

13-SAFETY

Following is the safety policy of the city of Waynesboro, quoted verbatim:

City of Waynesboro, Virginia
Department of Emergency Operations
Office of Health and Safety

Safety Program/Policy
Adopted: November 27, 1995

BACKGROUND

When consistently incorporated with other management efforts, loss prevention techniques have a profound effect on the reduction of personal injuries, property damage, and work interruptions. By placing continual emphasis on the refinement of operational procedures, employee discipline, and healthful working conditions, it is possible to virtually eliminate the major causes of municipal losses.

It is an established fact that a well-trained, well-disciplined, and well-supervised individual in a safe and healthful environment is unlikely to have an accident. The objectives of this program are focused upon this accomplishment. A low experience of losses in any organization is indicative of top quality supervision and a responsible workforce at all levels; and it has overruled for all time the misconception that accidents are inevitable where hazardous operations are accomplished.

PROGRAM IMPLEMENTATION

Because of the wide diversity of operations within Waynesboro City Government and the necessary differences in organizational structure within various departments, it is recognized that certain terminology and expressed procedures in this program cannot be equally applied by all. There are some details which might be impossible or impractical for one department head to implement, as directed, while another would have no difficulty in applying every one.

Department heads will, therefore, have some latitude in formulating and implementing alternative methods when necessary as long as our total loss control objectives are not compromised.

RESPONSIBILITIES

All city employees shall be fully responsible for implementing the provision of this program as it pertains to operations under their jurisdiction. The responsibilities listed below are MINIMUM, and they shall in no way be construed to limit individual initiative to implement more comprehensive procedures to curb our losses.

13.1.1

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A. DEPARTMENT HEADS

All department heads have the full authority to, and total responsibility for, maintaining safe and healthful working conditions within their jurisdictions whether it be out in the field, in the shop, or in the office. Although personnel exposure to hazards varies widely from department to department, it is expected that an unrelenting effort will be directed toward controlling injuries, collisions, liabilities, and waste of materials in each. Therefore, all department heads shall:

1. Ensure that the policies and procedures set forth herein are complied with by all personnel under their direction.
2. Provide the leadership and positive direction essential in maintaining firm loss prevention policies as a prime consideration in all operations.
3. Devote a portion of staff meetings, as necessary, to a review of department losses (accidents) and to discuss plans to bring about more positive loss reduction. This will vary with the frequency and severity of losses and the degree of hazardous operations involved in each department.
4. Demonstrate a personal concern in departmental losses by interviewing directly or through a responsible representative, each worker and his or her supervisor who has:
 - a. Lost work time from an industrial injury because of negligence.
 - b. Been involved in a vehicular collision while operating a city vehicle or equipment because of failure to drive defensively or to comply with traffic laws.
5. Hold each supervisor fully accountable for an explanation of the preventable injuries, collisions, and liabilities incurred by his or her employees. An excessive number is an indication that some management policies and practices need re-evaluation.

B. SUPERVISORY PERSONNEL

Every supervisor has full responsibility for the safe actions of their employees and the safe performance of machines and equipment within his or her operating area, and has the authority to enforce the provisions of this manual to keep losses at an absolute minimum. Each supervisor shall:

1. Assume full responsibility for safe and healthful working areas for his or her employees while they are under his or her supervision.

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2. Be fully accountable for preventable injuries, collisions, and liabilities caused by his or her employees.
3. Ensure that all management policies herein are fully implemented for maximum efficiency of each job.
4. Take the initiative in recommending correction of deficiencies noted in facilities, work procedures, employee job knowledge, or attitudes that adversely affect city loss control efforts.
5. Be firm in enforcement of work policies by being impartial in taking disciplinary action against those who fail to conform, and by being prompt to give recognition to those who perform well.
6. Ensure that each employee is fully trained for the job he or she is assigned to do, that he or she is familiar with published department work rules.

B. EMPLOYEES

Employees are required, as a condition of employment to exercise due care in the course of their work to prevent injuries to themselves and to their fellow workers and to conserve materials. Each employee shall:

1. Report all unsafe conditions to his or her supervisor.
2. Keep work areas clean and orderly at all times.
3. Report all accidents immediately to his or her supervisor.
4. Avoid engaging in any horseplay and avoid distracting others.
5. Learn to lift and handle materials properly.

Each employee working at hazardous jobs shall, in addition:

1. Obey all safety rules and follow published work instructions. If any doubt exists about the safety of doing a job, the employee shall STOP and get instructions from his or her supervisor before continuing work.
2. Operate only machine equipment that he or she has been authorized to operate by his or her supervisor.
3. Use only the prescribed equipment for the job and handle it properly.

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4. Wear required protective equipment when working in hazardous operation areas. Dress safely and sensibly.
5. Take an active part in the safety program.

D. HEALTH AND SAFETY DIRECTOR

The Health and Safety Director shall conduct an aggressive loss prevention program. He or she is fully responsible for the staff direction and administration of this program, and shall take all actions deemed essential to produce a positive reduction in accidents and their causes. Specifically, he/she shall:

1. Maintain the loss control program to incorporate the current practices and philosophies adopted by the safety profession as most effective in preventing injuries, occupational diseases, vehicular collisions, liabilities, and damage to equipment and material.
2. Consult directly with all management personnel and employees on loss prevention matters, and provide all guidance necessary to assure effective administration of this program.
3. Periodically attend department staff safety meetings to promote maximum understanding of the program objectives.
4. Periodically evaluate compliance with the program within departments. Make inspections of facilities for hazardous conditions and housekeeping, and make frequent checks of field and shop areas to ensure worker compliance with OSHA and city work rules.
5. Maintain an effective driver training program for drivers of city vehicles.
6. Ensure maintenance of complete records on city accidents in accordance with OSHA requirements and publicize information which will apprise management and personnel of trends which call for strong corrective measures.
7. Recommend the use of approved safety equipment essential for specified hazardous operations.
8. Fully utilize the assistance available from State and Federal Labor Department, State Health Department, insurance carriers, and safety councils on matters pertaining to safety and health.

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9. Ensure the thorough investigation of accidents resulting in lost time, hospitalization, death, and extensive property damage.

10. Actively participate in the community efforts of safety professionals and citizens groups striving to promote accident prevention.

11. Monitor compliance with employee health requirements and report cases of noncompliance to the department head concerned.

12. Receive copies of all completed accident reports from the department head of the supervisor completing it.

13. Forward copies of the report to:

- a. Safety Committee
- b. Human Resources Department
- c. City Manager's Office

INSPECTIONS

The city is subject to various outside safety inspections during the course of the year from:

1. State OSHA
2. Virginia Department of Labor and Industry
3. State Department of Health
4. VML

In addition, the Health and Safety Director/Safety Committee shall conduct inspections of the various departments from time to time. Each department must be given an internal inspection at least once per year.

During these inspections, employees shall be judged on conditions of facilities, equipment and machines, as well as implementation of the overall program. Program implementation includes the following:

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1. Good housekeeping.
2. Use of prescribed protective equipment.
3. Compliance with published department work rules.
4. Qualification of drivers and condition of vehicles.
5. Condition of equipment.
6. Proper maintenance of electrical equipment.
7. Proper guarding of open pits, ditches, tanks, etc.
8. Proper storage of flammable/combustible liquids.
9. Portable firefighting equipment, first aid kits, and emergency lighting.
10. Condition of power and hand tools.
11. Proper guarding of powered equipment and machines.
12. Control of excessive noise levels.
13. Control of excessive dust levels.
14. Administrative compliance with this manual, and other pertinent directives.
- 15.

JOB SAFETY TRAINING

Job safety training is an important part of every manager/supervisor's job. They are responsible for ensuring that their employees know the right way, the safe way of performing their duties.

No supervisor shall assume that a newly-hired, newly-assigned or reassigned employee thoroughly knows all the safe job procedures. Employees must be trained. The four-point method of job instruction has been found useful for all hazardous operations: Preparation, presentation, performance, and follow-up.

JOB SAFETY TRAINING (Cont.)

A. PREPARATION

1. Put the employee at ease.
2. Define the job and find out what he or she already knows about it.
3. Get the employee interested in learning the job.
4. Place the employee in the correct position to perform the work.

B. PRESENTATION

1. Tell, show, and illustrate one important step at a time.
2. Stress each key point.
3. Instruct clearly, completely, and patiently, but cover no more than he or she can master each time.

C. PERFORMANCE

1. Have the employee do the job; coach him or her while he or she works.
2. Have the employee explain each key point to you as he or she does the job again.
3. Make sure the employee understands.
4. Continue until YOU know HE or SHE knows the job.

D. FOLLOW-UP

1. Put the employee on his or her own.
2. Designate to whom the employee goes for help.
3. Check frequently; encourage questions.
4. Taper off extra coaching and close follow up.

SAFETY (cont'd)
PERSONAL PROTECTIVE EQUIPMENT

The designation and use of protective equipment for all jobs which have an inherent injury potential shall be specified by the supervisors involved. Detailed specifications for the design, purchase, and use of all protective equipment shall be coordinated by the Health and Safety Director and the supervisors. Specialized protective equipment specified as mandatory on hazardous jobs shall be provided by the city, and employees shall be fully accountable for its use and condition. Ordinary safety shoes and prescription safety glasses shall be provided by the employee when required.

A. TYPES OF EQUIPMENT

Equipment shall be worn when hazards as described exist:

1. Hard hats or helmets to protect the head against falling objects, head bumping situations or electrical conductors.
2. Goggles, face shield, or safety glasses to guard against airborne debris, dust, flying particles, chips, chemicals, head or injurious rays.
3. Ear plugs or ear muffs to guard against prolonged exposure to noise exceeding sound tolerance levels defined by law. Example: When using a jack hammer, tamper, or operating heavy equipment.
4. Respirators, gas masks, airline respirators, hose masks, and self-contained breathing apparatus to protect employees against toxic or abnormal atmospheric conditions.
5. Safety shoes to protect feet against possible mashing from articles that can be dropped, from vehicle wheels, machines, and nail punctures.
6. Reflective vests or bright articles to increase employee visibility while working in or around traffic lights.
7. Protective clothing, such as gloves, sleeves, aprons, and leggings, to protect against wounds and abrasions.

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B. MANDATORY USE OF PROTECTIVE EQUIPMENT

When the use of personal protective equipment has been specified for hazardous work, its use shall be mandatory as a condition of employment. Supervisors shall be held accountable for employees allowed to work without compliance. Enforcement can be made easier by educating employees on the reasons for using or wearing the articles and the possible injuries that can result when the need is ignored. The review of injuries by the Health and Safety Director shall place emphasis on those that resulted from failure to use protective equipment.

NOTE: City employees assigned to inspect or work at construction sites or other areas under the jurisdiction of other employers shall comply with the safety regulations established by those employers.

PROPER DRESS FOR WORK

Each employee shall wear clothing suitable to the job being performed at all times. Suitable clothing means clothing that will minimize danger from moving machinery, hot or injurious substances, sunburn, falls, etc.

SAFETY (cont'd)

SAFETY COMMITTEE

To assist in the carrying out of the safety program and to promote employee interest in preventing illness and injury, the city has established a Safety Committee.

The committee shall consist of five city employees for the various departments. At a minimum, the committee composition shall include:

1. A representative for the Public Works Department.
2. A clerical/administrative employee.
3. A Police or Fire Department employee.
4. A first level supervisor.
5. Health and Safety Director.

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All appointments to the Safety Committee shall be made by the Health and Safety Director, who shall act as chairman. Appointments shall be for a period of 1 year. Reappointments may be made, but no one other than the Health and Safety Director can serve more than two 1-year terms.

The Safety Committee, under the direction of the Health and Safety Director, has the responsibility of coordinating all safety functions of the city. Other duties of this committee are as follows:

1. Work with the Health and Safety Director on issues relating to safety.
2. To pinpoint unsafe working conditions and unsafe practices, and to make sound recommendations for correction.
3. To keep abreast of new safety developments.
4. To keep management advised of accident experiences.
5. To assist in maintaining interest in safety programs by special safety meetings, posters, and printed material.
5. The Safety Committee will review each reported employee accident, define the reasons the accident took place, and the necessary actions, if any, to prevent a repeat occurrence.

INVESTIGATION OF INDUSTRIAL INJURIES

INVESTIGATION of any accident is an invaluable tool in controlling losses. Each accident must be considered a TOTAL LOSS unless its true cause is objectively determined and all contributing deficiencies are corrected. Thorough investigation, reporting, recording, and corrective follow-up of each accident can be time consuming, but the time used for such a purpose contributes relatively little to the total time wasted from the disruption that invariably follows. Devoting necessary time and effort to prevent the recurrence of each accident is an investment that pays compounded benefits to employees and management as their number decreases.

SAFETY (cont'd)

A. DEFINITIONS

1. **INDUSTRIAL INJURY**- is defined as a personal injury arising out of and in the course of, employment with the city of Waynesboro.

2. **OCCUPATIONAL ILLNESS** – is defined as a disease caused by certain hazardous conditions or materials when there is a direct causal connection between the conditions under which the work is performed and the occupational disease.

B. INVESTIGATION AND PROCEDURES FOR INDUSTRIAL INJURIES

Each industrial injury shall be investigated by the supervisor of the person injured **AS SOON AS POSSIBLE** after it has occurred and the following procedures shall be adhered to as closely as possible.

1. Check the Scene.

- a. Begin where the accident occurred. The first step is to carefully examine where the injury occurred.
- b. Reconstruct as much as possible the chain of events leading up to the injury, and attempt to determine the single event that caused the injury.
- c. Draw a diagram of the location if it will be helpful in arriving at a conclusion.
- d. Sketch in machinery, equipment, and any other nearby physical objects, together with the places where witnesses were standing.

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2. Write It Down.

- a. Make notes on all facts that may relate to the cause of the injury. As an example: Employee had complained of dizziness or employee had not used proper equipment, etc.
- b. Write down any procedure used, misuse of equipment or other factors not in accordance with published work rules or safety policies.
- c. Write down any unsafe conditions in work area, defective tools, or faulty equipment noted.
- d. Write down such other items as: The time of your investigation, the lighting conditions, the weather conditions, if pertinent, a description of supplementary evidence, and conversations having a bearing on the case.

3. Collect the Evidence.

If an injury or near miss occurs when machine parts or structures fail, it is essential to determine what failed and why. This can frequently be done without laboratory analysis and corrective action can be initiated without great expense. If, however, a detailed study is determined to be essential, then all components shall be collected and submitted for study immediately.

4. Interview Witnesses.

It is important to interview witnesses at the scene immediately or as soon as possible thereafter. Make brief notes and identify who gave the information.

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5. Interview the Victim.

- a. Timing is important if the injury is minor, the interview should be made as soon as the investigation of the scene and a review of the medical report is complete.
- b. If the injury is serious, selecting the right time is a judgment factor. Too soon afterward and victim may be confused and inaccurate; waiting too long, may cause him to be cautious and evasive. Let the employee tell his or her story without actual interrogation, but a complete picture should be encouraged. The interview must be complete, and it may be necessary to question the employee or witnesses several times.

6. Weigh the Evidence.

- a. It is essential to eliminate any inconsistencies in the testimony of the injured or witnesses even if further questioning is required.
- b. When assembled, all facts should be reviewed for completeness.

Doing the job right saves explaining why it was done wrong.

13.2-OFF-THE-JOB INJURIES

Off-the-job (OTJ) injuries present many of the same problems to the injured employee and management as do industrial injuries. Since twice as many injuries occur OTJ as occur at work, the need for efforts to control them is obvious. Yet, this is an area where the conventional approach in striving to control them is generally ignored or resented because of the infringement upon the freedom of the individual to do as he or she pleases during their time off. Any attempt to control these injuries, therefore, must necessarily be by way of appeal to the better judgment of each individual by citing examples of errors that brought about misfortune to others.

Prevention of the OTJ injuries shall be made an integral part of this program. The impact of these injuries upon the efficient operation of city government is evidenced by the same absenteeism, the same disruption of work schedules, the same costs and the same suffering. It is, therefore, equally important that all personnel promote a spirit of genuine concern for the well being of each other while on or off the job.

A. SUPERVISOR'S RESPONSIBILITIES

1. Supervisors shall obtain all possible details on OTJ injuries. This can contribute to the effectiveness of a control program by providing information for analysis of leisure problems.

2. Devote portions of some safety meetings of the promotion of OTJ safety. Subjects appropriate for seasonal activities are: proper use and handling of firearms, boat and water safety, workshop hazards, power mower safety, hazards of do-it-yourself construction projects, hazards of making home repairs, consideration of physical limitations while playing games or working, etc. Discuss injuries that have resulted from these activities.

3. Encourage employees to submit ideas for the promotion of OTJ safety.

B. EMPLOYEE REPORTS

Each employee injured OTJ is encouraged to report the type of injury and parts injured. This will assist in efforts to create an awareness of the need for safety at home. Why spend all of your time on the job safety program, then lose it to OTJ carelessness?

3.3-GENERAL SAFETY REQUIREMENTS

1. Hard hats, eye protection, gloves, hearing protection, respiratory protection, aprons, and hazardous materials suits shall be provided as necessary to each employee as deemed appropriate by job description. All personal protective equipment (PPE) shall be provided by the employer and will be the responsibility of same to maintain. If required by description, purchase of safety shoes and prescription safety glasses will be the responsibility of the employee.

2. It will be the responsibility of each employee to wear PPE at all times when working in a hazardous environment or as dictated herein.

3. Hard hats shall be worn at all times while on the job site.

4. Eye protection shall be worn at anytime when working with or around equipment or machinery, or when operating same equipment or machinery. This includes, but is not limited to, mowers, backhoes, garbage trucks, jack hammers, etc.

5. Hearing protection shall be worn at all times when working in high noise environments. This includes but is not limited to the use of jack hammers, compressors, pumps, or heavy equipment.

6. Gloves shall be worn when it is reasonably anticipated that the hands may become injured or exposed to volatile substances or conditions.

7. Aprons or coveralls shall be worn when it is reasonably anticipated that volatile substances may be splashed.

8. Latex gloves shall be worn at all times when it is reasonably anticipated that one may come in contact with blood or other body fluids.

9. Eye protection and face masks will be worn at all times when it is reasonably anticipated that one may be splashed with blood or other body fluids.

10. Aprons, coveralls, or gowns should be worn at all times by personnel who work in construction, maintenance, or other related duties.

11. Safety shoes of approved type shall be worn at all times by personnel who work in construction, maintenance, or other related duties.

12. Personnel shall not eat or drink, or handle contact lenses, or store food in any area designated as a biohazard area.

13. Personnel shall utilize assistance or mechanical means when lifting objects greater than 50 pounds. Proper body mechanics shall be utilized at all times.

13.3.1

GENERAL SAFETY REQUIREMENTS (cont'd)

14. Handrails shall be used when going up or down stairs.
15. No employee shall work or operate city vehicles or equipment while under prohibitive substance covered under the city drug and alcohol policy, or if in violation of local, state, or federal laws.
16. Guards shall remain on equipment and be used at all times.
17. All equipment or machinery will be properly locked and tagged out prior to maintenance of said equipment or machinery.
18. Employees shall be familiar with MSDS sheets for all chemicals that they work with.
19. Fire extinguishers will be in place and annually tested in all city facilities and vehicles.
20. Eye wash stations and emergency showers shall be in place in all areas of possible chemical exposure and shall be tested monthly for performance.
21. First aid kits shall be maintained in each public safety and utility vehicle and one in each city facility.
22. Safety meetings shall be held on the second Monday of each month at Public Works Operations. All city shops and parks maintenance personnel are to attend.
23. Pocket face masks or barrier devices will be used at all times when administering CPR.
24. Seat belts will be worn by all persons while riding in or operating any city vehicle or equipment that is equipped with same.
25. All city vehicles and equipment will be operated in a safe manner at all times. Seat belts shall be worn according to Virginia State law at all times when the vehicle is in operation. Posted speed limits will be observed at all times. Police, Fire, and Sheriff's vehicles will be operated in the same manner with the exception of emergency responses, in which case the state law applies, which indicates that the vehicle will be operated at a speed and in a manner that is consistent with due regard for the safety of others.
26. SCBAs or appropriately rated (NIOSH) respirators shall be used at all times when in and around chemicals or other environments that pose a respiratory hazard.

GENERAL SAFETY REQUIREMENTS (cont'd)

27. Shoring or trench boxes shall be used at all times, prior to and during employee presence in any ditch or trench that is over 4 feet deep. All machinery and equipment must be kept a minimum of 2 feet from the edge of any trench or ditch. Sloping, benching, or supporting excavated material shall be performed according to 1926.652 (b) CFR of the OSHA standards. Hazardous atmosphere testing will be performed and monitored by the job site foreman. Inspections of the site shall be made daily by the job foreman prior to allowing employees to re-enter the ditch or trench. All open ditches or trenches shall be properly identified, a safety zone will be created, and the area shall be properly secured if said ditch or trench is to remain open without the presence of appropriate city personnel. No person shall be in a ditch or trench while heavy equipment is being used in or around the ditch or trench.

28. Only persons trained in confined space entry will be allowed to perform this function. Atmospheric testing shall be conducted prior to entry and during the occupation of a confined space by the job site foreman. Appropriate SCBA, HEPA Respirators, safety lines, hazardous environment meters, and other appropriate PPE shall be worn or used at all times while working in a confined space.

29. Reflective or high visibility orange vests shall be worn at all times while directing or controlling traffic. Orange traffic cones will be used where traffic flow is obstructed or routed around the work site to ensure worker safety. Law enforcement personnel shall be exempt from this standard when, in the best interest of the safety of others, a delay to obtain necessary PPE will further jeopardize lives or property. In this case, PPE shall be obtained once control of an incident is gained and time is available to obtain said equipment. All personnel who direct or control traffic shall be duly trained to do so.

30. Personnel that work above ground on ladders, scaffolds, platforms, etc., shall use securing harnesses at all times. Safety rails shall be used on all scaffolds and platforms. Casters shall be chocked and brakes will be applied at all times while personnel are on all scaffolding or platforms. Platforms, ladders, and scaffolding shall be properly secured in place before any work is begun.

GENERAL SAFETY REQUIREMENTS (cont'd)

DISCIPLINARY ACTION

Failure to work in a safe manner and in accordance with the city's safety policy will be reflected on the employee's performance evaluation and may affect eligibility for merit increases.

Habitual fault accidents and/or willful safety violations can result in disciplinary action up to and including the following:

1. **FIRST OFFENSE:** Documented warning with copies to be held by the employee, the employee's department head, and the Director of Health and Safety.

2. **SECOND OFFENSE:** Written notice of offense to be filed with the Human Resources Department, employee's department head, employee, and the Director of Health and Safety.

3. **THIRD OFFENSE:** Offense occurs within 24 months of first occurrence – suspension from work without pay not to exceed 3 days.

4. **FOURTH OFFENSE:** Offense occurs within 24 months of first occurrence – suspension from work without pay not to exceed 5 days.

5. **FIFTH OFFENSE:** Offense occurs within 24 months of first occurrence – dismissal from employment.

Offenses may be the result of an accident, violations observed by a supervisor, or violations discovered in a job site inspection.

13.4-SAFETY INCENTIVE PROGRAM

The city of Waynesboro will conduct a safety incentive program to encourage safe working practices in all areas.

- A. The incentive program includes, but is not limited to, the following:
 - 1. For crews or areas that function without accident.
 - 2. For crews, areas, and individuals that promote safety.
- B. Incentives may include, but are not limited to:
 - 1. Safety awards.
 - 2. Safest Crew, Area, Employee of the Month.
 - 3. Lunch for the safest crew provided by the city (one crew per month).
 - 4. Safety awards as deemed appropriate by the Director of Health and Safety.

Safety incentive award recipients will be selected by nomination from the department heads or as deemed appropriate by the Health and Safety Director.

PROMULGATION STATEMENT

While this policy is adopted by city council, it is further understood that safety related issues frequently change based upon current recommendations from the industry and new mandates from state and federal government. It is further understood that in an effort to allow modification as necessary, city council, by way of adoption of this policy, hereby grants the city manager and Health and Safety Director the ability to update this policy, as necessary, and promulgate such changes under those signatures with the full authorization of city council.

13.5-MOTOR VEHICLE COLLISION CONTROL

The operation of vehicles is indispensable in conducting city business and how each vehicle is handled directly affects the production of each respective city department. Vehicular collisions are potentially the most costly losses we can incur when the summation of property damage, bodily injury, fatalities, and liability suits are considered. We are insured, BUT, we pay the premiums. And, unless perfect driving is the rule, the cost of insurance can mount to proportions that will adversely affect every department's efforts to accomplish its mission and maintain good public relations.

A. RESPONSIBILITIES

1. Department Heads having a need for the use of city vehicles shall:
 - a. Assume full responsibility for the driving record of their employees while they are on duty.
 - b. Establish firm internal requirements for the driving record of their employees while they are on duty.
 - c. Establish firm policies on disciplinary actions that will be taken against employees and their supervisors, who show a repeated disregard for good driving practices, and ensure it is applied consistently.
 - d. Insist that all assigned vehicles are maintained adequately for safe operations.
 - e. Establish periodic inspection of assigned vehicles for safety discrepancies, malfunctions, signs of abuse, unreported damage and cleanliness. Have repairs made as soon as possible.
 - f. Fully support the city's driver training program to promote defensive driving.
 - g. Review each preventable vehicle collision and unsafe driving report with the employee and his or her supervisor to emphasize management's intolerance of irresponsibility behind the wheel.
 - h. Establish an aggressive campaign to enforce the wearing of seat belts on all trips.

MOTOR VEHICLE COLLISION CONTROL (cont'd)

2. Supervisors having direct authority over employees shall:
 - a. Ensure that employees do not drive any city vehicle unless they have a valid State of Virginia driver's license and are familiar with state and city driving rules and regulations.
 - b. Ensure that only authorized personnel are allowed to operate city vehicles, special purpose vehicles and trucks, and ensure that CDLs are valid as required by law.
 - (1) An employee shall not be certified as authorized to operate a special purpose vehicle until he or she has satisfactorily demonstrated complete familiarity with its functions. The employee shall thoroughly understand the manufacturer's operating instruction vehicle limitations, emergency procedures, and be able to successfully pass an operator's check out test to the satisfaction of the supervisor.
 - (2) These procedures shall be accomplished for each type of special purpose vehicle and truck the operator is required to operate. A record of each check out shall be dated and recorded.
 - c. Be alert in observing unsafe driving practices of city employees and ensure that action is taken immediately to correct the driver.
 - d. Review all preventable vehicle collisions with employees at Safety meetings and discuss each unsafe act that was responsible so that something can be learned from the loss.
 - e. Periodically ride with special purpose vehicle and truck drivers to check for compliance with operating instructions and traffic regulations.
 - f. Ensure that unsafe vehicles are not driven until safety discrepancies have been corrected by the garage.
 - g. Ensure that all employees are briefed and understand that the use of seat belts while driving or riding in a city vehicle is mandatory.
3. Employees are required to follow defensive driving practices which are established for the protection of themselves, their fellow employees and citizens of the community. Each employee driving a city vehicle shall:

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MOTOR VEHICLE COLLISION CONTROL (cont'd)

- a. Inspect the vehicle which he or she is about to drive, in accordance with established work rules.
 - (1) If there is evidence of accident damage, the employee shall report it to his or her supervisor or the motor pool dispatcher before leaving. Otherwise, the employee could be charged for the accident he or she did not have.
 - (2) If the vehicle is found to be unsafe, the employee shall report it in the same manner and request another vehicle.
 - (3) Vehicles having steering or braking defects shall not be driven. They shall be towed to the garage and repaired before being returned to service.
 - b. Report to the supervisor in writing all defects noted during the trip.
 - c. Wear seat belts at all times while driving.
 - d. Call police to investigate all collisions involving city vehicles and report details to immediate supervisor as soon as possible.
4. The Health and Safety Director will:
- a. Maintain and administer an aggressive program for city employees that will effectively reduce vehicular collisions and liability claims against the city.
 - b. Establish driver performance standards and ensure that all employees understand them.
 - c. Administer a Defensive Driving Course for city employees and maintain records on their attendance and need for retraining.
 - d. Recommend safety equipment requirements and specifications for purchasing new vehicles.

GENERAL POLICIES

A. DRIVER SELECTION:

Selection of employees who will be required to drive full-or part-time shall be done with care. The lives of people and professionalism of city employees are under public evaluation every time a city vehicle is operated, and it is of paramount importance that only employees who have a healthy attitude toward their driving responsibilities be assigned to driving tasks.

Drivers of city vehicles shall be considered qualified when capable of meeting the following criteria:

1. Possess a valid and active Virginia driver's license of the proper class.
2. Capable of passing a city physical examination when a question of fitness to drive arises because of prolonged or serious illness.
3. Capable of passing written tests on driving regulations whenever required.
4. Capable of successfully passing a driving check ride administered by his or her supervisor periodically.
5. Capable of demonstrating familiarity with the type of vehicles assigned.

B. DEFENSIVE DRIVING COURSES

Full-time and designated part-time employees driving city vehicles shall be required to attend the Defensive Driving Course and periodic refresher courses when administered by the Health and Safety Director.

1. Assignments for classes shall be made by the employee's department head to ensure class quotas are met and to maintain satisfactory work schedules.
2. Frequency of employee attendance of Defensive Driving Courses shall be determined by the department head and/or the Health and Safety Director when a review of records indicates a need for retraining.
3. New employees required to drive city vehicles shall be required to complete the Defensive Driving Course satisfactorily before starting their driving assignment whenever possible.
4. Public Safety personnel who successfully complete and maintain a driving course for emergency vehicle operations shall be considered to have completed the requirements of this section.