satisfy all types of operation.
Hours of service - I would a lot 2 hours of driving time
Hours of service - Mandate a ten hour rest period and insure that it is enforced.
Hours of service - max 14 hr day - 10 hrs off in every 24hr. One day (24hrs) off every (7) seven days - and 60 hrs max for (7) seven days - also start clock over/after day off (24hrs off) - 14 hrs per 24hrs on duty with both driving and none driving as one. No limit on the driving time in the 14 hours.
Hours of service - the current rules do not fit our type of operation, we don't need to drive more hours, we need them to be more flexible.
Hours of service - to 12 hrs instead of 10 hrs - driving.
Hours of Service -"Driver Accountability"-shippers/consignees to pay detention after 2 hours provided equipment is legally on time.
Hours of Service 12 on, 12 off.
Hours of service 12hrs. Driving. 3 hrs. working not driving. 9hrs. Off.
Hours of service 14 hours - 1 line on duty with 10 hours off duty - no permitting off duty logging where on duty not driving is, even if received form duty for 1 or 2 hours.
Hours of service 14 Hours on duty. 10 hours off duty. From midnight to midnight - 1 day a week 354 days a year.
Hours of service 14/10 is a great plan.
Hours of service but I'm not sure exactly how I would change it. I like the 24 off after 70 hours & restart.
Hours of Service- eliminate on-duty, not driving.
Hours of service for over the road drivers, I have and they have lied about it for years. I don't know what the best thing to do to resolve the problem.
Hours of service if a carrier has satisfactory accident record, then the owner, who are business people should be allowed to operate up to 15 hours in a 24 hour period. They should restart their service after 24 hours off duty. If our driver has an accident his unit should be posted with a marker so that inspectors know this unit had an accident.
Hours of Service—It would more closely resemble the labor hours for the general public-12-14 hrs/day. Who works from door to door only 10 hrs per day. 24 hr reset.
Hours of Service laws need to be updated. They are laws that have not been changed in some 40 years. I don't know solutions or changes that need to be made, but something needs to be done. It should be changed by a panel of drivers and management, not by a politician in Washington.
Hours of service laws—on average our drivers experience 45% non-driving time each day. The current laws do not fit well with our type of operation. We have drivers working 12-15 hour days, but are only driving 6-9 hours of that time.
Hours of service logging.
Hours of service—Make hours of driving longer.
Hours of service make them more liberal.
Hours of service must be increased.
Hours of Service needs to be updated.

Trucking Companies-What regulations would you change and how?

Hours of Service regulations.
Hours of service regulations for construction industry. Have exemption for regular - home based dump trucks.
Hours of service regulations-make them more realistic to the modern world.
Hours of Service regulations--need to be more realistic.
Hours of Service regulations--Re-start clock after any 36 consecutive hours off. Allow driving and working hours to be the same.
Hours of service rules do not allow the flexibility needed by ready-mix concrete producers caused by weather & the variable demands of the business. We have very busy weeks & very slow ones.
Hours of service to be a 24 hour clock.
Hours of service when off 24 or 48 hours 60 how rule resets.
Hours of Service-* hr rule is out of date.
Hours of service, Off 24 hours should, start his work available hours again.
Hours of service. 14 hrs on duty during and 10 hrs. off.
Hours of service. Adjust the calculation to restart at "0" after 24/48 hours.
Hours of service. I would not require 8 consecutive hours off duty. Instead I would require 9 hours off duty or sleeper berth per day. I would allow the driver to rest when needed, but not increase hours on duty.
Hours of service. Reset the clock after 24 hrs off duty.
Hours of service. This is a hot topic right now. A 14 hr on duty with 10 hr off duty or 12 on and 12 off would be workable.
Hours of service: 15 hrs day - driving or on duty - 70 hrs - 7 days Reset to 0 after 36 hrs. off duty. We haul cement for the construction industry in PA & OH. We must make our profits and our drivers wages during the max - October season. We need 70 hrs week in summer & 7 hours week in winter.
Hours of Service-1 basic format and if more than 100 drivers: a flexible program approved by DOT.
Hours of Service-24 hrs off duty resets clock.
Hours of Service-24 hrs reset.
Hours of Service-a system which would have only two duty status lines on the log-on and off duty--14hrs on and 10hrs off.
Hours of Service-after 24 hrs off duty, should start with a clean slate. Meaning being able to work 15 hrs.
Hours of Service-based on sound understanding of human sleep/rest rhythms-"Reset" the clock after 48hrs full time off duty.
Hours of Service-change 10hrs driving and 5 hrs not driving to 15 hrs driving or not. Eliminate 60 or 70 hr rule.
Hours of Service-change regulations to reflect what really is happening.
Hours of Service-Equipment has gotten better, roads are better and safer, yet there's talk of changing Hours of Service regulations to having less hours available.
Hours of service--follow some of the suggestion that came or will come out of Federal Fatigue Study.
Hours of service--have a 24 or 36 hour restart.
Hours of service-have flat 15 hour day-driving or non-driving.
Hours of Service-Keep daily limit but eliminate 70 hours in 8 days.
Hours of Service-make them more reasonable based on today's operating criteria. With good roads, air conditioning, air-ride, a driver can drive for longer than 10 hours very safely.
Hours of Service-more time off between shifts.
Hours of Service-reset clock after 48 hrs continuous off-duty. Now if driver is off on vacation-and theoretically well rested, he is then short of eligible hours the next week because he did not work 6-7 days prior.
Hours of Service-restart clock after 24 hrs off duty.
Hours of Service-set up so driver can rest when he needs it not necessarily when required by law. Allow for more short sleep periods in a day rather than a full 8hrs off. Go to 10hrs off duty but allow to split up 3 times of now less than 3hrs each.
Hours of service-They are outdated and needlessly burdensome.
Hours-of-service-Tighter control.

Trucking Companies-What regulations would you change and how?

I think all states should put in more rest areas so drivers can rest in these areas and not on the highway shoulders.
I would change (eliminate) the regulations stating that diabetics can not operate a commercial vehicle. I believe this disease is a silent killer that is taken lightly.
I would change the hours of service requirement—I would mandate that 14 hrs on duty with 10 hours driving be the norm instead of 15/10. That extra hour each day would add up at the end of the week. And I feel that drivers would be less fatigued at the end of their week.
I would have CMU in unmarked cars so that the bad drivers couldn't use their CB's to get by with driving like idiots. The drivers I notice the most with bad driving habits are the independents.
I would never allow another requirement. I would just enforce Hours of Service on the books. I would make hours of service simple 14 hrs on/10 hrs off.
I would remove the random alcohol testing for individual carrier and integrate into roadside inspection procedures or en-route checks by law enforcement personnel.
If there is an accident, the carrier should be immediately notified-not rely on getting the information in person.
I'm not really sure, but I think it would benefit myself and others in transportation to spend a day with inspectors. This would allow us to see what they go through and what we could do to make their jobs easier and it would give them a better understanding of our objectives.
Increase weight (not trailer dimensions) limits.
Increase weight limitations.
Hours of service need to reflect this new century.
Inspect all carriers once a year.
Install air bags.
Install realistic speed limits on LTD access, controlled access highways 65 mph+ to allow truckers to get to destination w/o 2 log books or loss of license for travelling over speed limit.
Limit number of hours a driver can work in a 24 hr. period, forget about the 10 hr rule /15 hr rule.
Log book radius to 200 miles - with the interstate system - 100 miles is less that 2 hours driving time.
Log book regulations-Do away with 60/70 hour rules-have reset after 36 hours off.
Log books-24 hrs clock reset.
Logging/Hours of service - Section 395 - Hours of service regulations need to be diversified to cover multiple types of motor carriers. For example in the dairy industry the bulk of our time is not spent behind the wheel. It is spent moving product into customers coolers, rotating stock etc. Additionally a great deal of our business is within a 100 air mile radius, but we cannot complete the duties within 12 hours as allowed in 395.—this forces us into logging. The proposed hours of service regulation will cripple our industry and many others. We are not line haulers that spend numerous hours behind the wheel. We have frequent stops and short driving periods.
Logs - have a round table of drivers and trucking officials discuss hours of service and propose changes instead of men form college that have never been behind the wheel of a truck.
Logs return to zero accumulated hours with 24 hrs off.
Lower speed limit to 60 MPH.
Lower the fines for non-safety critical violations. To be more in line with fines for passenger vehicles violations.
Make driver physicals annual after age 45.
Make driver physicals part of licensing process. Handle like a HazMat endorsement where state handles re-test. As employer I would pay the cost of making medical judgements about test results which we are responsible for if doctor passes.
Make it mandatory for the shipper to load and consignee unload all loads-Drivers should not be required to handle freight.
Make state & federal regulations the same and in not one set of rules for state, another for federal straight forward, everyday English.
Make uniform weight laws across US.
Make weight laws standard for all states.

Trucking Companies-What regulations would you change and how?

Mandate more police to stop bad drivers (speeding, etc). Reduce number of DOT officers.
Mandatory driver safety seminars for all CDL holders. State or nationally certified and conducted 4 to 8 hours per year.
More closely align state and federal enforcement of regulations-i.e., inter vs. intrastate.
More compliance checks and audits-many carriers have had none, and some with conditional ratings are old ratings.
More enforcement personnel.
More CDL information shared between states.
Mandatory previous employer information.
More focus needs to be placed on shippers in pushing transportation companies for delivery deadlines.
More government involvement with driver commercial and 4 wheelers.
More public awareness of stopping distances of trucks, blind spots, etc.
More rest areas for drivers and the elimination of time restrictions to be in the rest areas.
No axle limits on agriculture products.
No portable scales.
Non-preventable accidents being looked at against your company.
Not only target large companies but smaller ones as well.
Onsite or on-road drug & alcohol testing.
OTR, for-hire carriers should not be required to load/unload freight.
Out of service should be classed by severity. Example-a truck with a broken chamber is counted the same way as one turn signal bulb out on the rear is counted.
Outlaw roadside inspections, my trucks leave the yard in perfect condition day in and day out. If a brake becomes out of adjustment or a light goes out, it happens on the road. Components wear or fail from being used, inspections are a waste of time and money.
Overweight laws, every truck should be treated as equal, whether it's new or old, or transferred. The sale of permits, bank weight and lottery is ridiculous. Treat the truck by itself on its own merits - axle spacing, tires size, etc.
Pass federal legislation regulating the hours a shipper or receiver can hold up a carrier at pickups and deliveries.
Regulate labor at docks.
Regulate equipment used or provided by shippers and receivers that drivers use to unload.
Rating system-strengthen FHWA's ability to shut down unsatisfactory carriers.
Regulate recap tire manufacturing.
Require tarps that cover the open loads.
Reduce regulations for very small outfits such as ourselves.
Reduce the frequency of drug & alcohol tests if carrier demonstrates a good record.
Revise Hours of Service regulations to be more easily understood & reflect the better highways and less stressful working conditions since the 1930's-make hours more flexible.
Regulate roadability of intermodal equipment with responsibility going to the owner.
Regulations should be national instead of state like all regulations for CDL.
Removal hours of service requirements for government - local municipalities.
Require all carriers to have USDOT # to register trucks, including agricultural trucks, then conduct on site compliance audits.
Require all drivers to minimally trained in first aid/CPR.
Require all inspections to be reported. Some states like PA will not give you a no-violation inspection report-only if you have a violation do you get an inspection report.
The review process by the state is inconsistent and leaves you no recourse.
Require all states to be required to share CDL drivers violations / crashes.
Require consignee to unload truck, if driver required to unload-the log as off duty.
Require drivers to re-take skills test with license renewal.
Restrict weight/size to a national standard at 80100 lbs. over 5 axles.

Trucking Companies-What regulations would you change and how?

Restructure requirements and penalties by the size of the motor carrier, company and fleet. i.e. make it easier for the little guy to take of business rather than spending so much overhead assuring compliance.
Retain drivers' daily inspection reports which show no defects. Eliminate or ease up on state class A&B testing procedures-when was the last time anyone parallel parked a tractor-trailer-you can't expect an intern to perform brain surgery.
Revamp hours of service regulations.
Revision of part 383 of EMCSR to provide for permanent disqualification of a commercial driver with a positive alcohol or controlled substance test results.
Roadside safety inspections - My local trucks run on a item schedule (Contractors expect material at a certain item) When DOT ties trucks up for 45 min. Doing a safety check while the contractors waits for material they don't understand.
Roadside Inspections should be done at a garage or inspection station and not along the side of the road at a cost. This way everyone would be inspected.
Roadside inspections should not be held curbside near major cities. LTL companies have the potential of putting their entire fleet through roadside inspections.
Roadside inspections--change the inspection process from annual to monthly, BI-monthly, whatever, but do it at the terminal not on the roadside. Roadside inspections should be for out-of-state trucks.
Rt. 422 Butler Pa weigh scales trucks must cross oncoming traffic west bound to go into scales.
Safety on highway, more DMV employees to spot check the "un-tagged" truckers.
Set a national speed limit at 60 mph for all vehicles with strict enforcement and high fines for speeds over 65mph.
Regulate shipper/customer delivery demands.
Shorten on-duty hours.
Simplify drivers' paperwork to allow him to concentrate more on the job of driving.
Simplify the compliance and standardize the regulations between stated federal agencies. Great improvements have been made. The log book process is much too cumbersome to administer as a company.
Slow speed limits down-safer driving.
Speed for trucks should be lowered to 60 MPH for safer roads.
Speed limits in all states should be constant!
Standardize the speed limits on Interstate system for all 48 states and have the same limit for cars and trucks. No matter what state you drive in, the speed limit would be the same--then enforce the speed limit.
State - DOT checks - driver should be released after 30 min if nothing is found.
State or Federal smoke standards should be part of the inspection process not a roadside test. Visible smoke on the road should get a warning ticket and an outside inspection station should be required to re-certify the truck is not excessively polluting by return post card within 10 days.
State police or federal highway responsible for random drug and alcohol testing. Reduce random testing rate.
More uniform state to state weight laws in NY & CT.
States - Eliminate dual speed limits.
Federal - Modernize hours of service regulations. (A). Combine driving and on duty time. (B). Require more realistic off duty time.
Supplement a program to insure fairness to all carriers, regardless of their size by instituting across-the-board 65 MPH in all states.
Make drivers qualifications more stringent, i.e. in-depth physicals.
Tax relief (credit or rebate) of taxes or registration fees for an excellent safety record and/or safety compliance review.
Terminal audits compliance reviews should be annual - not randomly.
That all inspectors have uniformity in their inspection techniques. Also, they are all aware of the same regulations.
That safety inspections be based on accident rate. No accidents no inspection (reportable).

Trucking Companies-What regulations would you change and how?

The 70 hour rule... After a full day (24 hours) off duty. A driver should be allowed to begin his hours of service cycle over again.
The accident and performance records are now kept on intrastate and interstate together. Connecticut would be better off if each were kept separate. We would have a better idea how safety procedures are paying off in a individual basis.
The annual inspection: because this inspection process should be performed daily by vehicle drivers; also servicing several times a year.
The criteria for pulling trucks into a weigh station inspection area. Trucks with excessive rust and/or wear should be pulled around automatically.
The hours of service to 14 on 10 off and a 32 hr restart.
The issuing of the CDL—I Find that most drivers are book smart. They lack actual on road experience. The quality of the students and training has to be improved from step one. Companies presently are the ones who are faced with the task of reality of experienced training.
The opportunity to get them [motor carriers] involved outside of an audit to monitor or set up safety programs without fear of punishment if something is wrong. The driver is the one who violates the law when they drive over-hours and they jeopardize the safety record of the company they work for. Drivers have to be forced to take more responsibility and penalty for their actions. 90% carriers do not want or ask their drivers to violate regulations., but they get penalized when drivers choose to do it because they want to get home or make more \$\$\$.
There needs to be closer attention to falsification of driver logs.
Total hours of service the 60 & 70 hr rule should be revised on some carriers such as us. When a driver has 24 total hours off duty in a period the 60 & 70 hr clock should reset back to zero.
Town, county, municipal equipment should be forced into the inspections, not just allowed to drive on.
Uniform speed limits in each state-Fed mandate-not states allowing split speed limits.
Increase the axle weights in tandems to a more reasonable amount like 36,000 - 38,000 lbs. or the way it was back in the 73,280 days.
Update the hours of service rule.
We all work for nothing. It is depressing to know you are going to be stopped somewhere on most trips.
Would like to make controlled substances & alcohol testing (random) be conducted by law enforcement (state or fed, local level).
Would like to see the no-zone program expanded.
Would not have dual speed limits. For trucks and cars.

Bus Companies-What regulations would you change and how?

Hours of service - change to 12 hrs instead of 10 hrs - driving.
Hours of service enforcement with tour companies to stop them from pushing drivers without required 8 hours off. Too many companies allow this to happen.
Hours of service logging
Hours of service Make hours of driving longer
Hours of Service.
Hours of service-10 hours off duty instead of 8.
increase fines to drivers with violations
increase weight limitations
Logs return to zero accumulated hours after 24 hours off-duty.
Lower speed limit to 60 MPH
Lower the fines for commercial operators to be more in line with fines for passenger vehicles violations
More closely align state and federal enforcement of regulations-I.e., inter vs. intrastate
They all need to be redone and brought up to date with the changing times and equipment.

**APPENDIX F: SURVEY RESPONDENTS ANSWERS TO THE
QUESTION, "IF YOU COULD CHANGE HOW MOTOR
CARRIER ENFORCEMENT IS CONDUCTED, HOW WOULD
YOU CHANGE IT?"**

Trucking Companies-How would you change enforcement?

Not allow township, city, or local police to do roadside safety or weight inspections. State inspectors do the better job and are fair.
All inspections done no less than 30 feet from traveled road, not the shoulder of road.
Put some focus on non-commercial vehicles.
Higher degree of regulatory knowledge by inspectors-so they have more uniform interpretation of regulations.
1st check all trucking companies in state for active DOT numbers. Put out of business all that don't have DOT numbers. This will take off the road 50% of bad trucks.
30 day honor by all states for a good vehicle inspection (CVSA sticker).
Six month inspection period - eliminate road side inspection.
A better working relationship between state inspectors, state police and the individual trucker. There is no feeling that we are working together toward a common goal. Many times trucks are dead lined for almost no reason at all.
A more connected and uniform inspection and enforcement. It supposedly is but in truth it is not.
Add more non-police agency inspectors.
Additional personnel to enforce, highway vehicle - commercial & private. -0- tolerance for speeding/ reckless driving.
Mandatory periodic training for commercial & private drivers.
Allow carrier to make repairs for minor equipment failure without being fined each time.
Alter areas where inspections are conducted. Drivers know were their vehicle is apt to be weighed and inspected now and consequently avoid the areas.
A more level playing field when it comes to determining liability & fault at accident scenes or violation. We seem to be guilty until proven innocent.
Be issued paperwork upon satisfactory inspection-good for 24 hours.
Be more fair when it comes to speeding. The bigger vehicle will come up on the radar screen before a car will. The truck will always get the ticket before the car.
Better training for roadside vehicle inspectors.
Better training of police and MV inspectors.
Brake adjustments are not realistic, no real accurate standard way to measure. Also 1/4" is minor to consider out of adjustment.
Carriers who very seldom have problems should be checked fewer times. Also if a truck is 95% and has a reflector or clearance light it should be left alone. If an inspector is picking a clean truck or a truck they very seldom have a problem with, an unsafe truck is getting by. Inspectors knew local companies and their habits. Who's good and bad. Also inspectors who just complete training should realize they do not know every thing. I once had the same truck stopped twice in the same day by the same inspector who just received Haz-Mat training and was targeting Haz-Mat haulers.
Carriers with a good excellent rating the ability to by pass inspections and some weigh stations.
Change image. Change approach and appearance from trying to get us to trying to help us. This would apply to officers and auditors alike.
Common sense of inspectors should play a role - We were written up for an item that our coach braking system no longer had because the manufacturer had improved his product & the spring was no longer necessary.
Computer system w/info that would leave safe/dependable companies alone.
Concentrate more on bad carriers.
Concentrate on carriers that have the highest accident rate per million miles.
Conduct inspections only where it can be done with tracks off the highway not half & half it on bridges and overpass like they have done in the past.
Consistency in enforcement/rules.
Consistency in interpretation of regulations across states.
Continue cooperative approach to educate carriers.
Continue to focus on motor carriers that repeatedly violate regulations—system to put them out of business for non-compliance.

Trucking Companies-How would you change enforcement?

Deal more firmly with renegade drivers. Speeders, outdated equipment, unprofessional drivers.
Develop a consultation arm of the enforcement agency that can work with carriers to heighten compliance performance. Carriers who attempt to disregard consultation recommendations are then visited by the compliance arm.
Roadside inspections for all vehicles.
Do audits on those carriers that have never been audited or have past unsatisfactory or conditional ratings.
Do educational verses penalty.
Do inspection at terminals.
Do not allow inspection of a loaded concrete truck. It is hauling a perishable load. Any delay lowers the quality of the product.
Don't red tag trucks for simple infraction.
DOT checks keep truckers honest.
DOT inspectors should give ample time to correct a minor problem without placing vehicle out of service-this includes inspection done at premises.
DOT officials should be more courteous.
DOT roadside inspections - allow driver rebuttal without reprimand on alleged violations the driver disagrees with.
DOT/PUC/Hwy Patrol volunteer safety presentations at company facilities. Meet initially in a "positive" atmosphere rather than writing for the "negative".
Mailing directed to all currently employed drivers that their company is active & current with a trucking association.
Drivers with multiple citations have license lifted, no temporary - restricted, etc license issued. Find other work.
Educate safety inspectors in how a truck works. Most of them don't have a clue.
Educate state law enforcement on Federal Regulations.
Elimination of roadside inspection, unless there is probable cause observed by a law enforcement officer.
Enforce speed limits and have the same speed for cars and trucks.
Enforcement must be more willing to propose major action against un-safe or non-compliant motor carriers up to and including closing the business.
Focus on serious problems on trucks.
Focus on the little one & two truck guys and force them to comply. So many times inspectors go easy on them because they are just a little guy. But more established carriers are held to a higher standard.
Get better qualified roadside inspectors - ones that know what is safe or unsafe on a vehicle instead of nit-picking a bunch of little things that are not in any way causing an unsafe vehicle.
Give all authority to DOT and do not let every city or local police officers authority to check equipment.
Give DOT inspection authority to only federal agents, and do not permit local officials to perform the roadside checks.
Give drivers copy of inspection good for 30 days in any state.
Go to third party inspections.
Have DMV inspectors inspect fleets at the terminals. This way they can do more time on enforcement of drivers and out of state vehicles.
Have enforcement come to the terminals to inspect equipment and advise company personnel.
Have inspectors come to company terminals to inspect equipment instead of on the road.
Have one agency responsible for commercial motor vehicle safety & compliance.
Have one Dot trained & controlled individual perform the inspections. This would prevent state troopers & such from doing inspections & not knowing all the correct regulations.
Have periodic and random inspections at the terminal not on the hwy. This would allow for more thorough inspection without delaying a unit while in transit.
Have states placing violations with a CMV into a central file. Many states do not which indicates to me that it is more a revenue generating violation.
How to comply without the high cost.
I believe there should be more vehicle inspections, however reports and inspections have been done and the inspection was wrong (i.e. 100air mile rule).

Trucking Companies-How would you change enforcement?

I believe when stopped by DOT they are out to ticket you even with new equipment.
I do believe that sometimes trucks are put OOS for items that have no immediate danger to anyone.
I feel when there is an accident that has to have a drug and alcohol test, that it is done on the road by the police. It is too hard to find places to do it in the middle of the night or anytime away from your home area.
I think it is ludicrous to provide rest areas on interstate highway and then intimidate drivers from using them by allowing enforcement personnel to enter there, and randomly inspect vehicles. I realize that a driver and a vehicle should always be in proper order for inspection, however a driver does need to have a place along the road to totally relax without being bothered.
I have no problem with a driver being signaled into a rest area for inspection by enforcement personnel or sighs, however once a driver enters a rest area on his own, he should know that he is not going to be bothered.
I think it is working very good right now so I wouldn't change anything.
I think it would be fair for a company with a excellent safety record and up to the date equipment to be exempt from roadside inspections.
I would ask the US DOT to go state to state and mandate uniform inspection criteria. This is supposed to be the case, but in reality we all know it isn't. Each state seems to make up its own rules pertaining to certain violations—You can get shut down in one state for something, but it's ok in another.
I would have it as is.
I would have the inspectors first check the carrier's safety record before conducting a full inspection. I feel the unsafe carriers should be checked in depth and the safe carriers should be rewarded for having a good record.
I would inspect intermodal trailers & container chassis at the pier's, depo's, yards, etc... Before they went on the highway.
I would say that much thought has already been applied to this area and feasibly we all are utilizing the practicality of the programs.
I would take away Township authority and add more DOT inspectors and State Police and split fines between state and township. Also - make each state uniform and enforce it.
I would use the electronic tags on vehicles as the sole requirement for safety records vs. - inspections (roadside).
Identify the fleets that consistently are rated no violations.
If a carrier has a good "satisfactory" safety rating leave them alone. They know what they are doing.
Improve attitude of enforcement. They must understand they work for us and are not to act like gun toting jack booted thugs. The one thing here in Connecticut is that the Federal Government funds fully equipped police type officers & safety review. This is a total waste of tax payer dollars.
Improve professionalism on the part of DOT personnel.
Improve the delays at highway scales (trucks backup).
Improve training of local enforcement personnel.
Improved communication on requirements to reduce ignorance of the law. More "friendly" audits conducted by individuals with good people skill. Better communication of state and federal agencies, better educated inspectors.
Include government vehicles.
Increase emission enforcement.
Increase level of roadside inspections-shut down unsatisfactory carriers.
Increase the degree of tolerance of the individual inspectors and auditors.
Increased inspection (on-site) of carriers with unsafe equipment. Especially on site at rail yards (piggy backs), piers (containers), borders (Mexico) - including weight checks.
In-house visits by DOT to inspect vehicles randomly, where repairs can be handled immediately, safely, and without the aid of a tow truck and delivery delays.
Inspecting officers need to improve on their attitude while working with drivers.

Trucking Companies-How would you change enforcement?

Inspections should be made at the owner's facility not delaying drivers on the side of the road.
It is difficult to meet delivery deadlines when trucks are held up for on -road inspections – speed it up or don't make us wait in line.
Just make sure everyone gets a fair deal.
Keep enforcement on a federal & state level.
Keep fleet owners up to date on changes before the happen.
Leave system the same - but would use an electronic tag device issued by carriers if passed expires every six months.
Less paperwork, more roadside inspections the vehicle's condition is more important than having tons of paperwork in order.
Less rookies at weigh stations.
Let enforcement officers ride along faith driver to get a better understanding of the driver's side.
Major carriers should be checked just like everyone else-it seems their name gets them a bye.
Make CDL licensing more difficult (tough).
Make CDL/DOT requirements same VS state my licensing i.e. DOT says must read/speak English driver's license test is given in Spanish Korean, Chinese, ETC. So laws are contradictory. Require English.
Have stringent enforcement of points, & revoke licenses for points get bad drivers off the road require employers to do further back ground checks prior to hiring.
All accidents to be investigated and judged chargeable not chargeable. If chargeable require re-training or revoke license.
Make CDL mandatory @all weights.
Make CVSA decal recognized by all states, not just by ones that feel like accepting it. Focus on safety issues at roadside inspections, not nit-pick small unimportant item just for the revenue.
Make FHWA accountable. Equal enforcement of all carriers.
Make fines & circumstances of being an unfit carrier more stringent & harsher.
Make it uniform in all states.
Make the laws and the enforcement realistic and for today's times.
Make uniform weight rules for all states.
Mandate more police to stop bad drivers (speeding, etc). Reduce number of DOT officers.
Mandatory yearly inspection.
More company compliance audits to find those companies that abuse the regulations.
More cooperative attitude form government.
More educational programs.
More emphasis on inspecting small operators - and owner/operators for safety - DOT regulations- taxes and reporting offer incentives for persons that report other carriers or employers. Many locals and small operators don't know or care how to comply.
More experienced inspectors- Three times our trailers were said to have frayed air lines when it was peeling paint on the lines they were looking at.
More nighttime and back road inspections.
More random road checks, not lining up more trucks than can be checked in a reasonable time.
More roadside inspections.
More roadside inspections - mandatory USDOT compliance reviews every 2-4 years – unannounced.
More safety audits at company offices.
More training for Vehicle inspectors. We are frequently cited for equipment problems that do not exist.
Motorboat regulation/operations should be separate and apart form truck regulations.
No fines and no roadside inspections.
No major changes.
No problem with enforcement procedures.
Not only target large companies but smaller ones as well.

Trucking Companies-How would you change enforcement?

Nothing - we need enforcement to take problem trucks and drivers off the road.
OK the way it is.
Once a carrier is stopped and proven safe that the carrier not to be stopped again for a period of 3 months.
Once inspected, should get a sticker good for some time period.
Our biggest problems with enforcement is the different interpretation of laws from state to state of regulations.
Outlaw "Hot - Shots" combination vehicles. These jokers running around with pick-up trucks pulling 45ft. Trailers are dangerous and don't pay their fair share of taxes.
Perform more carrier reviews more frequently and covering all motor carriers. Then enforce the rules as written.
Place more inspectors and inspection facilities through out the country. Assess stronger penalties for drivers and motor carriers. Plan to conduct inspections at carriers' facilities.
Require all officer's that inspect trucks to have a CDL and inspection license. This requirement would have to be for all officers. State & local officers. Also truck must be at least 25 feet off the road.(not on shoulder).
Require rules & regulations to be uniform in each state.
Reward safe operations and striker penalties for abusive carriers. More inspection with drivers and companies.
Roadside inspections should take place on a random basis one truck at a time on interstate highways at a safe locations. Don't line trucks up - let the traffic move.
Roadside inspections have become a windfall of monies for the states. No two inspectors will inspect a vehicle in the same manner. I would prefer inspections be done at our place of business or repair facility.
Roadside inspectors or troopers need to be more accommodating and less intimidating!
Roadside Inspections with drug & alcohol testing.
Sticker for passed vehicle inspections.
Roadside inspections—change the inspection process from annual to monthly, BI-monthly, whatever, but do it at the terminal not on the roadside. Roadside inspections should be for out-of-state trucks.
Roadside inspectors are too much interested in fines and dollars for local governments and pick on small things of little safety value.
Our company has the contractors (Owner/operators) requires inspection report on the vehicles every month. If a vehicle has an accident caused by faulty vehicle, throw the book at the driver and the owner.
Safety audits - true review of all phases of operation not just a money/fine check of logs & duty status.
More aggressive fine/penalty on driver so he will adhere to regulations. Most of them believe that it is the company that will get hurt if they (the driver) do not choose to comply with regulations.
Standardized inspections - if a vehicle is in compliance don't waste time looking for minor infractions for the sake of ticketing.
Stop out-of-state discrimination; make weight - length citations more uniform & not based on arbitrary numbers (e.g. 60' length today's equipment averages 65"+ trailers & conventional tractors); nor on weather (Ice & snow causing overweight).
Stress safe driving (enforcement of laws) Not just equipment & Files.
Stricter enforcement of owner operators - logs - equipment. Also, unsafe ocean containers.
Take all "local" agencies out of enforcement - require that they have state/federal trained individuals on staff.
Take away the trooper's individual carrier selection. It appears that a trooper can keep picking the same carrier.
Take enforcement to shipper dock's.
Target poor carriers. In regions that we are dominant, I find safe coaches and drivers repeatedly inspected. Also, during a recent compliance review CSS inspected the same coach that was inspected by Maryland PCS. That is ridiculous and both agencies agree! Stop the duplication of effort!
Target the offenders and work together in line.
Target unsafe operators of commercial vehicles and not waste time on safe operators over fuel tax reporting-we get inspected where unsafe operators go past. Enforcement should be "safety", not revenue directed.

Trucking Companies-How would you change enforcement?

Targeting of poor rated carriers.
Teach the DOT some manners. Some of us have 40 years out here without a speeding ticket or a moving violation and are treated like we killed Clinton if one of our brake lights is out. When they run our licenses and find we're good they should show us some respect.
The "sticker" system is rarely used, and when used, is often not followed through, i.e. observed at next roadside inspection.
The Canada truck traffic needs to be enforced more.
Conduct inspections at our shop.
The enforcement officers should not go into an inspection treating the driver like a criminal-the officer should have more respect for the drivers.
The fines structure should be changed to less reflect revenue for states and more towards supporting good enforcement.
There are trucks in business these days that are falling apart and DOT does not even inspect them and they pull us over-they go through everything, including dirty license plates in winter.
There is no credit given by government or the press to fleets who do right. We have received awards, but never from those who create the laws and it is never on the front page of the paper.
This is a very difficult question to answer. The main issue is adequate staffing to enforce the rules in place. Also, standardized rules from state to state and with federal rules and regulations. With all the new drivers entering the trucking industry, it becomes very confusing to them.
Tougher penalties to the drivers and companies who break laws.
Trucks that pass inspection have 1 year clearance.
Uniform fines for each violation.
Also same speed limit for trucks & cars.
Uniform process in each state. Interpretations seem to vary from state to state.
Uniformity in all states.
Unmarked vehicles to go after the unmarked truckers and check them from front to back.
Upping enforcement.
Use stickers more that troopers would believe that a truck has passed a safety inspection earlier.
We strive to keep well maintained trucks however, on a couple of occasions our truck has been kept for very minor adjustments—we carry ready mix concrete, which has been a problem due to the perishable state of the product.
Weigh stations should be open 24/7 with safety inspectors there for suspect vehicles.
When equipment is being inspected at roadside check-if any violations are found, a warning should be issued-not a ticket. After all, with the poor conditions of many of our roads, vehicles do break while on the road-even when they leave a terminal without a problem. However, a ticket should still be issued for major problems that wouldn't develop during a trip, such as poor tires and brake problems.
Work with violators. Start with the worst. Help them create a program to manage & improve safety. Not overnight but work our a time table & keep that time table.
Would have inspectors with more knowledge of trucks and drivers.
Yearly inspection of all vehicles by DOT.
Have states come out and explain what various regulation mean and not use such ... charges as: Failure to maintain a commercial vehicle.
Give the DOT inspectors a psychological exam to weed out the authority control freaks.

Bus Companies-How would you change enforcement?

As a bus company, inspectors must have alternative passenger transit available if a bus fails inspection.
Conduct inspections only where it can be done off the highway not half & half it on bridges & over pass like they have done in the past.
Daily roadside inspections at least two locations across each state in the lower 48 states.
Do educational verses penalty approach
Elimination of roadside inspection, unless there is probable cause observed by a law enforcement officer.
Give all authority to DOT and do not give every city or county police offices authority to check equipment.
Give drivers copy of inspection good for 30 days in any state
Have enforcement come to the terminals to inspect equipment and advise company personnel
Improve the delays at highway scales.
Improve training of local enforcement personnel
More emphasis on inspecting small operators - and owner operators for safety. Offer incentives for persons that report other carriers or employers. Many locals and small operators don't know or care how to comply.
More roadside checks on school buses in particular, since there is limited training in this area, I feel that maintenance is lacking in many areas.
Proactive regional enforcement teams that would help evaluate and assist agencies to maintain compliance.
Require all officer's that inspect vehicles to have a CDL and inspection license. This requirement would have to be for all officers. State & local officers. Also a vehicle must be at least 25 feet off the road.(not on shoulder) during inspection.
Respect drivers time and be courteous.
Stop notifying companies of when inspection teams are coming in. Companies tend to send questionable equipment out on the road or to other terminals to avoid DOT inspections.
Stop out-of-state discrimination.
Uniform fines for each violation. Also same speed limit as for cars.

