Department:	Health, Safety, Security and Environment		
Section:	Safety		
Subject:	Motor Vehicle Operation Policy	Policy No:	HSSE-200-19
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Motor Vehicle Operation Policy

It is the policy of NMS to be committed to reducing traffic-related deaths, injuries and reducing costs associated with vehicle incidents. It is the company's expectation that employees adhere to company rules and obey the law, for the consequences of disregarding them will result in a progressive discipline up to and including termination of employment as outlined in the NMS Employee Handbook.

This policy is communicated to employees and others working for our company who are authorized to operate motor vehicles, through hand-outs, safety meeting presentations, safety training programs and posted on company intranet website.

Procedure for Implementing Motor Vehicle Operation Policy

1 Policy Overview

According to the National Highway Transportation Safety Administration (NHTSA), vehicle accident related deaths totaled 37,261 in 2008. More than 90% of the registered vehicles in the United States are passenger vehicles. In 2008, an estimated 2.35 million people were injured in motor vehicle traffic crashes. The fatality rate per 100 million miles traveled (VMT) was 1.27 in 2008 based on an estimated 2,925,503 million miles driven. Among fatally injured passenger vehicle occupants, more than half (55%) of those killed were unrestrained and almost two-thirds (64%) of those occupants killed during the night were unrestrained, compared to 45 percent during the day. Nationwide, the percentage of alcohol-impaired driving fatalities accounted for 32 percent of all fatalities.

Workers who are injured in a crash and their families suffer great personal loss. In addition, an on-the-job crash that results in an injury typically costs the employer about $74,000 according to NHTSA. Costs to the employer can exceed $500,000 when a fatality is involved. Off-the-job crashes are costly as well when an injury keeps a person out of work.

This document explains how the NMS Motor Vehicle Operation Policy will be implemented in our operations. However, while serving as a contractor at another company's operations or facilities, NMS employees will comply with the contracting company's Motor Vehicle Operation Policy, if their policy is more stringent than the requirements set forth in this program.

1.1 Purpose

This written Motor Vehicle Operation Policy establishes guidelines to ensure that we hire capable operators, only allow eligible authorized and trained operators to drive a “covered motor vehicle,” train and supervise operators, maintain vehicles properly, investigate all vehicle accidents, eliminate backing accidents and develop a defensive driving culture for all vehicle operators. A “covered motor vehicle” is a motor vehicle that is owned, leased, rented by the company, or is a driver-owned or client-owned vehicle operated during the course of performing our work.

Adherence to this written policy can improve traffic safety performance, minimize the risk of motor vehicle incidents, and help to keep our employees safe and our costs as low as possible.

1.2 Scope

This policy applies to all personnel who are required to operate a motor vehicle while working at or for a NMS facility or operations. Contractors who may be requested to operate a motor vehicle while at a NMS facilities or operations will be required to comply with NMS Motor Vehicle Operation Policy or develop their own policy which must meet or exceed NMS Policy requirements, while working for or at NMS operations. The NMS Motor Vehicle Operation Policy will cover the following six basic components:

- Management Leadership, Employee Involvement, Legal Requirements
- Defensive Driving Policy
- Driver Orientation and Training Policy
- Accident Investigation Policy
- Backing Accident Prevention
- Commercial Vehicle Operations and Requirements

1.3.1 Responsibility

Facility Supervisors/Unit Managers

The facility supervisors maintain ultimate responsibility for the safety and health of their employees. They ensure that the following procedures are used in accordance with this policy:

- Ensure that personnel under their supervision complete annual driver checkride requirements.
- Ensure that personnel under their supervision who are required to drive a motor vehicle complete required driver training course(s) and are mentally and physically prepared to drive a motor vehicle.
- Ensure that personnel under their supervision who are required to drive a motor vehicle have been given the opportunity to read this program and have been given time to ask questions and receive answers in regard to this program.

1.3.2 Employee

Employees are responsible for following procedures in accordance with their training and the instructions of their supervisor. Employees must

- Perform job assignments in compliance with this program and company policy.

- Ensure they obey all applicable laws covering operation and license of motor vehicle operation.
- Notify supervisor of any changes in ability to operate a motor vehicle due to off-the-job traffic citations, accidents or physical injury which may limit the employee from performing their on-duty driving requirements.

1.3.3 HSSE Vice President

The NMS HSSE Vice President has the overall responsibility for development, auditing and administration of this policy. The NMS HSSE Vice President will review and update the policy as necessary. Copies of the written policy may be obtained from the NMS HSSE Vice President in the NMS Headquarters Building, located at 5600 B Street, Anchorage, AK 99518.

1.3.4 HSSE Department

The NMS Health, Safety, Security and Environmental (HSSE) Department staff is responsible for facilitating the hazard assessments, reviewing annual training requirements, ensuring training records are maintained. Therefore, they are responsible for the following:

- Facilitating training of all personnel identified under this policy
- Evaluating the Motor Vehicle Operation Policy annually or when changes have occurred to federal, state or NMS driving requirements, and revise the policy as appropriate under the direction of the NMS HSSE Vice President.

1.3 Questions

Explain to whom questions about this policy should be directed to the Vice President of HSSE or designee.

2 Policy/Program Elements

2.1 Management Leadership

The VP HSSE is our Motor Vehicle Operation Policy Administrator. The policy administrator coordinates the Motor Vehicle Operation Policy elements for our company. This person is responsible for setting up and managing the policy so that managers, supervisors, and employees know what NMS expects. The VP HSSE has the authority to carry out duties in a timely manner so that progress is made in meeting policy goals.

The VP HSSE has examined our existing policies and practices to ensure that they encourage and not discourage reporting and participation in our program. In this way, early reporting of motor vehicle incidents and hazards, and meaningful employee participation in the policy are more likely to occur. The HSSE department communicates with employees about the Motor Vehicle Operation Policy and their concerns about motor vehicle hazards and incidents so employees have the information necessary to protect themselves and have effective input into the policies operation.

2.2 Employee Involvement

Employees are expected to understand our motor vehicle incident reporting system, so that reports of incidents and hazards are received in a timely and systematized manner.

The employee's supervisor is the person responsible for providing the employee with all information concerning the motor vehicle incident reporting system. Likewise, the employee is encouraged to utilize their supervisor to provide feedback to the NMS HSSE department of how to improve this policy or to better communicate information of the policy.

2.3 Legal Requirements

In order to comply with applicable federal, state, and local laws, regulations, and other requirements, NMS representatives have reviewed all applicable laws and regulations to ensure that this policy takes into account all those that will apply. The HSSE department monitors federal and state web sites for any changes so that these changes are incorporated into this policy.

2.4 Company Motor Vehicle Operation Rules

Listed below are motor vehicle operation rules adopted by NMS for the health and safety of all employees:

- All vehicle operators must have a current valid driver's license, appropriate to the class of vehicle being driven. The license must be carried on their person at all times while operating a vehicle.
- Seat belts are to be worn by all occupants of a NMS owned or leased, or client owned or leased motor vehicle while that vehicle is in motion regardless whether the vehicle is operated on public or private roadways.
    - For those commercial vehicles designed and approved by the DOT without passenger seatbelts as required safety equipment (e.g. buses), the driver will wear the provided seatbelt and passengers shall remain seated at all times the vehicle is in motions.
- Seat belts are to be worn by all employees while using their personal vehicle for company business. If a personal vehicle is designed without seatbelts, then employee must make other transportation arrangements to stay compliant with NMS motor vehicle operation rules.
- Seat belts are to be worn by all employees driving a rental car while on company business.
- Where required by client(s), safety glasses or other safety equipment are to be worn by driver and passengers in all vehicles.
- Employees are not to operate a motor vehicle if they are fatigued or exhibit the effects of tiredness.
- Employees are not to operate a motor vehicle if they are under the influence of illegal drugs, alcohol or certain prescription medications labeled with a "Caution when Operating Machinery or Motor Vehicle" while taking.
- All NMS owned or leased, or client owned or leased vehicles will be operated with headlights on at all times, day or night, and those personal vehicles used by employees for conducting company business or rental vehicles while employee is traveling on company business. Employee is to verify headlights are operating prior to moving vehicle.

- Only authorized drivers and passengers shall occupy a NMS owned or leased, or client owned or leased vehicle. Drivers are to account for and verify the authorization of any passengers riding in the vehicle.
- Two (2) or Three (3) wheeled motorized vehicles, such as motorcycle or ATV, are prohibited to be utilized for any NMS business transportation, including use of a personal motorcycle or ATV.
- A 360-degree walk-around inspection of a NMS owned or leased, or client owned or leased motor vehicle will be conducted by the operator before entering and driving the vehicle and noted on the NMS Daily Reminder Checklist. The walk-around inspection will include: condition of vehicle (dents, scratches), headlight, taillight and brake light operation, checking for leaking vehicle fluids, tires are properly inflated and tread does not show excessive wear, all windows are clear of obstructions (ice, snow, dirt), and the horn operates.
- A NMS Daily Reminder Checklist will be completed each day or shift a NMS owned or leased, or client owned or leased vehicle is operated. This requirement also affects use of personal vehicles, if used for company business, and rental vehicles while an employee is traveling on company business. The NMS Daily Reminder Checklist is to be turned into the employee's supervisor on timely bases (usually at the end of each day), as agreed to by each supervisor. At a minimum, checklists will be turned in once a week.
- An employee must notify his supervisor immediately if he receives a citation for an illegal motor vehicle operation by a uniformed law officer or a security officer if on a client's private property while operating a NMS owned or leased, or client owned or leased vehicle. Additional requirements for those employees holding a Commercial Driver's License are outlined in the Commercial Vehicle Operations and Requirements section of this program.
- An employee must notify his supervisor immediately if he is involved in an accident while operating a NMS owned or leased, a client owned or leased vehicle or while operating their personal business on company business. The supervisor will then immediately notify the VP HSSE of an accident involving a NMS owned or leased vehicle. Employee will follow the steps outlined later in this program for accident investigations.
- Employees are required to follow all applicable laws and posted rules of the road whether they are on public roadways or on client owned property.
- Employees who operate a NMS owned or leased, or client owned or leased vehicle will complete a safe driving checkride conducted by their supervisor at least once a year.
- Employees will attend all company required initial driver safety training courses before they will be allowed to drive a NMS owned or leased vehicle and all required refresher driver training courses.
- Employees will review NMS "12 Steps to Safe Driving" card prior to driving a vehicle and ensure that all driving related training and checkrides are noted on the reverse side of the card. Employees will notify their supervisor immediately if card is misplaced or destroyed.

- At NMS we deeply value the safety and well-being of all employees. With one authorized exception, NMS employees may not use cellular telephones or mobile electronic devices while operating a motor vehicle under any of the following situations, regardless of whether a hands-free device is used:
    - When employee is operating a vehicle owned, leased or rented by the Company.
    - When the employee is operating a personal motor vehicle in connection with Company business.
    - When the motor vehicle is on Company property.
    - When the cellular telephone or mobile electronic device is company owned or leased.
    - When the employee is using the cellular telephone or mobile electronic device to conduct Company business.
    - At no time will an employee use any type of personal electronic device (PED) to send, receive or read text messages or e-mails while operating a vehicle.
- All employees are required to read and sign acknowledgment for our NMS Corporate Cell Phone Policy.
- There is one limited exception to cell phone use policy, which allows short special purpose cell phone usage, while utilizing a hands-free or “Bluetooth” ear piece. Operating under this exception only allows the vehicle operator to answer incoming calls. Outgoing calls must be initiated while the vehicle is at a stop.
    - These exceptions must be individually approved, in writing, by a Vice President and the approval filed with the HSSE Department for NMS.
- NMS personnel will follow client companies polices at all time while operating client owned or leased vehicles or NMS vehicle while on client property or at a NMS worksite.

2.5 Vehicle Driver Issues

Having good vehicle drivers can go a long way toward preventing incidents and related costs.

- Recruitment

  In order to ensure that vehicle drivers have the proper licensing, education, and ability to operate our motor vehicles, Human Resources ensures that the job description specifies these required qualifications.
- Selection

  Our job application requests information about licensing and education to help our recruiter select only qualified candidates to operate motor vehicles. Completed job applications of those we hire are kept in our personnel files.

  In order to screen out drivers who have poor driving records, HR checks the motor vehicle records of all applicants and employees who will drive for work purposes or drive a company owned, leased, or rented vehicle for personal use. The results of these checks are also kept in the person’s personnel file.

However, NMS will follow all Americans with Disabilities Act requirements for considering and accommodating those with disabilities.

- Agreements
  NMS establishes a contract with all employees who drive for work purposes, whether they operate assigned company vehicles, client assigned vehicles, or operate their personal vehicles. By signing our agreement, the operator acknowledges awareness and understanding of the company's traffic safety policies, procedures, and expectations regarding operator performance, vehicle maintenance, and reporting of moving violations or vehicle accidents.
- Training
  Any new employee who will operate a covered motor vehicle must be trained within 60-days of the hire date. An employee may operate a covered vehicle without the formal training within the 60-day period if the supervising unit manager performs a check ride and completes the NMS Motor Vehicle Safe Driving Check Ride sheet.

  Unit managers and supervisors will identify trainees in each set of new employees and make arrangements with NMS Safety Department to schedule training. Unit managers and supervisors will also identify those existing employees who require retraining.

  The defensive driver training shall include a commentary check ride where the employee identifies and explains all driving hazards seen during the trip and how to best eliminate or avoid those hazards. The NMS Motor Vehicle Safe Driving Check Ride sheet shall be completed by the qualified instructor and the information shall be entered into the Navigator Training Database to track such training.

  NMS recognizes the following training courses/groups as meeting the training requirements set forth in this program:
    - National Safety Council – Basic Defensive Driver Course 4™
    - Smith System Driver Improvement Institute – The Smith 5 Keys to Safe Driving™
    - Thinking Driver™

  Upon successful completion of a training course, the employee will be issued a completion certificate which is to be copied and presented to his supervisor for inclusion into the employee's training matrix and the copy added to the employee's safety training file.

  Driver improvement and recurrent qualifications are targets that unit supervisors and managers will take active steps to accomplish. Check rides and driving observations shall be completed on an annual basis for each and all qualified drivers.
- Evaluation

Before any employee is permitted to operate a NMS owned or leased, or client owned or leased motor vehicle the employee's supervisor will perform a ride-along and complete a Motor Vehicle Safe Driving Check Ride sheet. The supervisor evaluates each trained operator to verify that the employee has retained and uses the knowledge and skills needed to operate safely. If the evaluation shows the employee is lacking the appropriate skills and knowledge, the employee is to be retrained and re-evaluated prior to allowing employee to operate a motor vehicle during the course of business.

2.6 Vehicle Issues

Selecting, properly maintaining, and routinely inspecting company vehicles is an important part of preventing motor vehicle incidents and related loses.

- Selection

  Each Operating Department Vice President of Operations is responsible for selecting, leasing, purchasing, and renting vehicles for NMS employees. This person reviews and considers the safety features of all vehicles to be considered for use. The vehicle selected shall meet the criteria for the correct size and designed for the intended use. Those vehicles demonstrating "best in class" status for crash worthiness and overall safety should be chosen and made available to driving employees for that particular department.
- Modifications

  Vehicles are not to be modified unless the modification does not in itself create a hazard. The Operating Unit Manager should review request for modifications with input from manufacturers and the safety department to ensure they do not present a greater hazard to the employee.
- Maintenance

  The Operating Unit Manager ensures that vehicles meet or exceed the manufacturer's specified routine preventive maintenance schedule for servicing and checking of safety-related equipment to maintain the vehicle in a safe working order. Where no manufacturer recommendation is made or where legal or best practices provide more stringent maintenance frequencies, we follow the appropriate legal requirement or best practice.

  Scheduled maintenance and repairs are to be performed by a qualified repair facility only.

  Personal vehicles used for company business are not necessarily subject to the same criteria and are generally the responsibility of the owner. However, personal vehicles used on company business should be maintained in a manner that provides the employee with maximum safety and reflects positively on the company.
- Inspection

  Vehicle operators must perform a visual inspection of any NMS vehicle prior to driving vehicle. A NMS Vehicle Operation Checksheet is to be completed each day

an operator drives a covered vehicle and the checksheet is forwarded to their supervisor at least once a week.

- Carrying Cargo
  When carrying any cargo inside a vehicle, the material must be secured to prevent it from coming into contact with the driver or preventing the driver from exiting the vehicle. All cargo loaded onto or in a truck bed must be secured to prevent shifting or ejection from the vehicle. All cargo loaded into or on a vehicle must conform to the manufacturer' recommended weight/size restrictions. All regulatory weight/size restrictions must be adhered to when carrying loads on regulated roadways.
- Breakdown and Road Repair
  In the event a covered NMS vehicle experiences a breakdown the employee is to notify their appropriate immediate supervisor. The supervisor will then instruct the employee with directions for having the vehicle serviced or retrieved and delivered to a qualified facility. The employee is to remain with the vehicle unless the location presents a hazard or a hardship to the employee's health and safety.

2.7 Incident Reporting and Investigation

A motor vehicle incident is a negative occurrence that involves a "covered" motor vehicle and that caused or could have caused injury, illness, or property damage. All motor vehicle incidents are to be reported immediately to the employee's immediate supervisor. The employee is to follow the guidelines and requirements of the Accident Investigation Policy outlined later in this program.

All motor vehicle incidents will be investigated to determine their causes and whether or not the incidents were preventable. Understanding the root causes of incidents and why they are happening, regardless of fault, forms the basis for eliminating them in the future.

Failure to meet incident reporting procedures will lead to a progressive disciplinary action as outlined in the NMS employee handbook.

2.8 Post-Accident Drug and Alcohol Testing

2.8.1 Persons Subject to Post-Accident Testing

Employees whom the Company reasonably believes may have contributed to an accident in the workplace or during work time ***may be*** required to undergo drug and/or alcohol impairment testing. Such a test will be conducted as soon as practicable after the accident, but not later than 32 hours after the accident for drugs and not later than eight hours for alcohol. NMS will make reasonable attempts to obtain a sample from an employee after an accident, as defined below, but any injury should be treated first.

An accident may involve any of the following:

- Loss of human life
- Issuance of a moving traffic citation under state or local law ***or***

North Slope regulations

- Medical treatment other than first aid administered away from the scene, or property damage

2.8.2 Obligations of Employee Subject to Post-Accident Testing

- An employee who is subject to post-accident testing ***shall not*** consume alcohol for eight hours after the accident, or until the individual has taken an alcohol test, whichever occurs first.
- An employee who is subject to post-accident testing must remain readily available for such testing and may not take any action to interfere with the testing or the results of testing.

Employees who do not comply with the post-accident testing requirements, or who fail or refuse to provide a sample for testing, will be considered to have refused to submit to testing and will be subject to appropriate disciplinary action, including termination.

2.9 Program Evaluation

It is inherent that problems may occasionally arise in this Motor Vehicle Operation Program. By having our Motor Vehicle Operation Policy Evaluator(s), Vice President HSSE, thoroughly evaluate and, as necessary, promptly take action to correct any deficiencies in our program, we can eliminate problems effectively.

2.10 Defensive Driving Policy

2.10.1 Principles

NMS is strongly committed to a sound and thorough defensive driving policy. NMS' defensive driving program is based on the principles set forth in the Thinking Driver™, Smith Systems™ and the National Safety Council courses.

Those principles include emphasis on the following elements:

- Good vision
- Alertness
- Sound judgment
- Fast reactions
- Leaving space

2.10.2 Policy Requirements

While there are no regulatory requirements that mandate the existence of a defensive driving policy, it makes excellent business sense to have a policy in place. Underlying the policy is our corporation's strong commitment to safety while operating a motor vehicle.

While operating company vehicles, drivers should always drive in the safest and most professional manner possible. The likelihood of accidents will be minimized, and a positive image for the company will be promoted in the eyes of the general public and our clients.

Many factors impact the operation of vehicles on the roadways, including:

- Light levels
- Weather
- Road conditions
- Traffic conditions
- Mechanical condition of the motor vehicle, and
- Operator condition and experience.

A successful defensive driver exhibits five main qualities: extensive knowledge, alertness, good judgment, foresight, and driving skills.

The core concepts of defensive driving are:

- Recognize the hazard
- Understand the defense
- Act in time

If these principles are followed carefully, the results will be improved safety on the highways and a positive image for our company.

Defensive Driving Procedures

- Intersection
  Getting into and out of intersections without an accident is a mark of a good defensive driver. Besides your own skill level, intersections also demand anticipation of the actions of other drivers and taking appropriate evasive action as required. Drivers should scan all intersections by looking left and right before entering and anticipate the actions of others.
- Backing
  Backing is an extremely hazardous maneuver. If you are backing with the assistance of a spotter, the ultimate responsibility for the safety of the backing maneuver remains with you as the driver.
- Front-end Collisions
  The primary way to avoid front-end collisions is by maintaining a safe and adequate following distance. This distance should be a minimum of four seconds at all speeds and should increase as weather or road conditions dictate. You should be prepared for possible obstructions on the roadway, either in plain sight or hidden by curves or the crests of hills. A special situation occurs at night, when speed should be kept to a level that will allow you to stop within the distance illuminated by the headlights of your vehicle.
- Rear-end Collisions
  As a driver, you risk being struck from behind if you do not maintain an adequate margin of safety in your own following distance. If enough space is not allowed in front of your vehicle, chances go way up that somebody can, and will, impact you from the rear.
- Passing
  Failure to pass safely indicates faulty judgment on your part as a defensive driver, and failure to consider one or more of the factors that need to be checked:

- Is there enough room ahead?
- Is there adequate space to move back into your lane of traffic after passing?
- Have you signaled your intentions?

- Being Passed
  As a driver, you must be aware of the actions of other drivers, and give way if another driver begins to sideswipe you or to cut you off. A good defensive driver will avoid problems with this kind of accident situation. A good driver will anticipate driving actions of other drivers and plan for the appropriate outcome.
- Encroaching on Other Traffic Lanes
  Observant defensive drivers will not usually get trapped when other drivers change lanes abruptly. In the same manner, entrapment in merging traffic can be successfully avoided by a good defensive driver with a little preplanning and willingness to yield. Blind spots are not valid excuses for this kind of accident – allowances must be made in areas of limited sight distance.
- Railroad Grade Crossing
  Driving across railroad crossings or in areas where there are rail vehicles of some sort, demands special care. Careful observance of the traffic situation is your best defense.
- Incoming Traffic
  A defensive driver will avoid a collision with an oncoming vehicle at all costs. Even if the vehicle enters your lane, an accident can be avoided with some evasive maneuvers.
- Turning
  Turning, like passing, is a dangerous maneuver, and demands special care and an observant eye from you as a defensive driver. You should be aware of other vehicles in your path, and of the complete configuration of the turn you are about to undertake.
- Pedestrians
  As a sensible defensive driver, always assume that if there is a pedestrian (or small vehicle of some sort) involved in a situation, slowing down is your best defense. Be certain to give people and small vehicles the benefit of the doubt. Make sure that they see you and that you look at them. Pedestrians \may make unexpected moves as they may not be paying attention to the traffic around them.

2.10.3 Extreme Weather and Road Conditions

Bad weather and other road hazards place special stress upon any defensive driver. The best rule in any kind of bad weather or extreme road condition is to get off the road safely and as soon as possible. If you absolutely must continue, slowing way down and increasing following distance are your best defenses, along with increased awareness. All NMS drivers will be educated on the dangers of, and the company's expectations for, driving in the following extreme weather and road conditions.

A NMS expectation that applies to all the situations described below is that you are required to contact your immediate supervisor should you encounter any of these

conditions.

Note: If notification is to be made by cell phone, then vehicle must be stopped and off the road in a safe location as noted in the NMS Cell Phone Use Policy, with limited exceptions, prohibits use of a cell phone while vehicle is in motion.

- Fog
  NMS drivers will receive safety training in fundamental fog-driving techniques. Fog reduces available visibility and impairs distance perception, making it perhaps one of the most dangerous types of extreme weather conditions.

  Because of this, it is NMS' policy that, whenever possible, drivers are to avoid driving in foggy conditions. Pull off the road and park safely until such time as the fog dissipates or is burned off, if at all possible. If you cannot safely pull off the road, follow these procedures:
  - You should never assume the depth or thickness of any fog. Fog can range from a momentary blurring of the windshield to being several miles thick.
  - Slow your vehicle's speed. Reduction in speed should be done gradually in order to avoid becoming a hazard for other motorists. Determining a correct and safe speed depends on the thickness of the fog and is left to you best judgment.
  - Use low-beam headlights only when driving in fog. Low-beams serve two purposes. They help you see the immediate roadway and also allow other motorists to see your vehicle.
  - Avoid the use of high-beam headlights while driving in fog. The water particles that make up fog will reflect more light back at you than onto the roadway when high beams are used, and will further reduce visibility for you.
  - You should make use of windshield wipers and the defroster when driving in fog. Driving in foggy conditions will cause a constant fine mist of water to develop on the vehicle's windshield, reducing visibility in the process. Using the windshield wipers and defroster will alleviate this condition.
  - Avoid passing other vehicles while driving in fog.
  - You should avoid stopping on any roadway, while driving in foggy conditions unless absolutely necessary. If you must stop, use the emergency or breakdown lane, activate your emergency flashers, turn off the headlights, and follow NMS' breakdown procedures.
- Rain
  NMS drivers will receive training in fundamental safety procedures for driving in rainy conditions. Rain causes roadways to become slippery, especially when it first begins. Roadways become covered with a thin layer of oil and other residues. When rain mixes with this layer, it results in an extremely slippery and dangerous road surface. This condition remains until additional rain can break down and wash away the oily mixture from the pavement. This process can take anywhere from a few minutes to several hours, depending on the severity of the rain.

Water on the road surface can also create a potential hazard of hydroplaning. Hydroplaning happens when a thin layer of water separates the vehicle's tires from the road surface. When a vehicle is hydroplaning, it is literally riding on water. When the tires ride on water, they lose all traction and create an extremely dangerous situation. The faster a vehicle travels on standing water, the greater the chance of hydroplaning. Reducing speed is the best and safest way to avoid hydroplaning.

Rain also reduces visibility. Because rain presents these hazards, NMS drivers are expected to adhere to the following procedures when driving in rainy conditions:

- You should slow the vehicle's speed to avoid hydroplaning. Reduction in speed should be done gradually in order to avoid becoming a hazard for other motorists. Determining the correct and safe speeds depends on how heavy the rain is and is left to your judgment.
- You are expected to increase your following distance from other motorists. Since rain causes the road surface to become slippery, you need to allow for greater stopping distance if the need to stop arises.
- You should make use of windshield wipers and the defroster when driving in rain. Driving in rainy conditions will cause a constant film of water to develop on the vehicle's windshield, reducing visibility in the process. Using the windshield wipers and defroster will alleviate this condition.
- You should avoid passing other vehicles while driving in rain. In addition, you are encouraged to follow other vehicles at a safe distance since vehicles traveling ahead will throw water off the pavement and leave "tracks". Driving in these tracks will give you the best possible traction under rainy conditions.

- Snow

  NMS drivers will receive training in fundamental safety procedures for driving in snowy conditions. Snow, depending on the type and severity, can present a variety of dangerous conditions. Because of this, the following procedures have been developed for this defensive driving policy:

  - Light, powdery snow presents few problems since it is quickly blown off the road surface. However, if there is enough of this type of snow to cover the roadway, it will form a slick, smooth surface. You should reduce speed and increase following distance. Determining the correct speed and safe following distance will be left to your best judgment.
  - Heavier, slushy snow can affect vehicle control. If snow becomes hard packed it can cause an ice hazard on the road surface. Again, you should reduce speed and increase following distance. Determining the correct speed and safe following distance will be left to your best judgment.
  - All slow maneuvers such as starting out, steering, backing, and turning should be done smoothly and with extreme care to minimize skids and slides.

- Falling or blowing snow can greatly reduce visibility. In addition, falling and blowing snow can make it hard to see the road, road marking, road signs, and exit ramps. If you must continue in snowy conditions, reducing speed and increasing following distance are the best techniques a driver can use to maintain vehicle control.
- As with driving in foggy conditions, the use of high beam headlights while driving in snowy conditions should be avoided at all times. The high-beam "shooting" light will reflect off falling and blowing snow and reflect back at you, further reducing visibility.
- NMS drivers will also be educated on the dangers of "snow hypnosis". Snow hypnosis occurs when a driver is traveling directly into heavy snow and begins to focus on the falling snow instead of the road ahead. This can cause a hypnotic-like effect on the driver. The danger of snow hypnosis is especially prevalent at night.
- In extreme conditions, chains may be necessary.

- Ice

  NMS drivers will receive training in fundamental safety procedures for driving on icy roads. All NMS drivers need to be aware of changes in road surface conditions that may affect the vehicle's traction. To help our drivers, NMS has developed the following procedures for driving on icy roads for this defensive driving policy:
  - As with all extreme weather conditions, if you must continue, the safest techniques to employ are to reduce speed and increase following distance. But of these two, increasing following distance is by far the most important. Depending on the temperature and road conditions, stopping distance on icy roads can increase four to ten times versus stopping from the same speed on a dry road.
  - NMS drivers will be educated on the dangers of "black ice". Black ice forms when temperatures drop rapidly and any moisture on the road surface freezes into a smooth, almost transparent layer of ice. What makes black ice particularly dangerous is that you may not realize you are on it until it's too late. Determining the correct speed and safe following distance will be left to your best judgment.
  - Bridges and overpasses are other areas to which you should give special attention. Ice will tend to form first on bridges and overpasses because cold air circulates both above and below these structures causing the temperature to drop more rapidly than on normal roads. Any moisture on the road surface of a bridge or overpass will freeze quicker and harder than elsewhere on the road. Extreme caution and a reduction in speed should be used by all NMS drivers while traveling over bridges and overpasses.

- Night Driving

  NMS drivers will receive training in fundamental safe driving techniques for driving at night. All NMS drivers need to be aware of the potential hazards driving at night present. These hazards include fatigue, reduced visibility, poor lighting, other

motorists, and animals on the road. To help our drivers better prepare for driving at night, NMS has developed the following procedures for this defensive driving policy:

- Fatigue is perhaps the most dangerous hazard of driving at night. Nothing we do at NMS is worth any one getting hurt. Fatigue usually sets in at night, but a tired driver, at any time of day, is an unsafe driver. Fatigue reduces driver's reaction time and perception. All drivers are to review the following fatigue warning signs:
    - Your eyes close or go out of focus by themselves.
    - You can't stop yawning.
    - You are experiencing trouble keeping your head up.
    - You experience short-term memory loss. For example, you can't remember the last several miles you have driven.
    - Your thoughts wander or you begin to daydream.
    - You start drifting into other lanes of traffic, tailgate, or miss traffic signs.
    - You experience an inability to maintain a constant rate of speed.
    - You must jerk the steering wheel hard to correct a drift and get back into you lane.

  If you experience any of these signs, it's time to get off the road as soon and as safely as possible and get some rest. At the very least, a 15-minute power nap will grant you some attention time in order for you to travel to a place for additional rest.

- Reduced visibility is a hazard of driving at night. At night, visual acuity (degree of perception) and peripheral vision (side vision) are reduced, and the eyes may have difficulty adjusting from light to darkness. These factors all contribute to reduced visibility while driving at night. The best and safest techniques to counteract these night driving hazards are to reduce your speed and increase your following distance. Reducing speed is also the best way to prevent "out driving" you headlights.
- Poor lighting on the open highway or on rural roads is another hazard. At night, with poor or no lighting aside from the vehicle's headlights, hazards in the road are much more difficult to see and avoid. You should reduce speed and use extra caution when traveling on poorly lit or unfamiliar roads.
- Impaired motorists (drunk drivers) are a hazard to everyone on the road. NMS drivers should be especially cautious when driving between the hours of midnight and 3:00 a.m. (typical bar and tavern-closing times). Drivers should be wary of motorists driving in an erratic manner including weaving in and out of traffic lanes, having difficulty maintaining a constant rate of speed, or braking suddenly. If you, as a driver, suspect that you are sharing the road with an impaired motorists, reduce your speed, let the motorists pass, and increase your following distance.

- Animals on the road present another kind of hazard while driving at night. NMS drivers are to be especially alert when driving on roadways lined by woods or tall grass. Animals, especially moose, can walk out in front of an oncoming vehicle with little or no warning. The best techniques to avoid collisions with animals are to not "outdrive" you headlights and to reduce your speed.

- Road Construction
  NMS realizes that chances are good that from time to time drivers will be faced with having to drive on roadways that are being repaired or under construction. Road construction presents several hazards. Because of this, drivers are expected to approach road construction work zones the same way they would any adverse driving situation and follow these procedures:
  - You should reduce speed and maintain a safe following distance.
  - You should drive at or under all special or reduced posted speed limits while traveling through road construction work zones. Safe following distance will be left to your best judgment.
  - You should be constantly aware of your immediate surroundings, anticipate the possible actions of other motorists, and expect sudden stops.
  - You should watch for construction workers or vehicles crossing the roadway.
  - You should use the lane furthest from a construction zone when possible.
  - You should avoid sudden lane changes and use headlights when traveling through construction zones.
- Road Hazards
  NMS drivers should be aware of the potential danger of encountering various types of road hazards:
  - Soft shoulders or severe pavement drop-offs that can cause rollover type accidents.
  - Road debris such as tire recaps, metal, or lumber can cause severe damage to tires, rims, electrical systems, and brake lines. You should be aware of the road ahead to identify potential road debris early and take safe and appropriate avoidance maneuvers.
- Underpasses
  If a NMS employee is driving a tractor-trailer rig then they need to be aware of hitting a bridge, underpass, or viaduct. This type of accident, often referred to as "topping" a trailer, is always preventable. NMS drivers need to be aware that the posted height of an underpass is not always accurate. Re-paving and packed snow can reduce the clearance of an overpass enough to cause a problem. In addition, an empty trailer will ride higher than when it is loaded. You should always know the true height of your trailer when it is loaded or unloaded.
- Fixed Objects and Special Intersections
  A good defensive driver will observe items in the area around the vehicle that might cause problems. Checking to be certain there is adequate clearance is the primary thing to watch. In the areas of driveways, alleyways, or plant entrances,

the effective defensive driver will analyze the situation carefully, slow down, sound a warning when appropriate, and be ready to yield to the other driver involved.

- Physical and Mental Condition
  The company expects its drivers to manage their physical and mental condition well. That especially means keeping a positive attitude when behind the wheel, and taking good care of their physical health. Fatigue is an especially dangerous factor to consider.
- Following Distance
  Tailgating is probably the single most common complaint lodged by the general driving public of other drivers. Here are some specific following distance guidelines:
    - Use a four-second interval for all speeds
    - Add extra time in bad weather or poor roads conditions
    - Add extra following distance if you are being tailgated
    - When stopped at a stoplight or stop sign leave at least one car length between you and the vehicle in front of you
- Driving Speed
  You should consistently drive within posted speed limits, with due regard given to existing traffic, weather and road conditions. Never outdrive your headlights at night. That means you should be able to stop safely in the distance you can see clearly in your headlights.
- Right of Way
  As a defensive driver, you should never attempt to exercise the right of way principle. Let the other driver go first. Keep to the right except to pass, or when getting into position to turn left. In town, when you enter a main thoroughfare from a side street, alley, driveway, or a highway ramp, make a full stop at any crosswalk, then another full stop before actually moving into traffic.
- Meeting Other Vehicles
  Keep to the right when meeting other vehicles on a roadway. If a vehicle approaches on your side of the road, slow down and pull to the right as far as you safely can. If you have to take this kind of evasive action, and have actually gone off the highway onto the shoulder, be certain you slow the vehicle down sufficiently before you attempt to come back onto the highway. Never pull to the left to avoid an oncoming vehicle.

  When merging onto a highway, NMS drivers are expected to:
    - Signal early
    - Be patient and watch for an opening
    - Build speed and merge smoothly
    - Check mirrors constantly

  When exiting a highway, NMS drivers are expected to:
    - Signal and change into the right-hand lane early and safely
    - Signal intentions to exit early
    - Check mirrors constantly

- Reduce speed and exit

- Curves and Turns
  The biggest thing to remember in successfully negotiating curves and turns is to slow down. That way you will be able to make needed adjustments in steering, etc. as required.

2.10.4 Journey Management

- Journey Management Plan
  NMS Journey Management Plan is a safety measure to help avoid accident/injury resulting from transportation. The objective of the Journey Management Plan is to eliminate driving related accidents that cause fatalities to employees, guests and third parties and minimize damage to equipment through careful management of all phases of the transportation process.

  The result of the Journey Management Plan training program is to have our staff better prepared to safely deal with unplanned events/circumstances during routine trips that may occur. This includes:
  - Identifying and managing hazards and unnecessary exposure through active journey management
  - Preventing and mitigating the risk through the proper selection and preparation of people, vehicles, equipment and routes.

  The requirement for a journey management plan is to be reviewed with all drivers of company owned or operated vehicles when they are given their first check ride and again each year before the check ride is performed.

  There are three stages in the Journey Management Plan: Preparation, Implementation, and Follow-up.
  - Preparation - This is the planning stage of the journey and is the most important aspect of the journey management plan. Most accidents and injuries are avoidable, and in the case that an accident or injury does occur, proper planning will provide a means of effectively dealing with the situation and lessening the severity.
    Pre-trip planning should include a check of the vehicle to ensure that the vehicle has sufficient fuel for the journey, that maps or directions are available, first-aid kit or emergency kit is on-hand, and a functioning communication device (cell phone, CB radio, satellite phone, etc.) is included.
    It is essential to determine the logistics of the trip before leaving. A number of details should be addressed in a pre-trip meeting including:
    - Do you know where you are going?
    - What is the route that you will take?
    - What are the weather conditions?
    - What is the time of day that the trip will take place?
    - Have you had a sufficient amount of rest before the trip?
    - Do you know what the company emergency procedures are for driving accidents or injury?

- Have you notified someone of when, where, how and why you are going?
- Is the trip necessary?
- Do you have a copy of the NDC Risk Report Form in your vehicle?
- If the trip is greater than two hours, have rest periods been factored into the overall travel time needed for the trip to prevent fatigue?

- Fatigued driving is essentially impaired driving. It slows reaction time, decreases awareness and impairs judgement. Be sure to assess your fatigue level prior to departing on a trip. **DO NOT DRIVE IF YOU ARE TIRED**. Rest breaks are to be planned into the trip every 2-hours to reduce fatigue. The rest breaks should be 15-30 minutes in duration.
- Trips should be planned to be completed during daylight hours, if practicable, to avoid the effects of night vision loss and drowsiness caused by our Circadian Rhythms. We should assess our need also to travel during peak times of the day when traveling in city traffic to avoid congestion and greater risks.
- The method of travel shall be assessed to determine that the best method is utilized. For long trips, consideration should be given to mass transportation (airline, rail) over the use of a personal vehicle. Also the necessity of the trip should be evaluated to determine that the trip is essential for the business. Implementation – This is the actual stage of the journey. A person should be diligent in staying with the guidelines set forth in the preparation stage. In the case that an unexpected situation arises, a person should stop and re-evaluate their plan accordingly.
- Follow-up – The follow up procedure is the final step in the journey management plan. If all goes well then there should be little follow up to be done. If a person is involved in an accident then we must ensure a thorough investigation is completed and filed.
- To aid in determining whether or not a trip is safe to proceed on, the following checklist should be used:

Journey Management Criteria – Point / Scoring Allocations(s)				
1	Hours of sleep in last 24	>8	4 to 8	<4
2	Are you taking medications that could impair your ability to operate a motor vehicle?	NO		YES
3	Visibility (dawn, dusk, sleet, snow, rain, fog, clear, etc.)	GOOD	FAIR	POOR
4	Road surface condition / weather conditions	GOOD	FAIR	POOR
5	Anticipated Driving Time	<2	2 to 6	>6
6	Has enough time been allotted for you to make this trip?	YES		NO

7	Time of day for trip	6am – 2pm	2pm – 10pm	10pm – 6am
8	If this trip is to a place of rest (after a full work day), what is the anticipated driving time?	<1 Hour	< 2 Hours	>2 Hours
9	Is this trip essential	YES		NO
10	Are driving directions clear and do you know where they are traveling to?	YES		NO
11	Has another employee or supervisor been informed of your plans to travel?	YES		NO
12	Do you have a reliable communication device (cell phone, CB radio, satellite phone, etc.) with which to notify someone in an emergency	YES		NO
13	Does your vehicle have a roadside emergency kit or emergency supplies?	YES		NO
1 or More RED answers warrant additional driver critique / intervention to ensure a safety journey (e.g. frequent rest stops, reevaluation mid-trip, swap-out of drivers, seeking further input from knowledgeable management / supervision 2 or more YELLOW answers warrants additional driver critique / intervention to ensure a safe journey as noted above. All GREEN answers = Proceed and re-evaluate as conditions change. As the responsible driver, you shall ensure the above checklist items have been considered prior to embarking on the journey and as part of your pre-job JHA.				

Related Items to Remember / Consider:

- Is your vehicle in proper working condition / equipped to make the journey safe?
- Has a 360 degree vehicle walk-around been performed?
- Is seasonally appropriate clothing and emergency supplies aboard?
- Is there a means to make contact should an emergency arise?
- Is someone aware that you are beginning this trip and will make sure you arrived safely?

2.11 Driver Orientation and Training Policy

2.11.1 Driver Orientation

NMS is committed to having all drivers new to the organization participate in and successfully complete a driver training program and a driving orientation check ride with

their supervisor. Our goal is to make certain that all new drivers receive adequate and proper training, the right tools and equipment, appropriate driving support systems, and a thorough understanding of company policies and procedures to perform all functions and duties of the job in a safe, legal, and professional manner.

2.11.2 Driver Training

All new employees who will be expected to operate a motor vehicle in performing their duties will be required to attend and complete one of the following driver training courses within the first 60-days of their employment:

- National Safety Council – Basic Defensive Driver Course 4™
- Smith System Driver Improvement Institute – The Smith 5 Keys to Safe Driving™
- Thinking Driver™

Other Unit and Client specific courses which are acceptable substitutes for these three (3) primary courses include:

BP North Slope:

Defensive Driving – Alaska – 4 modules
BPXA Driving Safety Policies

Professional Drivers (>10K miles per year or 20% time):
BPCA Driving Alaska – North Slope

These courses may be taught by NMS trainers or by other outside instructors. Each one is a basic defensive driving course given in a classroom setting which runs approximately 4-hours. Upon successful completion of the training course a certificate of completion will be issued to the employee.

2.11.3 Check Ride

Upon successful completion of the driver training course an employee wishing to operate a covered motor vehicle for NMS will then be required to complete an on-road checkride with their immediate supervisor who will review the driver training session and observe the employee driving in the work environment. The supervisor will explain any particular rules-of-the-road for the particular location in which the driver will be expected to operate a motor vehicle. The supervisor will then: complete the NMS Safe Driving Check Ride sheet; review the sheet with the employee; note any comments on the form; sign the form; have the employee sign the form; sign the employees "12 Steps to Safe Driving" driver training verification card; then log the training into the training database or matrix; file the completed form in the employees training record file. Upon successful completion of the check ride the employee is then permitted to operate a covered motor vehicle for NMS.

2.11.4 12 Steps to Safe Driving Card

The NMS "12 Steps to Safe Driving" driver training verification cards will be utilized to record all driver training courses and check rides. The employee will need to ensure that they have the card initialed each and every time they attend a driver training course or

have a check ride performed. The card is also a friendly reminder of the 12 steps NMS has agreed upon as being vital to safe driving.

2.12 Accident Investigation Policy

NMS policy is to fully investigate any incident involving company personnel and vehicles.

The procedures described below define the systematic approach we will use.

NMS believes strongly that incident investigation begins right at the scene. That means certain driver responsibilities must be carried out at the scene of an accident. Additional company procedures involved in accident investigation are described below.

NMS policy is that any driver who leaves the scene of an accident (without permission to do so from an authorized company official or without due cause) will be subject to the progressive disciplinary action, up to and including termination, depending on the circumstances involved.

2.12.1 Accident Investigation Procedures

Two main concerns at the scene of an accident are to deal with immediate problems and to gather and report pertinent accident information to your supervisor promptly. These two items can be broken down into a 6-step accident procedure for drivers to follow. These steps will be described in detail in the following paragraphs.

Depending on the severity of the accident, drivers for NMS will be expected to follow some or all of the procedures listed below.

- Dealing with Immediate Problems
    - Stop immediately
    - Prevent another accident
    - Help any people who are injured
    - Notify law enforcement or security personnel

- Gather and Report Accident Information
- Document the incident
- Report to the company

- **Step 1**: Stop, stay calm and pull your vehicle as far off the roadway as safely possible. If the accident involves an unoccupied vehicle, try to find the owner. If you can't find the person, leave your name, address, and phone number, along with the company's name and phone number. Put the information in a visible location, such as under the windshield wiper blade. You should also make a note of the make, model, year, license number, and description of the other vehicle to provide to NMS.

  Step 2: Turn on your four-way hazard warning flashers as an immediate warning signal. Then do a quick evaluation of accident victims, if any. Next set out emergency warning devices in the prescribed positions on the roadway.

  Step 3: Even if you have not been formally trained to provide first aid, most states have "Good Samaritan" laws to protect untrained people who offer help in emergency situations. Many states also have laws requiring the first person that comes upon an accident scene to stop and render help. At the scene, you may need to provide first aid or make certain someone else is present who can do so. Arrange for somebody to call for medical assistance.

  At a minimum, do the following:
  - Make certain any injured person is breathing. If not, lift the jaw up and tilt the head back to open the airway (artificial respiration may be necessary).
  - Check for bleeding, and if necessary, apply direct pressure to any wound(s).
  - Cover any injured persons with blankets or other available materials to maintain body temperature.
  - Never move a severely injured person unless he/she is in immediate danger of further injury.

  Step 4: Either contact local law enforcement personnel yourself or arrange to have someone do it for you. Be courteous and cooperative when providing information to these authorities. Never admit guilt or liability at the scene of an accident. Never leave the scene of an accident unless your cellular phone is not working and there is no one else to make the necessary calls.

  Step 5: Write down names, license numbers, and other information regarding the accident and those people involved in it. Draw a simple diagram of the accident scene. The more detail you can provide for NMS safety department, the better it will be for insurance and/or legal purposes later. If you have a disposable camera for use at accident scenes or have a camera on your cell phone, document the situation with photographs from various angles.

  Step 6: After the vehicle has been secured, warning devices put in place, assistance rendered to injured person(s) (if any), and law enforcement personnel

contacted, you (the driver) should communicate the accident to your NMS supervisor.

- Before communicating an accident, drivers for NMS are expected to gather the following information and details:
    - Exact time and location of the accident,
    - Estimate of the injuries (if any) and/or damage to vehicle(s) and property involved,
    - A location and/or phone number where you can be reached for further information and instructions,
    - Names and addresses of all persons involved in the accident,
    - Names and addresses of all insurance companies involved, and
    - Make, model, and license numbers of all vehicles involved in the accident.
    - Names and addresses of any witnesses to the accident.
- Complete the NMS Business Vehicle Accident Guide form NMS provides for you to use at the scene of an accident.
- NMS supervisors are to use the Automobile Accident Report Form supplied by HSSE / Pulse Website as a data collection device when drivers call in accidents.
- NMS employees must understand the significance of effective accident investigation, and be aware of specific issues on which NMS will focus its attention. Most importantly, they need to know what changes in behavior are necessary to prevent accident recurrence. Generally, five major areas are evaluated in accident investigation. These areas will be examined in full after an initial evaluation is made of the severity of the accident.
- After an initial contact with the driver of the vehicle involved in an accident, NMS Safety will determine the level of official involvement that needs to happen in the specific instance.
- Supervisor or HSSE Staff or an insurance adjuster representing NMS may be sent to the accident scene to assist in on-site investigation and handling of the accident details.
- After detailed investigation is completed, accident reconstruction may be attempted in some cases, if deemed necessary by VP HSSE.

2.12.2 Causes of Accidents and Accident Investigations

Accidents don't just happen. They usually represent a failure of some procedure within NMS. Causes for accidents can be grouped into five basic categories:

- **People**: Some statistics show that 90% or more of all accidents are caused by human error. Our investigations will include examination of the qualifications of the driver(s) involved in the accident.
  That will include questions like:
    - Was the driver properly qualified according to company policy and federal requirements?
    - Did the driver have the proper training?
    - Was the driver new to the job?
    - Was the driver working within the guidelines of a job description?
    - Was the driver under pressure or fatigued?

    - Did the driver receive clear instructions and directions?
    - Was the vehicle involved in the accident the driver's regularly-assigned vehicle?
- **Vehicle**: A great deal of attention will be focused on the mechanical condition of the vehicle involved in the accident.
  That assessment will include questions like:
    - Was the vehicle serviced regularly?
    - Are there maintenance records to verify that major components had been serviced and repaired (if required) during the past year?
    - Was the maintenance performed at a qualified facility?
    - Was the vehicle properly specified for the driving task?
    - Was a defect not reported or not repaired?
- **Physical Conditions:** Even though environmental conditions are rarely shown to be the primary cause of an accident, such conditions may play a significant role in the responses of both vehicle and driver.
  Investigation in this area will include questions like the following:
    - Was traffic congested?
    - Was the highway slippery (wet or icy)?
    - Was it foggy at the time of the accident?
    - Was it snowing at the time of the accident?
    - What time of day did the accident occur?
- **Procedures:** Were there written procedures in place to be followed by the driver that would have alerted them to any hazards present?
  Investigation will key on the presence of such policies and may include the following questions:
    - Were all company policies being followed at the time of the accident?
    - Have all individuals involved been properly trained in existing procedures?
    - Was the "procedure" training effective?
- **Cargo:** Gathering information about the cargo being carried when an accident occurred is also vital.
  Those questions might include:
    - What was the cargo?
    - Was the driver under pressure to meet a deadline?
    - Was the cargo secured properly?
- At the scene, the NMS accident investigator will carefully survey the scene, noting the position of any debris from the accident. Using the equipment in the investigation kit, the investigator should take photos of the scene, with careful notes of what the photos depict.
- A map of the site should be drawn to scale, with any landmarks near the scene noted as to position. Photos of all vehicles involved in the accident should be taken from all sides, with careful notes made. Skid marks should be captured in the line of travel from each driver's viewpoint.
- The more accurate the information provided is, the easier it is when it comes to canvassing the accident scene. It is important that the accident investigator be as

objective as possible in gathering and evaluating data from the accident scene. Judgment calls do not belong here with the "hard" data available at the accident scene.

- Be aware that any information gathered may be used by the other side involved in the accident as well.
- Once the investigation at the accident scene has been completed, NMS HSSE will be in a position to evaluate whether or not accident reconstruction is required in the case of this accident. That decision is made on a case-by-case basis.
- A final decision on the preventability/chargeability of the accident in question will be made by HSSE VP. That decision will then be communicated to the driver of the NMS vehicle involved in the accident.
- At NMS, drivers have the opportunity to appeal decisions on preventability/chargeability of an accident.

2.13 Backing Accident Prevention

Millions of miles are driven each year and most of these miles are driven going forward. Although the majority of accidents occur while vehicles are going forward, approximately 30 to 60% percent of all accidents occur when vehicles are moving in reverse. On average less than 1% of our total time driving is spent backing up. Based on the high frequency of these accidents and the facts that all backing accidents are often preventable, emphasis must be placed on safe backing procedures.

Accidents that occur when a vehicle is going in reverse are costly to companies. While the most frequent of claims involve property damage, bodily injury to individuals occurs as well. The element of risk resulting in bodily injury is ever present when backing any vehicle. This is a major factor when considering why the total cost of backing accidents is so high.

2.13.1 Procedures for Backing

- There are many hazards that have to be considered when backing a vehicle:
  - Inadequate clearance on both sides and top of the vehicle
  - Objects directly to the rear of the vehicle when it begins to back
  - Objects that move into the pathway of the backing vehicle
  - Blind spots created by the vehicle
  - Inattentive spotters responsible for giving directions to the driver
  - Weather conditions which create exhaust plumes directly behind your vehicle blocking your visibility
- Drivers should adhere to the following safe backing procedures to prevent backing collisions:
  - Always conduct a thorough pre-trip inspection. Perform a complete 360 inspection of your vehicle and the surrounding area. All NMS owned, leased, or rented vehicles, or client operated vehicles will be required to carry and use a Safety Cone when parking and leaving a vehicle that will be required to back as the first move when starting to drive the vehicle. The Safety Cone will be required to be placed at the rear of the vehicle when

parked. The vehicle operator should remove the cone and place it in the vehicle as part of the 360 inspection.

- Check the vehicle's brakes, horn, back-up lights, 4-way flashers and back-up alarm (if equipped) for proper working condition. If equipped with a back-up device such as a video camera, make sure the lens is clean. Clean windows and mirrors thoroughly to provide a clear view.
- Plan ahead and avoid backing whenever possible. Do not put yourself into unnecessary backing situations. When practical, park the vehicle so it will not have to be backed at a later time.
- Get to know the vehicle's blind spots. Drivers need to remember that mirrors can never give the whole picture while backing.
- Adjust mirrors for maximum visibility. Mirrors are a major key to any backing maneuver. Adjust your mirrors while you are sitting in the driver's seat in your normal comfortable sitting position. Get help adjusting the right side mirror.
- Never back a vehicle when any mirror has dirt, frost, snow or other substances that keep you from visually clearing the path the vehicle will take.
- Park defensively. Carefully survey the parking opportunities when you arrive at the site. If possible, choose an easy-exit parking space that does not crowd neighboring vehicles. Too often, drivers pull into the most convenient location in order to speed up the exit process. Sometimes, choosing a poor parking space is a matter of necessity, but in many cases, a better defensive position is available if you take the time to look and evaluate.
- Situate your vehicle in the best possible position before starting to back up. Make the turn on the driver's side, if possible, in order to minimize turning and allow you to see the back of the vehicle swinging into position.
- Walk around your vehicle and check and recheck your path of travel when having to back into areas in a non-urban setting. Before any attempt is made to back, always look to see what lies in your path and your backing destination. Check for workers, pedestrians, soft or muddy areas, potholes, tire hazards and equipment hazards. Don't forget to look up! Look for awnings, pipes, framing, fire escapes, wires, etc. that will be in your way. Look up, down, all around and under the vehicle before backing. The entire path the vehicle will take must be clear of obstacles. Anticipate where another vehicle or pedestrian could reach the rear of the vehicle while it is backing. This "circle of safety" should be used to observe anything that could come in contact with the vehicle.
- Determine space limitations. Is the space wide enough? Be aware that the path may slope up or down, making it difficult to judge vehicle clearance at your destination point. Measure and determine proper distances vertically and horizontally to safely park or unload your cargo.
- Use a reliable spotter when possible.

- Although ultimately the responsibility of backing safely falls on the driver, it is helpful to use a reliable, well-trained spotter whenever possible to assist when backing. An extra set of eyes could make all the difference, particularly in situations where there are blind spots or when someone or something could come into your path. The driver and spotter should use hand signals instead of verbal ones and make sure you understand each other's signals. Do not have the spotter walking backwards while giving instructions. Establish eye contact with the spotter before backing and keep the spotter in sight at all times while backing. If you lose sight of the spotter, STOP and determine where he/she is. Remind the spotter to watch not only for the side and rear clearances, but also for overhead clearances and other overhangs as well.

- When you must spot for yourself without a spotter, return to the vehicle quickly. Start backing within a few seconds after finishing the walk-around check. This will allow very little time for people and/or obstacles to move behind the vehicle.
- Use your flashlight as a reference point. When backing at night or when backing into buildings or other enclosed structures during the day, lay your flashlight down at the end of your backing area. The flashlight will not light up the dark area, but the light will give you a reference point for which to aim.
- Roll down a window and turn off the radio so warnings can be heard.
- Once you are behind the wheel, with the engine running and the vehicle in reverse, check the area again by turning and visually clearing the path that the vehicle will take. Use all side mirrors to constantly check and visually clear your path.
- Periodically tap your horn prior to backing and as you continue backing. These warning are designed to alert others of your presence and can make other drivers aware of your intentions. Assume that other vehicles or individuals do not see you coming.
- Always back up slowly. When backing the vehicle, drivers should always expect something to get in their pathway. Slow backing will enable quicker stops. Have complete control of your vehicle. Remember that every backing situation is new and different.
- Driving backwards can be done safely, but caution must be the watchword.

2.14 Commercial Vehicle Operations and RequirementsCommercial Driver License Requirements

Drivers need Commercial Drivers License (CDL) if they are in interstate, intrastate, or foreign commerce and drive a vehicle that meets one of the definitions of a Commercial Motor Vehicle (CMV). The Federal standard requires States to issue a CDL to drivers according to the following license classifications:

- Class A – Any combination of vehicles with a Gross Vehicle Weight Rating (GVWR) of 26,001 or more pounds provided the GVWR of the vehicle(s) being

towed is in excess of 10,000 pounds.

- Class B – Any single vehicle with a GVWR of 26,001 or more pounds, or any such vehicle towing a vehicle not in excess of 10,000 pounds GVWR.

- Class C – Any single vehicle, or combination of vehicles, that does not meet the definition of Class A or Class B, but is either designed to transport 16 or more passengers, including the driver, or is placarded for hazardous materials. (383.23)

2.14.1 Commercial Motor Vehicle

Commercial Motor Vehicle means any self-propelled or towed motor vehicle on a highway in interstate, intrastate or foreign commerce to transport passengers or property when the vehicle:

- Has a gross vehicle weight or gross combination weight rating, or gross vehicle weight or gross combination weight, of 10,001 pounds or more, whichever is greater
- Is designed or used to transport more than 8 passengers, including the driver, for compensation
- Is designed or used to transport more than 15 passengers, including the driver, and is not used to transport passengers for compensation
- Is used in transporting material found be the Secretary of Transportation to be hazardous under 49 U.S.C. 5103 and transported in a quantity requiring placarding under regulations prescribed by the Secretary under 49 CFR, subtitle B, chapter I, subchapter C. (390.5)

2.14.2 Requirements for Commercial Vehicle Operators

All commercial vehicle operators, even those not required to have a CDL, are still required to have:

- Driver Qualification File on record for each driver (391.51)
- Each driver is to be issued a current copy of the Federal Motor Carrier Safety Regulations Book to read and we advise to carry in the commercial vehicle (390.5)
- All drivers must have a Medical Card and examination. (391.41)
- If driving over 100 miles air-mile radius or driving over 12 hours on a day or unable to return to dispatched location, drivers needs to carry a Daily Log Book. (395.8)

2.14.3 Requirements for Commercial Vehicles

All commercial vehicles are required to comply with regulations that are related to the vehicle and its operations:

- Each vehicle will have a Daily Inspection Report with a copy of the last inspection (yesterdays or last time moved) in the vehicle. (396.13)
- All commercial vehicles are required to have an Annual Inspection Form filled out with a copy of the inspection in the office, plus a sticker visible on the passenger's side of the equipment or a copy of the inspection in the vehicle. (396.17)
- A Maintenance File in the office on each vehicle, with records covering the last year. (396.3)

- Markings which include name or trade name and US DOT ID number must be on both sides of the commercial vehicle, readily legible at a distance of 50 feet during daylight hours. Intrastate companies need a USDOT number as required by Alaska law. (390.21)

2.14.4 Reporting Requirements for CDL Holders

The Motor Carrier Safety Improvement Act (MCSIA) of 1999 requires a CDL holder to be disqualified from operating a commercial motor vehicle if the CDL holder has been convicted of certain types of moving violations in their personal vehicle.

- If your privilege to operate your personal vehicle is revoked, cancelled, or suspended due to violations of traffic control laws (other than parking violations) you will also lose your CDL driving privileges.
- If your privilege to operate your personal vehicle is revoked, cancelled, or suspended due to alcohol, controlled substance or felony violations, you will lose your CDL for 1 year. If you are convicted of a second violation in your personal vehicle or CMV you will lose your CDL for life.
- If your license to operate your personal vehicle is revoked, cancelled, or suspended you may not obtain a "hardship" license to operate a CMV.

Other CDL rules adopted by the Federal and State governments that affect drivers operating CMVs are:

- You cannot have more than one license. If you break this rule, a court may fine you up to $5,000 or sentence you to jail.
- You must notify your employer within 30 days of conviction for any traffic violation (except parking). This is true no matter what type of vehicle you are driving.
- You must notify your employer within two (2) business days if your license is suspended, revoked, or canceled, or if you are disqualified from driving.
- You must give you're your employer information on all driving jobs you have had for the past 10 years.
- No one can drive a commercial motor vehicle without a CDL.
- You must be properly restrained by a safety belt at all times while operating a commercial motor vehicle. The safety belt design holds the driver securely behind the wheel during a crash, helping the driver to control the vehicle and reduces the chance of serious injury or death.
- It is illegal to operate a CMV if your blood alcohol concentration (BAC) is .04% or more. If you operate a CMV, you shall be deemed to have given your consent to alcohol testing.
- You will lose your CDL for at least 60 days if you have committed two serious traffic violations within a three-year period involving a CMV. For at least 120 days for three or more serious traffic violations within a three-year period involving a CMV.
- Serious traffic violations are excessive speeding (15 mph or more above the posted limit), reckless driving, improper or erratic lane changes, following a vehicle too closely, traffic offenses committed in a CMV in connection with fatal traffic accidents, driving a CMV without obtaining a CDL or having a CDL in the driver's

possession, and driving a CMV without the proper class of CDL and/or endorsements.
- You will lose your CDL for a period of 60 days to one-year for violations of a federal, state or local law or regulation pertaining to one of the offenses at a railroad-highway grade crossing.

3 Key Documents/Tools/Reference

- National Highway Transportation Safety Administration (NHTSA) Traffic Safety Facts – Crash Stats – DOT HS 811 172 A Brief Statistical Summary – June 2009
- Federal Motor Carrier Safety Administration (FMCSA) Part 40 – Part 571 Regulations covering Commercial Vehicles and Commercial Vehicle Operators
- NMS 12 Steps to Safe Driving Card
- NMS Daily Reminder Checklist
- NMS Business Vehicle Accident Guide
- NMS Safe Driving Check Ride Form
- NMS Automobile Accident Action Plan and Report Form
- NMS Review of Driving Record Policy
- NMS Automobile Inspection Condition Report
- NMS Employee Handbook

4 Program Evaluation

This program is to be reviewed by the HSSE Vice President or his/her designee on an annual basis or when a substantial change has occurred to the program or operating unit.

5 Definitions

Commercial Motor Vehicle: Any self-propelled or towed motor vehicle used on a highway in commerce to transport passengers or property when the – the vehicle has a gross vehicle weight rating or gross combination weight rating, or gross weight or gross combination weight, of 10,001 pounds (4,536 kg.) or more, whichever is greater; or is designed or used to transport more than 8 passengers (including the driver) for compensation; or is designed or used to transport more than 15 passengers, including the driver, and is not used to transport passengers for compensation; or is used in transporting hazardous material and requiring placarding under regulations of Department of Transportation.

Gross vehicle weight rating (GVWR): means the value specified by the manufacturer as the loaded weight of a single motor vehicle.

Covered Motor Vehicle: Any motor vehicle that is owned, leased, rented by NMS, or an employee-owned personal vehicle where the employee is reimbursed for expenses or a client owned vehicle.

Personal Vehicle Used for Company Business: A vehicle owned and driven by an employee who uses this vehicle in conducting business for NMS and which they are reimbursed for expenses based on mileage by NMS. This vehicle is also a covered vehicle.

Revision Log

Revision Date	Authority	Custodian	Revision Details
	Craig Clemens – VP HSSE	Penny Cotten-VP Marketing Communications	Original
03/31/2010	Craig Clemens – VP HSSE	Penny Cotten-VP Marketing Communications	Change to seatbelt requirements for buses that were not equipped on initial design.
3/3/2011	Craig Clemens— VP HSSE	Penny Cotten—VP Marketing Communications	Updated accident reporting form.
6/19/12	Craig Clemens— VP HSSE	Penny Cotten—VP Marketing Communications	Update to sections: 1.1, 1.3.4, 2.4, 2.5, 2.6, 2.9, 2.10.2, 2.11.2 Journey Management, Accident Reporting Form, Driver Cell Phone policy acknowledgement,
8/14/12	Craig Clemens— VP HSSE	Penny Cotten—VP Marketing Communications	Added Review of Driving Record criteria to appendix & added Driver Safety Training courses section 2.11.2

7/12/13	Craig Clemens—VP HSSE	Penny Cotten – VP Marketing Communications	Moved Journey Management to section 2.10.4 and added Journey Management Plan Assessment
5/15/15	Craig Clemens—VP HSSE	Penny Cotten – VP Marketing Communications	Section 2.4 Paragraph 8 deleted, paragraph 9 amended to verify headlights are on, paragraph 10 added, paragraph 11 added Section 2.5 paragraph 8 added to include commentary check ride, paragraph 11 amended to clarify that check ride required annually
6/15/2016	Craig Clemens—VP HSSE	Dawn Kimberlin – VP Marketing Communications	Updated dates on attached Policyholder Information Form
11/10/17	Craig Clemens—VP HSSE	Dawn Kimberlin – VP Marketing Communications	Added NMS Daily Reminder Checklist as an attachment Updated Driving Records Review Insurance Requirements

This Policy supersedes all previous NMS Motor Vehicle Operation policies.

Authorization

This policy has been approved by the NMS President.

Signature on file

Matthew W. Daggett, President Date

Motor Vehicle Safe Driving Check Ride

Employee Name: **Date:**

1	☐	Performs 360º walk around and vehicle exterior check (Headlights, Taillights)
2	☐	Completes interior checks (mirrors, loose equipment, radio)
3	☐	Driver and all passengers wear seatbelts and (safety glasses if required)
4	☐	Has backing plan if needing to back
5	☐	Clears any blind spots when leaving parking place or changing lanes
6	☐	Aims high down roadway - eye lead time = 15 seconds min.
7	☐	Uses proper signaling for lane changes and turns
8	☐	Maintains proper distance / space cushion when stopped (1 car length)
9	☐	Scans all mirrors every 5 - 8 seconds
10	☐	Checks mirrors before and after braking
11	☐	Maintains good following distance (minimum 4 seconds)
12	☐	Reviews all intersections by looking left and right before entering
13	☐	Observes all posted speed limits and other informational signs

Safe Driving Check Ride Process

1. Schedule ride with driver and review process
2. Openly observe and comment on driving skills
3. Provide immediate / honest feedback
4. Reinforce the Positive driving skills
5. Invite comment from the driver
6. Sign "12 Steps to Safe Driving" card

Drivers Signature:_____

Instructor Signature:_____

REVIEW OF DRIVING RECORD

Must have minimum 3 years licensed driving record*

Employees of NANA meeting the following criteria are unacceptable risks and cannot be covered by NANA's automobile liability program:

- One conviction of operating any motor vehicle under the influence of alcohol or an illegal or controlled substance within the last thirty-six months.
- Two or more convictions for operating any motor vehicle under the influence of alcohol or an illegal or controlled substance within the last sixty months
- Conviction of possessing alcohol or an illegal or controlled substance in an authority vehicle within the last thirty-six months.
- Conviction of any moving violation resulting in a fatal accident in the last thirty-six months.
- Conviction of a felony involving the use of a motor vehicle in the last thirty-six months.
- Conviction of three or more moving violations within the last thirty-six months.
- Two or more "at-fault" accidents within the last thirty-six months. (An "at-fault" accident is one in which the employee was fined, received an adverse judgment or settlement in a civil lawsuit or in which the employee's insurer settled prior to commencement of a lawsuit.)
- Any license suspensions, restrictions or revocations within the last thirty-six months.
- Driving without a valid driver's license in the last thirty-six months.
- Being declared a "negligent driver" by the state motor vehicle department (or any equivalent designation for the state in question) within the last thirty-six months.

One serious violation during the past three years. Serious violations are:

- reckless or negligent driving
- homicide, negligent homicide, or involuntary manslaughter by vehicle
- fleeing or attempting to elude police officers
- driving without a license or while license is suspended or revoked
- hit and run or failure to stop after an accident
- evading responsibility after an accident
- major speeding (20 or more MPH over limit).

Two of the following occurrences during the past three years:

- speeding (less than 20 MPH over limit)
- speed greater than reasonable or prudent or too fast for conditions
- failure to yield
- failure to obey traffic sign or signal
- improper backing, turning, or passing
- following too closely
- careless operation of vehicle
- any other moving violation
- "at-fault" accident.

Three of the following occurrences during the past three years:

- defective equipment
- oversize or overweight load
- operating without required equipment or warnings
- other equipment violations
- not "at-fault" accident.

If you have any questions you may have regarding the above criteria, those MVR's should be reviewed by HSSE.

This criteria may be waived on a case by case basis

Updated by NDC Risk Management May 1, 2016

12 Steps to Safe Driving

1. I realize that my number one priority right now is to drive this vehicle safely and without incident, to my destination.
2. I have checked behind the vehicle by doing a 360º walk-around, it is safe to back this vehicle if needed and that any and all cargo is secured. My 360º inspection is recorded on the NMS Daily Reminder Checklist.
3. I will avoid driving into a position that will require backing whenever possible. When I park a vehicle that requires backing, I will place my safety cone at the rear of the vehicle to remind the driver to perform their 360º inspection and remove the safety cone.
4. If I am required to back a vehicle, I will review my backing plan and not back any faster than a walking speed while assuring the backing path is clear of hazards or I will use a spotter.
5. I am mentally and physically alert and am capable of making this trip. I am fully aware of the states of mind presented by SafeStart™ in that Rushing, Frustration, Fatigue and Complacency can cause or contribute to critical errors in my driving.
6. I have securely fastened my seat belt and adjusted it for proper fit, donned safety glasses, turned on headlights and ensured all passengers have complied also.
7. I am aware of the weather and realize that it can change during my trip. I will adjust my driving technique to allow for darkness, fog, snow, ice, etc.
8. I will be alert for traffic and road hazards and adjust my driving to safely allow for them.
9. I will obey all posted traffic signs, observe work area speeds and I am aware of any rig moves scheduled.
10. I have a good attitude toward my driving; I will be courteous and allow for other drivers' mistakes.
11. I am devoting my undivided attention to safety while operating this vehicle; I will not allow distractions to take my mind away from driving.
12. I know the Five Keys to safe driving
    - Aim high in steering
    - Get the big picture
    - Keep your eyes moving
    - Leave yourself an out
    - Make sure they see you

    And I will practice them as I drive to my destination.

Vehicle Accident Action Plan

AUTOMOBILE ACCIDENT – INITIAL RESPONSE

Any Injury or if damage exceeds $1000 - Phone 911,
Then phone 273-2400 ext. HSSE

Initial actions: render first aid, if needed; turn off all ignitions to prevent possible fire; call police and/or EMS as necessary; stay on scene to assist with investigation.

Give operator exact location of accident: address, milepost, intersection, or other landmark:

_____

Stay on line for further questions.

Details to provide if possible:

- How many vehicles are involved: _____
- Are there any injuries? Yes _____ No _____
  Don't know at this time _____
  - If so, how many people have injuries? _____
  - Extent of injuries, if known:
    _____
- Are any vehicles blocking traffic now?
  Yes ____ No ____ Don't know _____
- If so, entire road blocked?
  Yes ___ No ___ Partially blocked? _____
- Is there any evidence of fire now?
  Yes _____ No _____ Don't know _____
- Are Emergency Medical Services personnel on-site?
  Yes ____ No ____ Don't know ____
- Have you already called:
  - Ambulance: Yes _____ No _____
  - Fire truck: Yes _____ No _____
  - Police: Yes _____ No _____
  - Tow truck: Yes _____ No _____

Report taken by: _____
Date: _____ Time: _____

Information relayed to: _____
By: _____ Time: _____

Keep This Guide Along with the NDC Risk Report Form In Your Vehicle

This guide is provided by NMS HSSE to assist you in case of vehicle incident. We hope you never have to use it. If you do, follow the numbered steps, carefully recording all necessary information.

1

Aid The Injured

Do not move injured individuals unless necessary. Warn other drivers.

2

Call The Police

3

Record Facts About Your Vehicle

Complete all information concerning your vehicle.

4

Obtain Facts About Other Vehicle(s)

It is important to obtain name, address, vehicle registration, and driver's license number of otherr driver(s) involved.

5

Obtain Facts About Injured Person(s)

6 ***Record Facts About Other Property Damaged (Non-Vehicles)***

Gather any information concerning damage to other property.

7

Get Witnesses

8

Describe The Accident

Complete the NDC Risk Mgt and NMS Accident Report forms.

9

Call NMS HSSE

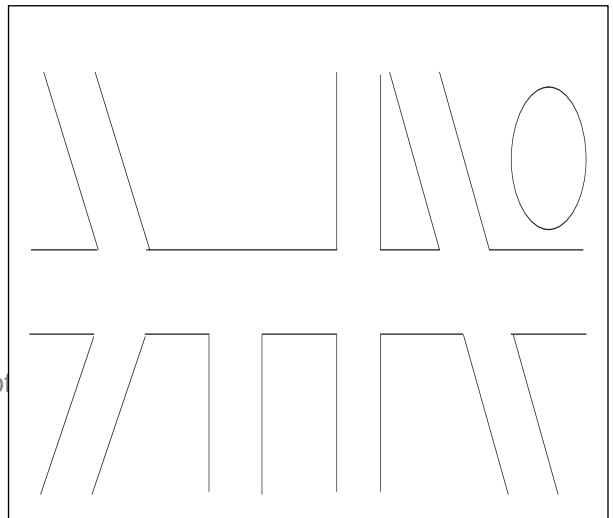
Notify your company supervisor immediately. Next, NMS HSSE Department at 273-2400.

10

Don't Comment

Do not make any statement concerning the assumption of liability. Give out only that information required by authorities.

NMS
800 E. Dimond Blvd., Suite 3-450
Anchorage, AK 99515
907.565.3300 (NMS 24-Hour Reporting)
HSSE 907.273.2400
866.757.6939 fax



Type of Accident:

- Angle
- Backing
- Head on
- Rear end
- Parked
- Overturn
- Pedestrian
- Animal
- Bridge
- Building
- Culvert
- Wall
- Ditch
- Divider
- Sign Post
- Utility Post
- Other support
- Embankment
- Fence
- Guardrail
- Machinery
- Sideswipe
- Other object
- Wind Damage
- Property Damage

Intersection Related:

- At intersection
- Not at intersection"

Location of First Event:

- On roadway
- Off roadway
- On pad
- Off Pad

Pre-accident Action Veh 1

- N/A
- Going straight ahead
- Making right turn
- Making left turn
- Making "u" turn
- Starting from parking
- Starting from traffic
- Entering parked position
- Parked
- Avoiding object in road
- Changing lanes
- Overtaking
- Backing
- Skidding
- Out of control

Pre-accident Action Veh 2

- N/A
- Going straight ahead
- Making right turn
- Making left turn
- Making "u" turn
- Starting from parking
- Starting from traffic
- Entering parked position
- Parked
- Avoiding object in road
- Changing lanes
- Overtaking
- Backing
- Skidding
- Out of control

Pedestrian Action:

- N/A
- Walking with traffic
- Walking against traffic
- Emerging from front or rear of parked vehicle
- Getting in/out of vehicle
- Pushing / working on vehicle
- Other actions on roadway
- Not in roadway
- Alcohol/Drug involvement

Traffic Control:

- None
- Stop sign
- Yield sign
- Officer / Flagger
- No passing zone

Land Usage:

- Main road
- Side Street or Access road
- Parking Lots
- Commercial / Production Facility
- Residential drives / lots and pad
- Other area

Roadway Character:

- Straight and level
- Straight and grade
- Straight and hillcrest
- Curve and level
- Curve and grade
- Curve and hillcrest

Surface Condition:

- Dry
- Wet
- Muddy
- Snow / Ice
- Slush

Light Condition:

- Daylight
- Twilight
- Dark / Starlight
- Dark

Weather Conditions:
- o Clear
- o Clear w/patches of fog
- o Cloudy
- o Rain
- o Snow
- o Sleet / Hail
- o Freezing rain
- o Fog
- o Light Fog
- o Smoke
- o Ice fog

Temperature: _____

Winds: _____

Safety Equipment:
- o No restraint used
- o No restraint avail
- o Lap belt
- o Harness
- o Lap belt & Harness

Ejection from Vehicle:
- o Not ejected
- o Ejected
- o Partly ejected

Physical Complaint:
- o N/A
- o Head
- o Face
- o Eyes
- o Nose
- o Neck
- o Chest
- o Back
- o Shoulder
- o Upper arm
- o Elbow
- o Lower arm
- o Hand
- o Abdomen
- o Pelvis
- o Hip
- o Upper leg
- o Knee
- o Lower leg
- o Foot
- o Entire body

Type of Physical complaint:
- o None visible
- o Amputation
- o Concussion
- o Internal
- o Minor bleed
- o Severe bleed
- o Minor burn
- o Moderate burn
- o Severe burn
- o Fracture
- o Dislocation
- o Contusion bruise
- o Abrasion
- o Complaint of pain

Physical/Emotional status:
- o N/A
- o Conscious
- o Shock
- o Incoherent
- o Semi-Conscious
- o Unconscious
- o Apparent death

Injured taken to:
- o N/A
- o Hospital
- o Clinic
- o Camp
- o Medivac
- o Unknown

How Transported:
- o N/A
- o Ambulance
- o Security / Police
- o Private vehicle
- o Airplane
- o Helicopter
- o Unknown

Direction of Travel Veh 1:
- o N/A
- o North
- o Northeast
- o East
- o Southeast
- o South
- o Southwest
- o West
- o Northwest"

Direction of Travel Veh 2:
- o N/A
- o North
- o Northeast
- o East
- o Southeast
- o South
- o Southwest
- o West
- o Northwest"

Contributing Factor Veh 1:

- Alcohol
- Backing unsafely
- Inattention
- Inexperience
- Drugs
- Fail to Yield
- Fell asleep
- Follow to close
- Illness
- Lost consciousness
- Passenger distraction
- Improper passing
- Improper lane usage
- Physical disability
- Prescription meds
- Disregard traffic control device
- Turning improperly
- Speed too fast for conditions
- Accelerator defective
- Brakes defective
- Headlights defective
- Other light defects
- Oversize vehicle
- Steering failure
- Tire failure
- Tow hitch defective
- Windshield inadequate
- Animals action
- Glare
- View obstructed / limited
- Construction debris
- Roadway deteriorated
- Soft shoulders

Contributing Factor Veh 2:

- Alcohol
- Backing unsafely
- Inattention
- Inexperience
- Drugs
- Fail to Yield
- Fell asleep
- Follow to close
- Illness
- Lost consciousness
- Passenger distraction
- Improper passing
- Improper lane usage
- Physical disability
- Prescription meds
- Disregard traffic control device
- Turning improperly
- Speed too fast for conditions
- Accelerator defective
- Brakes defective
- Headlights defective
- Other light defects
- Oversize vehicle
- Steering failure
- Tire failure
- Tow hitch defective
- Windshield inadequate
- Animals action
- Glare
- View obstructed / limited
- Construction debris
- Roadway deteriorated
- Soft shoulders

Notes and Remarks:

NANA Management Services, LLC

Corporate Cell Phone Policy

At NMS, we deeply value the safety and well-being of all employees. Due to the increasing number of crashes resulting from the use of cell phones while driving, we are instituting a new policy. Company employees may not use cellular telephones or mobile electronic devices while operating a motor vehicle under any of the following situations, regardless of whether a hands-free device is used:

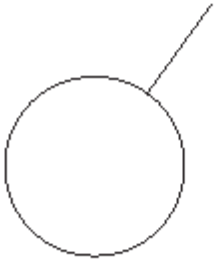
- When employee is operating a vehicle owned, leased or rented by the Company.
- When the employee is operating a personal motor vehicle in connection with Company business.
- When the motor vehicle is on Company property.
- When the cellular telephone or mobile electronic device is company owned or leased.
- When the employee is using the cellular telephone or mobile electronic device to conduct Company business.

Violations of this policy will lead to disciplinary actions up to and including immediate dismissal.

Your signature below certifies your agreement to comply with this policy.

_____ _____

Employee Signature Date



REMOVE FROM MIRROR BEFORE DRIVING

Place on rearview mirror while parked

NMS DAILY REMINDER CHECKLIST	
Conduct 360° Walk Around Before Driving	
Adjust Mirrors	Headlights On
Safety Glasses On	Seatbelt On
Windows & Lights Clear	Obey All Speed Limits
2 Way **Communication Device**	**No Emergeny Brake During Winter**

NMS DAILY VEHICLE INSPECTION		
Vehicle #:	Inspected By:	Date:

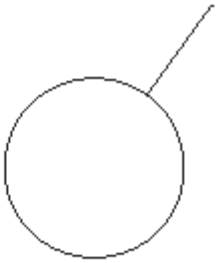
X	Item
	Filled Up With Fuel
	Oil Checked
	Windows/Mirrors Cleaned (As Needed)
	Interior Cleaned (Trash Removed)
	Arctic Gear (Winter)
	Ice Scraper (Winter)
	Jacket/Gloves (Summer)
	Washer Fluid Checked (Summer)
	Work Gloves/Safety Glasses
	Duck Pond
	Distribute Weight & Secure Load
	Lift & Lock Gate if Applicable

BACKING PROCEDURE

*When 2 people are in the vehicle, 1 must spot the other while backing up.
*When 1 person in vehicle & backing into or out of a tight space, ask for a spotter.

TONIGHT'S BACKING PLAN IS:

MAINTENANCE AND/OR OTHER ISSUES:
(Inform Lead/Supervisor of all repairs)



REMOVE FROM MIRROR BEFORE DRIVING

Place on rearview mirror while parked

NMS DAILY REMINDER CHECKLIST	
Conduct 360° Walk Around Before Driving	
Adjust Mirrors	Headlights On
Safety Glasses On	Seatbelt On
Windows & Lights Clear	Obey All Speed Limits
2 Way Communication Device	**NO Emergeny Brake During Winter**

NMS DAILY VEHICLE INSPECTION		
Vehicle #:	Inspected By:	Date:

X	Item
	Filled Up With Fuel
	Oil Checked
	Windows/Mirrors Cleaned (As Needed)
	Interior Cleaned (Trash Removed)
	Arctic Gear (Winter)
	Ice Scraper (Winter)
	Jacket/Gloves (Summer)
	Washer Fluid Checked (Summer)
	Work Gloves/Safety Glasses
	Duck Pond
	Distribute Weight & Secure Load
	Lift & Lock Gate if Applicable

BACKING PROCEDURE

*When 2 people are in the vehicle, 1 must spot the other while backing up.
*When 1 person in vehicle & backing into or out of a tight space, ask for a spotter.

TONIGHT'S BACKING PLAN IS:

MAINTENANCE AND/OR OTHER ISSUES:
(Inform Lead/Supervisor of all repairs)