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## Worker Exit Interview Can Be a Tool for Improvement

Over the years, the industry has generally experienced a high annual turnover rate of drivers, which costs motor carriers thousands of dollars in retraining expenses and the loss of experienced drivers. Excessive turnover also decreases the motor carrier's productivity, service quality, and safety performance while increasing the workload and stress level for the remaining drivers and workers. All of this can create or increase dissatisfaction among the company's workforce.

A worker exit interview is one powerful tool that can be utilized to decrease the turnover rate and eventually lead to increased morale, satisfaction, adherence to safety practices, productivity, and commitment to the organization. Properly designed, performed, documented, and analyzed employee exit interviews allow your company to gain an understanding of why workers leave your company and to identify contributing weaknesses in the organization's culture, policies, or practices.

To obtain the most accurate and effective information from the exit interviews, companies need to provide the departing worker with a positive, comfortable atmosphere that encourages him/her to honestly reveal the complete range of factors that resulted in the departure. This may prevent the departing worker from giving only superficial reasons, such as "better pay," "a better opportunity just fell in my lap," "decided to make a career change," "personal reasons," etc.

A worker exit interview is one **powerful tool** that can be utilized to decrease the turnover rate.

Whether conducting an oral interview and/or utilizing a written questionnaire for the exit interview, various personnel professionals recommend standard guidelines for designing and conducting worker exit interviews for maximum effectiveness. Some of these guidelines include:

- Conducting the interview consistently with all workers leaving voluntarily.
- Standardizing questions asked during each exit interview.
- Conducting the interview in a comfortable, non-threatening environment.
- Wording questions in ways that will encourage the worker to honestly share his/her opinions.
- Providing various ways for the worker to express his/her reasons for leaving (including open-ended questions and opportunities to voice comments).
- Focusing on issues other than the worker's reasons for leaving by asking questions about his/her attitudes and experiences at your company.
- Requesting feedback on various aspects of the work environment, such as job expectations, workloads, worker attitudes and satisfaction levels, training programs, safety procedures and practices, vehicle maintenance issues, management style, corporate leadership, opportunities for advancement, etc.
- Incorporating the ability to record, track, and analyze the results of the exit interview on a corporate, regional, departmental, or managerial level to determine areas of needed improvement.

**Developing and maintaining a process to analyze the information collected during the exit interviews is of utmost importance to the effectiveness of the program.** The collection of information is of no value if it cannot be thoroughly reviewed and applied to facilitate improvements throughout your organization. This

is a valuable way to discover issues or weaknesses involving non-compliance with safety procedures or other company procedures and policies, training deficiencies, supervisory problems, workload distribution, disruptive worker attitudes or behaviors, etc. Use this information to revise training for workers and managers in order to improve upon the underlying issues and weaknesses.

Many exit interview templates are available through various websites and can be modified to meet your needs. Another possibility is to have a third-party service organization conduct the exit interviews. Outsourcing exit interviews can result in more candid, honest responses from the departing workers if the interviews are conducted according to proper guidelines.

Worker exit interviews also give you one final opportunity to attempt to retain a valued person. By asking the worker what you can do to keep him/her, you may discover that one specific problem exists that could be easily addressed in a manner that would change his/her mind. Of course, if the worker does agree to stay, the company has to commit to changing whatever condition was the “root cause” of the worker’s desire to leave. Even if the worker chooses not to stay, asking this type of question will at least make him/her aware that your company valued his/her service. Disgruntled workers who leave over unaddressed, but possibly correctable, issues do not usually create good public relations for your company when they move on.

The exit interview can be utilized to obtain knowledge regarding the status of the departing worker’s assignments so this information can be passed on to the person who will assume those responsibilities. The attitude of the interviewer and the manner in which questions are asked are extremely important in gaining the opportunity to obtain this type of information. If the departing worker is reassured that he/she has been valued by the company and treated fairly, the worker will be more likely to offer this type of information and perhaps offer technical knowledge to assist the new worker.

A well-designed and orchestrated worker exit interview program can become a valuable tool in reducing worker and driver turnover, increasing worker satisfaction and commitment, as well as improving management and procedures.

Worker exit interviews also give you one final opportunity to attempt to retain a valued person.





## Is Your Hazmat Security Program Adequate?

Does your company have an adequate Hazmat Security Program? When was the last time you reviewed your program, including your written Security Plan and training program? If you have not already done so, NOW would be a good time to thoroughly review, update, and improve it where needed. Your plan can change with the addition and deletion of customers and routes.

The regulations require motor carriers that transport one or more of the hazardous materials (hazmats) listed in [49 CFR, 172.800\(b\)](#) to develop, implement, and adhere to a Security Plan. The plan must include an assessment of possible transportation security risks and appropriate measures to address the assessed risks. The specific measures put into place by the plan may vary with the threat level at a particular time. [49 CFR, 172.802\(a\)](#)

**The Security Plan must be in writing and must be retained for as long as it remains in effect.** [49 CFR, 172.802\(b\)](#) Copies or portions of the Security Plan must be available to the workers who are responsible for implementing it. The **Security Plan** must be revised as necessary to reflect changing circumstances. When the plan is revised, all copies of the plan must be maintained as of the date of the most recent revision.

**According to [49 CFR, 172.802\(a\)\(1 - 3\)](#), the Security Plan must include, at a minimum, the following elements:**

1. **Personnel security** – Measures to confirm work history information provided by hazmat job applicants. Such confirmation systems must be consistent with applicable federal and state laws and requirements concerning employment practices and individual privacy.
2. **Unauthorized access** – Measures to address the assessed risk that unauthorized persons may gain access to covered hazmats or transport conveyances.
3. **En route security** – Measures to address the assessed security risks of shipments of hazmats covered by the Security Plan en route from origin to destination, including shipments stored prior to movement.



The regulations also require that each hazmat worker receive **General Awareness/Familiarization Training** and **Function-Specific Training**, which is specifically applicable to the functions the employee performs. [49 CFR, 172.704\(a\)\(1-2\)](#)

Each hazmat worker (as defined in [49 CFR, 171-180](#); click on each regulation individually) must receive **Security Awareness Training** that provides awareness of security risks associated with hazmat transportation and methods designed to enhance hazmat transportation security. This training must include instruction on how to recognize and respond to possible security threats. [49 CFR, 172.704\(1\)\(4\)](#)

**In-depth Security Training** must be provided to each hazmat worker of a company required to have a Security Plan. [49 CFR, 172.704\(a\)\(5\)](#) This type of training

must include company security objectives, specific security procedures, worker responsibilities, actions to take in the event of a security breach, and the organizational security structure.

New hazmat workers must receive the required training initially within 90 days after employment and recurrent training once every three years. [49 CFR, 172.704\(c\)\(1-2\)](#)

New hazmat workers must receive the required training initially within **90 days** after employment.

The FMCSA has developed a 36-page **Hazmat Security Plan Guide** to assist motor carriers in developing the required Security Plan. The guide is designed to provide motor carriers with sufficient background to understand the nature of the threats against hazmat transportation, the means to identify the vulnerabilities to those threats, and an approach to address the vulnerabilities. The guide covers the required Awareness and In-depth Security Training and Security Plan administration. [Click here for a free copy of the FMCSA's Hazmat Security Plan Guide.](#)

Go to [TSA Programs](#) for additional, valuable resources pertaining to hazmat security.

Refer to the [Resource Library](#) for video training programs containing information on hazmat and general security issues.

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## CVSA Announces Results of “Operation Safe Driver” Campaign

The Commercial Vehicle Safety Alliance (CVSA) recently announced the results of its third annual Operation Safe Driver Campaign held October 18-24, 2009. The 2009 event included 5,231 law enforcement personnel at 1,177 locations across the United States and Canada. The campaign was created by the CVSA in partnership with the Federal Motor Carrier Safety Administration (FMCSA) to improve the behavior of all drivers operating in an unsafe manner – either in or around commercial vehicles – and to take aggressive enforcement action on those exhibiting high-risk behaviors.

The 2009 campaign data revealed that while some aspects of driver and vehicle violations from safety inspections were down from 2008, there was an increase in 2009 in traffic enforcement warnings and citations issued for truck, bus, and passenger vehicle violations.

During the 2009 campaign, 30,294 commercial motor vehicle (CMV) roadside inspections were conducted with the following results:

- 5.4% of drivers were placed out of service
- 26.1% of Level I Inspections resulted in the vehicle being placed out of service
- Of the 20,198 CMV Driver Traffic Enforcement Contacts, 6,887 warnings were issued (0.34 per contact compared to 0.19 per contact in 2008) and 8,067 citations were issued (0.40 per contact compared to 0.37 per contact in 2008)

The largest numbers/percentages of CMV Traffic Enforcement Violations during the 2009 Operation Safe Driver Campaign are listed in the chart below.

### 2009 Operation Safe Driver Traffic Enforcement Violations *Source: CVSA*

|  | WARNINGS      | CITATIONS     |
|--|---------------|---------------|
| State-Local Laws                             | 3,970 / 57.6% | 3,260 / 40.5% |
| Speeding                                     | 1,134 / 16.5% | 1,373 / 17.0% |
| Size & Weight                                | 1,096 / 15.9% | 2,344 / 29.1% |
| Failure to Obey Traffic Control Device       | 318 / 4.6%    | 314 / 3.9%    |
| Failure to Use Seat Belt While Operating CMV | 142 / 2.1%    | 530 / 6.6%    |

For more detailed information about the 2009 Operation Safe Driver Campaign, visit the [CVSA](#) website and refer to the December 28, 2009 press release.

Share this information with your drivers to help them understand what they can do to prevent violations and fines.



REGULATION REVIEW:

## ANSI Revises Eyewash/Shower Equipment Standard

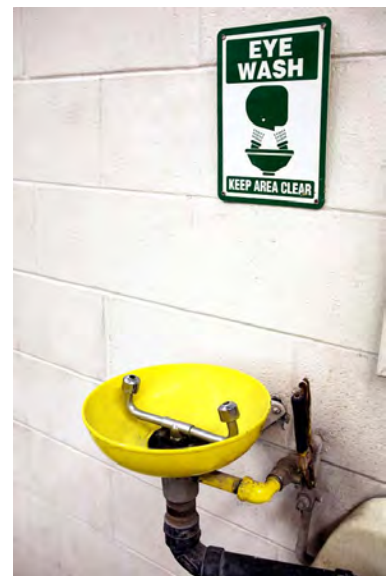
The American National Standard for Emergency Eyewash and Shower Equipment (ANSI Z358.1-2009) covers plumbed and self-contained emergency showers and emergency eyewash equipment, eye/face wash equipment, combination units, personal wash units, and hand-held drench hoses. This standard specifies minimum performance criteria for flow rates, temperature, and drenching patterns, which help to ensure adequate rinsing of a contaminated worker in an emergency situation.

On September 14, 2009, the American National Standards Institute (ANSI) approved a revised version of this standard. According to the International Safety Equipment Association (ISEA), which assisted in development of the revised standard, notable changes include the following:

- Addition of defined fluid temperature parameters (between 60 and 100 degrees Fahrenheit) for flushing fluid delivery to ensure that a victim continues flushing the affected area to minimize damage
- Clarification of certification procedures that allows for freedom in designing compliant equipment
- Expansion of criteria for personal washes to ensure that they meet applicable regulatory requirements
- Updated illustrations to reflect design configurations known to meet the standard's criteria

A complete copy of the revised ANSI Z358.1-2009 standard can be ordered from the [International Safety Equipment Association](#).

The Occupational Safety and Health Administration (OSHA) uses many ANSI standards for compliance to safety regulations. Unfortunately, the ANSI standards are not always included in the OSHA regulations and are not considered public domain for reprinting from OSHA.





**SAFETY MESSAGE:**

## **New Challenges for the New Year**

With all the new challenges facing the trucking industry in the New Year, now would be a good time to review your company's entire safety and loss prevention program in order to remain compliant and SAFE throughout the year. Don't try to do it all yourself. Seek input from workers and management in all departments. They always have ideas that you might not have considered.

Challenge your safety committee(s) to review each department's safety policies, procedures, and recent accident, injury, and near miss incidents, etc. Make a list of where weaknesses and hazards exist and where and how safety improvements need to be made. From this list new safety plans, procedures, and goals should be developed and put in writing.

If you have not already done so, consider reviewing and updating your employee and driver orientation and training programs, including the accompanying materials. Perhaps your training handbooks, videos, and other materials need to be replaced with more recent or more complete editions. Now would be an excellent time to review and schedule any required initial, follow-up, or refresher training needing to take place this year and assemble any needed training materials. You may also want to schedule some refresher training courses for your safety training personnel.

Safety plans, procedures, and goals should be developed and ***put in writing.***

The Occupational Safety and Health Administration (OSHA) stated it will target recordkeeping procedures this year, so it would be wise to review your company's procedures to make sure your company is compliant with all recordkeeping requirements.

As discussed in previous issues of *The Quill*, the Federal Motor Carrier Safety Administration (FMCSA) is implementing the new Comprehensive Safety Analysis (CSA 2010) program this year. CSA 2010 will bring major changes to the methods by which the safety performance of motor carriers and drivers are assessed. Refer to the September 2009 issue of *The Quill* and visit the [FMCSA](#) website for more detailed information on the CSA 2010 program. Review your company's overall compliance, and determine how changes can be made *now* that will improve and enhance your company's and drivers' safety performances. Provide training for your safety personnel, dispatchers, supervisors, and drivers to make sure they are well aware of all aspects of the CSA 2010 program.

In addition, begin this year by launching an ongoing campaign to encourage your workers to ALWAYS FOCUS ON SAFETY throughout the year. Continually remind your workers that SAFETY IS EVERYONE'S RESPONSIBILITY.

Yours in Safety,

Dennis L. Shinault, CDS  
Director of Loss Prevention, Baldwin & Lyons, Inc.





### RESOURCE LIBRARY:

These resources are available for loan to Baldwin & Lyons' insureds for a period of 14 days. You may borrow up to three programs at one time. Programs are available in VHS tapes only unless otherwise indicated. To borrow these materials, please contact Elaine Corbin at (317) 636-9800, ext. 305; email [thequill@baldwinandlyons.com](mailto:thequill@baldwinandlyons.com).



Video by:

J. J. Keller & Associates, Inc.

Length: 20 minutes

### Hazmat Security Awareness

The Federal Motor Carrier Safety Regulations require security awareness training for all hazmat workers, including those who are involved in the preparation and transport of hazardous materials. This training program will help you deliver the required training to your hazmat workers. It addresses the security risks involved with handling and transporting hazardous materials and how to recognize and respond to potential threats. The kit includes a Discussion Guide, Employee Handbook, and Certificate of Completion.



Video by:

J. J. Keller & Associates, Inc.

Length: 20 minutes

### Cargo Security

This video will show your drivers what to check for before and during freight loading, how to ensure safe load distribution in the vehicle, how to comply with DOT regulations regarding cargo, and how to use security procedures to discourage cargo theft.



Video by:

Cargo CATS

Length: 17 minutes

### Hijacking Prevention and Survival

This video provides useful and timely information to the transportation industry and its drivers to help them avoid becoming hijack victims. The video depicts actual hijacking situations and provides common sense solutions with driver safety being the primary consideration.



Video by:

American Trucking Associations

Length: 12 minutes

### Security and the Driver

This video teaches drivers how to protect themselves as well as their cargo. The program covers procedures applicable to all drivers, including pick-up, delivery, and line-haul drivers.



Video by:

Long Island Productions, Inc.

Length: 18 minutes

### Theft Awareness for Drivers

This video discusses how to prevent possible cargo theft situations, what to do if confronted with a theft situation, stakeouts, pilferage, or hijacking and what to be suspicious of when inspecting cargo and documentation.



Video by:

J. J. Keller & Associates, Inc.

Length: 27 minutes

### Truck Driver and Cargo Security Training Kit

This video kit explains what drivers can do to increase security at pick up, en route, and at delivery, including: trip planning, loading supervision, using trailer seals, checking paperwork, securing cargo, watching for suspicious activity, and other safety and security tips from industry professionals. The program also covers hazmat security awareness for drivers hauling hazardous materials. The kit includes the video, a Discussion Guide, and a Driver Handbook.