

NETS' GUIDE TO DEFENSIVE DRIVER TRAINING™



JANUARY 2016

**For Employers with Large or Small Fleets
and New, Developing or Advanced
ROAD SAFETY Programs**

Prepared by
The Network of Employers for Traffic Safety
in Support of
The Decade of Action for Road Safety 2011–2020



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INTRODUCTION

THE NETWORK OF EMPLOYERS FOR TRAFFIC SAFETY (NETS)

NETS is an employer-led advocate for global road safety chartered as a nonprofit, nongovernmental organization (NGO). Its advocacy for global road safety includes an annual STRENGTH IN NUMBERS® fleet safety benchmark program on behalf of its members, in addition to promoting the Decade of Action for Road Safety through its involvement in the United Nations Road Safety Collaboration (UNRSC). NETS works in partnership with the U.S. Department of Transportation, National Institute for Occupational Safety and Health, industry associations and NGOs to conduct road safety-related projects and to promote road safety. In addition, NETS produces and distributes Drive Safely Work Week™ campaign materials annually.

PURPOSE

THE NETS GUIDE TO DEFENSIVE DRIVER TRAINING™ complements **THE NETS COMPREHENSIVE GUIDE TO ROAD SAFETY™**, published in May 2014. **THE NETS GUIDE TO DEFENSIVE DRIVER TRAINING™** provides guidance on what constitutes an effective and sustainable Defensive Driver Training (DDT) program. Organizations can use this guide to select defensive driver training providers and to implement a defensive driver training program that can help improve their drivers' performance and reduce vehicle crashes, injuries and crash-related costs.

ACKNOWLEDGEMENTS

Sources for this document include: Safe Driving at Work Standard (*OPITO Standard Code: 9078*); DDC Instructor Administrative Guidelines (*NSC, March 1, 2014*); and members of NETS' Board of Directors and staff.

In addition, several NETS members contributed to this document. They include: DHL, Landis+Gyr, NV Energy, Renzenberger and Sanofi. NETS is grateful to Interactive® Driving Systems, a NETS Fleet Safety Sponsor, for its contributions to the materials on driver risk assessment and mitigation.

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DISCLAIMER

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The defensive driver training recommendations that make up the main body of this document are based on consensus among the NETS' Board of Directors members and staff who contributed to the document. On the other hand, the examples provided in the appendices do not necessarily represent the views of NETS and its staff, member companies, fleet safety sponsors and Board of Directors.

In addition, because the material in the appendices is drawn from a variety of sources, some of the examples contained therein may be inconsistent with each other and with the defensive driver training recommendations. Where there are inconsistencies between the defensive driver training recommendations and related material in the appendices, the provisions specified in the recommendations take precedence.

Finally, the topics and recommendations in this document represent the most current and comprehensive information available at the time of publication. This said, however, in interpreting and applying recommendations offered in this document, readers should always consider emerging hazards, the local road environment, changes in technology and new research findings.

COMPLIANCE WITH LOCAL, REGIONAL, STATE AND NATIONAL TRAFFIC SAFETY LAWS

Defensive driver training programs should, at a minimum, meet all local, regional, state and national regulations and traffic laws.

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SCOPE AND USE

This document applies primarily to persons who are required to drive on company business using vehicles purchased, leased or rented for business use. It also applies to employees who are issued a vehicle as a perquisite or as part of their compensation package and to employees using their own vehicles for company purposes. The document can be used in a variety of ways, including:

- As a *primer* by companies starting to implement a defensive driver training program. It provides a *template* of those items found to be critical in sourcing, implementing and sustaining a defensive driver training program;
- As an *audit tool* by employers with in-place defensive driver training programs to identify gaps and opportunities for improvement;
- As a *template* for comparison when multiple companies meet to benchmark their defensive driver training programs.

ORGANIZATIONAL CONSIDERATIONS

A defensive driver training program is critical to the success of a comprehensive road safety program. As such, it should be led by leadership and be line-owned. Key components of a DDT program include:

- Resourcing for, but not limited to, on-going funding for:
 - Driver safety programs, such as training;
 - Road safety program management headcount;
 - Technology/software to collect and analyze metrics, etc.
- Demonstration of commitment and time by senior business/world area management executives. They champion the road safety program and set the tone for embracing a culture that values safety.
- A line-owned road safety program in that:
 - Each driver is accountable for his/her driving performance;

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- The driver's manager also is accountable for his/her organization's driving performance, and accountability for results rises up through the highest levels of the organization;
- Local area road safety teams are part of a road safety network comprised of regional or business road safety leads who are connected to the global road safety manager.

Note: In some large organizations, the global road safety manager is a full-time position. All others take on their road safety roles as part of their positions, which often include other roles.

INTRODUCTION TO DEFENSIVE DRIVER TRAINING

There are three primary causes of collisions: (1) driver behavior, (2) environmental conditions, such as roadways, weather and other road users, and (3) vehicle conditions, such as brakes and tires. Research shows there is some element of driver behavior in more than 90 percent of collisions.

THE NETS GUIDE TO DEFENSIVE DRIVER TRAINING™ focuses on reducing the risks associated with driver behavior. It is recommended that defensive driver training be a *mandatory* part of training for drivers at the time of hire and at regular intervals thereafter.

The *essential* elements of defensive driver training include:

- A focus on improving driver behavior and learning to anticipate dangerous situations, such as the errors of other drivers or hazardous driving conditions;
- Instruction in theory combined with practical behind-the-wheel (BTW) training on public roads.

An *optional* element of defensive driver training includes:

- The instructor's use of the results of driver risk assessments to tailor the content of the theoretical and practical training to participants' needs.

What this GUIDE does not cover:

- Advanced skills training on topics such as skid pan/hydroplaning, the proper use of ABS and avoidance of obstacles. Track training, including training in skid control or other techniques to help the driver regain control in emergency situations, is recommended as part of advanced behind-the-wheel training, not the initial defensive driver training that is the focus of this guide.
- Other training topics, such as load securing, convoy driving, hazardous goods and changing tires. NOTE: For some categories of vehicles, these elements are essential to safe operation and should be included in initial driver training.

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THE NETS GUIDE TO DEFENSIVE DRIVER TRAINING™ (DDT) is presented in five parts:

PART 1: Defensive Driver Training Program – Introduction to DDT

PART 2: Driver Risk Assessment and Risk Mitigation

PART 3: Theory of Defensive Driver Training – Layout and content of the theory behind DDT

PART 4: Practical Session – Layout and content of the practice of DDT

PART 5: Instructor Qualifications and Competence – Driver instructor qualifications, experience and ability to deliver the course

Appendices A, B and C include examples of driver training programs provided by NETS members that include defensive driver training.

PART 1 DEFENSIVE DRIVER TRAINING PROGRAM

DEFENSIVE DRIVER TRAINING

A defensive driver training course is designed to teach safe driving techniques and to instill responsible driving habits in drivers. It goes beyond mastery of the rules of the road and the basic mechanics of driving. Its aim is to reduce the risk of collisions by anticipating dangerous situations, despite adverse conditions or the mistakes of others. DDT may also be called “low-risk driving” or “safe driving training.”

DRIVER PREREQUISITES

Prior to taking part in the DDT program, all drivers must have a valid driver’s license for the type of vehicle and location in which he/she will be operating and be fit to participate in the training. In addition, the employer should check the driving record of all drivers before they are allowed to drive for the company.

DURATION AND TIMING

Theory and practical sessions should contain adequate breaks. The total program day (including breaks and, where applicable, travel between locations) is typically eight hours and should not exceed 10 hours.

REFRESHER TRAINING

It is recommended that drivers receive a refresher training every two years. This interval may be extended if other training such as e-learning is provided in the interim years.

Remedial training for high-risk drivers, also referred to as “re-training,” should be considered in any of the following situations:

- In-vehicle monitoring systems provide consistent evidence of unsafe driving behaviors;

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- The driver is involved in a collision where his or her actions may have contributed to the crash;
- The motor vehicle record (MVR) shows a history of moving-vehicle citations.

TRAINING SITE ASSESSMENT

A training site assessment should demonstrate that the facility/area/environment in which the theory session and the practical session are conducted are adequate and safe, especially as the practical elements will be completed on public roads. Considerations for such an assessment include:

- For classroom training:
 - Evacuation routes and meeting locations
 - Seating, climate control, lighting, restrooms
- For practical training:
 - Ensure the area used for vehicle checks:
 - Has sufficient space for safe movement
 - Is free of potential dangers (e.g., curbs, trees)
 - Is a safe distance from vehicle and pedestrian traffic
 - Provide a safe waiting area for participants awaiting their turn for behind-the-wheel training
 - Ensure route(s) to be used for the practical drive are clearly marked
 - Ensure vehicles to be used have had a safety inspection and are equipped to perform planned maneuvers, such as ABS braking

All equipment and facilities must be maintained and inspected in accordance with legal and other requirements. Vehicles used should comply with the minimum legal and company requirements.

ACCREDITATION

Use a DDT provider that is accredited by a recognized accreditation organization. Check that the scope of the DDT provider's accreditation covers the services required. For example, a DDT provider may be accredited in the United States, but not necessarily in Europe or other world areas.

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COURSE COMPLETION CERTIFICATES

The DDT provider should provide evidence of successful completion of the training. This evidence (certificate) should show, at a minimum:

- Name of the participant
- Name of the training provider (company)
- Date of training
- Outline of the curriculum
- Hours of training completed
- Expiration date
- Name of accreditation organization (where applicable)

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PART 2

COMPANY DRIVER RISK ASSESSMENT AND INTERVENTION

Risk assessment at the organizational level for all work activities is the foundation of any comprehensive occupational safety and health program. Risk assessment for work-related driving should follow the same principles as those for any other work activity. It should identify and document the groups of workers at risk, identify potential hazards and specify reasonable measures to support drivers to protect themselves and others from harm. Please refer to THE NETS COMPREHENSIVE GUIDE TO ROAD SAFETY™ for more information on risk assessment.

Driver risk assessment takes the process a step further by extending risk assessment principles to individual drivers. Driver risk assessment identifies drivers who are most likely to be involved in a collision, thereby allowing the company to focus resources and interventions on those individuals.

DRIVER RISK ASSESSMENT PREDICTIVE MODELING

This section addresses the use of *motor vehicle records (MVR)* checks, *in-vehicle monitoring systems/IVMS (telematics)* and *predictive modeling* to develop driver risk assessments and intervention tactics based on driving environments and drivers' skills, attitudes, behaviors, knowledge and hazard perception.

- Where permitted by law, MVRs are used to determine the number, type, severity and timing of a driver's citation history. It is recommended an MVR be conducted before giving the driver a company vehicle. MVR checks may also be conducted from time to time after a driver is given the keys to a company vehicle and following a severe—vehicle towed away, non-fatal injury and fatality—collision by a company driver;
- Telematics has become an important tool for identifying risky driver behaviors. They are finding use among drivers already placed in the high risk category and among non-high risk drivers, too. Telematics provides road safety and environmental/sustainability benefits.
- Predictive modeling tools provide fleet safety leaders with tools and analytics to aid in the identification of high-risk drivers before and after vehicle allocation;
- The identification and mitigation of high-risk driving tendencies reduces risk exposure and collisions.

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DRIVER RISK ASSESSMENTS PRIOR TO AND FOLLOWING VEHICLE ALLOCATION

Driver risk assessment, monitoring and improvement is important to organizations requiring their employees to drive for work. A range of approaches is available for driver risk assessments: in-vehicle assessments, psychometric tests, online assessments or a combination of these.

Some approaches may be more appropriate than others, depending on the nature of the work and operating environment. For example, in-vehicle assessments are important for employees whose work involves extensive driving. On the other hand, online tools allow everyone who drives for business—including car, van, occasional, two-wheeler, specialist, site vehicle and “gray fleet” drivers—to be included in a program that traditionally may have only catered to commercial vehicle drivers.

Completing an initial driver risk assessment requires drivers to answer a series of questions, which will then generate a risk ranking. That ranking can be used in the following areas:

- The interview process, during employee orientation and as part of the new employee training process
- For the current staff as part of the permit-to-drive process
- For selecting instructors and assessors
- To evaluate training needs and review the success of training
- For post-collision investigations
- To identify enterprise-wide trends to tailor driver training content

Typically, driver risk assessment tools focus attention on the exposure levels of drivers, the types of vehicles they drive and journeys they undertake, as well as testing combinations of their attitude, behavior and knowledge, and hazard perception.

Interventions such as feedback, training, workshops or ride-alongs/commentary drives will then be assigned to drivers on the basis of the risks identified.

Information from online risk assessment profiles can be integrated with information from other sources, such as collisions and claims, motor vehicle reports, data from in-vehicle monitoring systems, fuel, tires, observed violations and training to provide an overall picture of a driver's risk profile.

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Considerations prior to implementation of such tools may include compliance with local data privacy and data processing (IT) requirements. Furthermore, the driver risk assessment can be strengthened by providing drivers upfront information on how the risk assessment and outcomes fit into the defensive driving program to ensure its overall benefit to the driver and the organization.

PART 3

THEORY SESSION

DURATION AND TIMING

The theory session should be delivered prior to the practical session. The duration of the theory session should be 3.5 hours minimum, including an assessment and excluding time required for breaks, etc.

NUMBER OF PARTICIPANTS

It is recommended that the number of participants for each theory session be limited to 12.

CONTENT

The recommended theory content is outlined below.

INTRODUCTION

This includes elements such as:

- Safety precautions (e.g., fire safety, emergency exits, ground rules)
- Course objectives

There may also be an introductory video or message from a senior manager.

COMPANY-SPECIFIC REQUIREMENTS

- Where applicable, explain company road safety policy and standards. Examples include:
 - Mobile phone policy
 - Safety belt policy
 - Helmet policy
 - Drinking and driving policy
 - Use of in-vehicle monitoring systems (IVMS)

LOCAL DRIVING ENVIRONMENT

- Road safety statistics
- Local company road safety statistics, where available
- Driving laws and regulations

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- Local road signs and road markings
- Driving habits and behavior, common incidents
- Typical local driving hazards such as:
 - Weather conditions
 - Road type and road conditions
 - Vulnerable road users

DRIVER FITNESS TO DRIVE

- Driver fatigue
- Duty, driving and rest hours
- Night driving
- Distractions (including use of mobile phones)
- Alcohol and drugs
- Medication (both over-the-counter and prescribed)
- Vision
- Physical and mental conditions

DRIVER BEHAVIOR

This includes explaining the risk of a collision from a behavioral perspective (e.g., reactions to other road users, driving too fast or taking too few rest breaks). Explain the role of passengers and how they may intervene to improve driver behavior.

DEFENSIVE DRIVER TRAINING TECHNIQUES

DDT providers typically use memory aids to teach defensive driving techniques. This is referred to as “driving to a system.” Examples of these car-control systems include: IPSGA (information, position, speed, gear, acceleration), and MSM (mirror, signal, maneuver). Whatever systems are used, they should include at least the following:

- Importance of scanning
- Use of mirrors and proper mirror adjustment
- Blind spot checks
- Hazard perception and prioritization

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- “See and be seen” – vehicle positioning and adequate clearance
- Effects of speed
- Braking and braking distance
- Use of signals
- Maintaining a safe distance
- Passing other vehicles
- Driving in reverse
- Use of gears
- Effects of aggressive driving behaviors (harsh stops, rapid acceleration, hard turns)
 - NOTE: Elimination of aggressive driving behavior is eco-friendly because it improves gas mileage and reduces tire wear.
- Safe parking techniques (pull-through and backing-in)

VEHICLE SELECTION AND VEHICLE SAFETY SYSTEMS

Select the right vehicle for the job. Explain the impact of vehicle selection on road safety performance. For example, vehicles with a high center of gravity have an increased rollover risk. Vehicle selection training is particularly important for car allowance drivers who select their own vehicles. Vehicle selection should take cargo requirements into account.

Explain the functions, use and benefits of vehicle safety systems, such as:

- Safety belts
- Head restraints
- Air bags
- Anti-lock braking system (ABS)
- Electronic stability control (ESC)

This list may be expanded to include other vehicle safety features that are part of the company's minimum vehicle standards policy, such as daytime running lights, backup cameras, lane departure warning and collision warning/prevention. Company policy should state that drivers may not disable any vehicle safety features.

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VEHICLE INSPECTION AND MAINTENANCE

Explain the importance of vehicle inspection and maintenance.

- Pre-trip vehicle inspections
- Vehicle maintenance program
- Typical signs of mechanical or electrical failure
- Tire safety
- Securing loose items

JOURNEY MANAGEMENT

Explain what journey management is and why it is important. Journey management is a planned and systematic process of reducing road transportation-related risks within a company's operations.

Elements of journey management include:

- Assessing the need for travel by road
- Fitness to drive
- Managing trips by planning safe routes and ensuring communication between drivers and supervisors
- Vehicle pre-trip inspection
- Vehicle breakdown and emergency response procedures

Please refer to THE NETS COMPREHENSIVE GUIDE TO ROAD SAFETY™ for materials related to journey management. Additional information can be found in NETS' Drive Safely Work Week™ 2015, available free of charge at www.trafficsafety.org.

PARTICIPANT EVALUATION

- Following the theory session, the instructor should assess the participants' knowledge using a short written test or an oral exam.
- A one-to-one debriefing is recommended for participants who have not passed the knowledge test.

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PART 4 PRACTICAL SESSION

DURATION AND TIMING

The entire practical session (with all participants) should take approximately three hours. The first hour will include behind-the-wheel (BTW) classroom orientation; the second hour will consist of the BTW drive; and the third hour will include classroom discussion after the BTW drive. It is recommended that the theory and practical sessions be conducted on the same day. If this is not possible, the practical session should be completed within one week of the theory session.

NUMBER OF PARTICIPANTS

The recommended maximum number of participants for each practical (in-car) session is three.

CONTENT

PARTICIPANT CHECK

- Driver's license check
- Basic vision screening test at the training location. This can be as simple as the instructor asking the driver to read a license plate number or a sign in the parking lot from a distance of 15 yards/meters.

VEHICLE CHECK

The instructor should demonstrate how to conduct a pre-trip vehicle inspection. It should be reinforced by questioning participants to ensure full comprehension.

INSTRUCTOR'S DEMONSTRATION DRIVE

The vehicle demonstration may be followed up by a demonstration drive by the instructor.

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PARTICIPANT DRIVE 1

Drive 1 consists of participants driving a route determined by the instructor to demonstrate their defensive driver training competence. The routes should be representative of the driving environment participants may encounter during their work (e.g., city, rural and/or highway driving).

INITIAL ASSESSMENT AND DEBRIEF

The instructor should assess the participant's driving and provide feedback.

PARTICIPANT DRIVE 2

Prior to Drive 2, the instructor should provide coaching/training to remedy deficiencies identified during Drive 1.

The instructor may ask the driver to complete a commentary drive. In doing so, the instructor should consider:

- Language skills and comprehension of the participant
- Driving environment and the level of concentration required by the participant to safely operate the vehicle
- Confidence and experience of the participant

FINAL ASSESSMENT AND DEBRIEF

- Each participant who does not pass the practical test should be debriefed individually.
- Participants who pass the practical test should receive a copy of the assessment report and a certificate indicating satisfactory completion of the course.
- Evidence of course completion should be placed in the driver's training record.

PART 5

INSTRUCTOR QUALIFICATIONS AND COMPETENCE

QUALIFICATIONS AND EXPERIENCE

Instructors should:

- Have at least five years of relevant driving experience
- Have a driving record for the past three years meeting the behind-the-wheel provider's minimum standards
- Have at least two years of training experience
- Hold a recognized training certification
- Have the necessary driver's license, recognized in the country where the training is held

COMPETENCE

Instructors should:

- Have a thorough knowledge of the local traffic regulations and the local driving environment
- Have a thorough working knowledge of vehicles and modern safety systems
- Continuously update their DDT knowledge and skills
- Be able to communicate well in the participants' language
- Be able to effectively work with experienced and inexperienced drivers
- Be able to drive safely and demonstrate the best defensive driver training techniques
- Be able to competently assess the quality of a participant's defensive driver training skills and provide constructive feedback
- Be enthusiastic and motivated to deliver the best quality course

Instructors should be able to effectively manage the course using techniques such as:

- Adapting language to the level of the participants, without diluting the transfer of knowledge
- Testing the understanding of the participants, using illustrations or examples
- Asking for examples from the participants to reinforce their knowledge

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APPENDIX A

Example (1) of a Driver Training Program for Drivers of Light- and Medium-Duty Vehicles (Provided by a NETS Member)

Classroom Training

All new drivers will receive safety training prior to operating a company vehicle. Most video training has been created to address the unique concerns of our industry and specific to our environments and policies. All drivers must view *Operation Lifesaver*, *Defensive Driver Training*, *Fatigue Awareness*, *Do's & Don'ts of Safe Driving*, *XXX Critical Point*, *Vehicle Orientation and Inspection* and *Safe Winter Driving (September – March)*.

- *Operation Lifesaver*: Gives drivers an understanding of how to operate their vehicles around trains.
- *Defensive Driver Training*: Is required for every driver, giving the driver the tools to safely operate a commercial motor vehicle at all times.
- *Fatigue Awareness*: Informs the driver how to maintain quality sleep.
- *Do's & Don'ts of Safe Driving*: Gives drivers an understanding of safe operating procedures and company policies.
- *XXX Critical Point*: Informs drivers on driving techniques and making safe decisions.
- *Vehicle Orientation and Inspection*: Teaches drivers about the vehicles they drive and how to conduct a proper inspection.
- *Safe Winter Driving*: Is viewed in winter months in areas with the potential for adverse winter conditions.

All employees must also complete *entering and exiting the vehicle* training program.

All employees with access to railroad property will also be required to complete a railroad safety e-module.

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Human resources will issue a wallet-sized card for completion of a defensive driver training course once the training verification form is received. Employees are required to carry this card with them at all times.

Behind-the-Wheel Vehicle Training

All drivers will receive behind-the-wheel, as well as video vehicle safety training covering vehicle operation and inspection procedures, including:

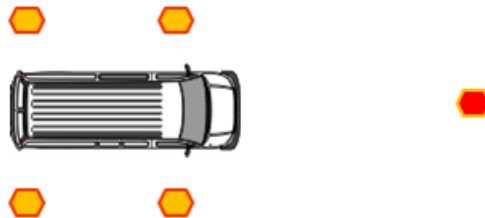
1. Check "Bluebook" — Vehicle registration, authority information, accident reporting kit, insurance card
2. Instruction on how to check all fluids in the vehicle
3. Instructions on inspecting the interior of a vehicle
4. Instruction on inspecting the exterior of a vehicle
5. Instruction on the proper placement of a safety cone
6. Instructions on how to change a tire safely
7. Instructions on how to wash the front windshield and headlights

Vehicle Awareness Training

The purpose of the vehicle awareness training is to teach the driver not only to be aware of the space around the vehicle but how to make safe driving decisions.

The driver is given a series of driving scenarios testing their driving and decision-making skills.

Place five safety cones as shown in the diagram below. The distance of the front cone will vary with each pass. The side cones should be 10 feet from the side of the van, with two placed 10 feet from the rear bumper and two placed 10 feet from the front door handle. The distance of the fifth cone will change after each pass.



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First Pass

The driver makes three passes with the cones arranged per the above diagram. On the first run, the driver is instructed to pass through the cones and stop with the rear of the vehicle even with the rear set of cones and the front set even with the door handles. The leading cone is approximately 15 feet away. The driver is instructed to turn either left or right to avoid the leading cone.

Second Pass

On the second pass, the leading cone is moved closer to the cones by approximately 5 feet. The driver is instructed to drive the van between the cones and to stop the van with the rear bumper even with the two rear cones. The driver is asked to turn either direction and pull through again for a third pass. There should be enough room to move the van out of the space at this point in time.

Third Pass

On the third pass, the leading cone is again moved closer to the front cones by approximately 5 feet. The driver is asked to pull through the cones a third time.

This is where safe decision making comes into play.

There is no longer sufficient space for the driver to turn the van without striking a cone when driving between the cones. The objective is to get the driver to refuse to go between the cones on the third pass. The goal is not shared with the driver. The scenario is created for discussion purposes and to review the driver's decision, why it was made and the safety considerations associated with the decision.

On-the-Job Training

All new company drivers shall receive on-the-job training prior to transporting passengers. These training hours should be used to show new drivers the practical application of the policies and procedures previously taught during classroom training. During the on-the-job training, the new driver will be paired up with a field trainer, road coordinator, yard coordinator, site supervisor or regional manager, all qualified to provide training to new drivers. The trainer will be responsible for conveying the company's safety-related expectations, in addition to ensuring new drivers understand the company's road safety policies and procedures.

Trainer responsibilities include:

1. Showing the new driver how to complete a pre-trip or pre-shift safety inspection on the vehicle (Refer to the train the trainer video to ensure that all points are covered with the new driver)
2. Demonstrating how to safely enter and exit the vehicle

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3. Reviewing with the new driver how to correctly complete necessary paperwork
4. Showing the new driver where the “blue book” is maintained in the vehicle and reviewing the information contained in the book, including contact numbers, safety policy and site locations
5. Demonstrating how to contact dispatch and use the IVR (define) system
6. Showing the new driver pickup and drop-off locations and any special requirements of the location
7. Showing any redlined and/or unsafe locations

An on-the-job training safety ride-along/commentary drive is to be performed at the completion of on-the-job training. The purpose of the ride-along/commentary drive is to ensure the new driver is committed to safety first and to communicate to the regional manager any unsafe driving practices that require additional training or concerns the trainer might have regarding the new driver's ability to perform all required job duties.

APPENDIX B

Example (2) of a Driver Training Program for Drivers of Light- and Medium-Duty Vehicles (Provided by a NETS Member)

30-Day Training

An evaluation is conducted and training is provided by a regional manager or site supervisor within a company driver's first 30 days of service.

The 30-day training session includes:

- A review of all safe driving concepts and policies
- A behind-the-wheel ride-along/commentary drive to ensure driving competency

60-Day Safety Ride-Along

The site supervisor or regional manager conducts a 60-day follow-up ride-along with company drivers. The objective is to determine if the driver is following all the company's safe driving policies and procedures and to ensure the driver can demonstrate safe driving maneuvers, such as backing, entering and exiting the vehicle and the safety cone policy. The 60-day safety ride-along must be completed between 60 and 90 days from the date of the pre-employment ride-along.

Annual Evaluations

Annually, employees must have a safety ride-along with the company's driver training vendor, as well as fatigue and operation lifesaver training. In addition, some locations require annual training on safe winter and intermodal programs. Listed below is when each training program should take place. In addition, the employee must be recertified in e-railsafe every two years.

Annual Safety Ride-Along: An evaluation is conducted each year by the Site Supervisor or Regional Manager. The annual safety ride-along should be completed within 390 days of the previous ride-along.

Driving Safety Vendor: Every November, the driver will complete a defensive driver training vendor refresher course to determine the driver's level of comprehension of the key elements of the program.

Fatigue Training: Every September, all employees should view the fatigue video.

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Operation Lifesaver/Fouling the Track: Every September, all employees must watch the Operation Lifesaver video and receive training on fouling the track.

Safe Winter Driving: Every September, all employees in winter weather locations must view the safe winter driving video and be tested on safe winter driving principles.

Intermodal Training: Each September, in areas where required, intermodal refresher training for all employees is mandatory. This training consists of reviewing the intermodal brochure with drivers and ensuring drivers understand that safety in the yard is of the utmost importance for our drivers.

Distracted Driving Training: Each May and November, the drivers will complete a distracted driving training exercise that will focus the driver on remaining distraction free while driving.

APPENDIX C

Example (3) of a Driver Training Program for Drivers of Light- and Medium-Duty Vehicles (Provided by a NETS Member)

Before operating company or other work vehicles, new drivers must participate in driver training as outlined below. Where it is legal to do so, hiring managers must coordinate with HR to check the driving record of new driver candidates that will drive on behalf of the company, and must not hire individuals who may pose a driving risk. Hiring managers should consider issues such as convictions for drug and alcohol offenses; leaving the scene of a collision; suspended driver's license; and repeat collisions.

Applicable Courses

- Daily Drivers: Online or classroom once every three years; commentary drive and five seeing habits (online or classroom) annually.
- Business Travelers: Driver training for business travelers with commentary drive once every three years.
- Occasional Travelers: Driver training for occasional travelers (self-paced) once every three years.

Before a permanently or temporarily transferred employee operates a fleet or facility vehicle, the driver trainer or quality/environmental/health/safety/security facilitator in the receiving location must ensure that the employee's driver training status is current and that the employee receives a briefing regarding local driving risk.