



Post collision escalation process

Ref- postcollisionescalationprocess, draft 4, 16 May 2008

Contents

1 Introduction	2
2 Crash reporting and recording self-audit	3
3 Fast track reporting and scene management	6
4 Managing the media	7
5 At scene bump card	8
6 Use of cameras to capture images at the scene	12
7 Collision investigation process and form	13
8 Collision investigation form	16
9 Guidance for completing investigation form	17
10 Sample Corrective Action Policy	20
11 Injury rehabilitation	23
12 Trauma management in case the worst happens	24
Appendix 1 – Sample post collision ‘holding’ media release	26

Copyright and intellectual property notice

This document contains privileged and confidential information and is intended solely for the clients of Interactive Driving Systems. If you are not the intended addressee/recipient, you are hereby notified that any use of, disclosure, copying, distribution, or reliance on the contents of this document without our prior written permission is strictly prohibited.

Prepared by:

Dr Will Murray, Research Director

Interactive Driving Systems

Telephone: ++ 44 (0) 1484-400399, Mobile: ++ 44 (0) 7713-415454

Email: willmurray@roadrisk.net

Web: www.virtualriskmanager.net and www.fleetsafetybenchmarking.net

1 INTRODUCTION

Although we aim to minimise the risks through best practice programs, serious road collisions can happen to any organisation operating vehicles – and can cost a great deal of money, and be damaging to an organisations reputation, as well as causing pain and suffering to victims.

If the worst happens, serious road collisions require crisis management, and an early effective escalation process can reduce exposure and protect company assets. The following table, developed by Shell, shows the different levels of road collisions and their potential impacts.

Rating	People	Business	Environment	Reputation
1	No injury/health effect	Limited damage	No environmental damage	No public awareness
2	Slight injury	Slight (<€10,000)	Slight – within fence	No public concern
3	Minor injury	Minor (>€10,000)	Minor – no lasting effect	Some local concern
4	Major injury	Local (up to €1m)	Local – many incidents	Regional concern
5	Permanent disability/death	Major (up to €5m)	Major – severe damage	National concern
6	Multiple fatalities	Extensive (>€5m)	Massive – persistent severe	International public attention

After minor road collisions (eg level 1 and possibly 2), drivers normally gather information at-scene, using a collision pack, bump card and digital camera. An investigation may then (should) be undertaken by a line manager on return to the depot/office.

After a major collision or similar incident (level 4-6 eg major injury or asset damage, fatality, closing major roads), it is very important to have a thorough, detailed, understood and practical escalation process in place. This document summarises and provides guidance on some of the key elements of this process.

The escalation or disaster management process should include trained and highly competent international, national and regional teams and local operational managers that will attend the scene, manage the location, investigate and undertake damage limitation PR.

Locally some organisations have a small fleet of rapid response recovery vehicles operated by their Security and Audit (S&A) or Health and Safety teams, which investigates collisions. Specialist investigators or engineers attend the scene of the collision ASAP, take photographs, make sketches and record general details. They are typically trained by and work closely with local Police.

This process should also include:

- Engaging and developing relationships with local investigators, legal experts and engineers to provide ‘independent’ reports and local support.
- Fast-track recording process should go straight to the company’s headquarters/managing director, so that information is immediately at hand in case a member of the media contacts the company – to allow damage limitation PR with the media and key customer contacts.
- Where necessary, vehicle being impounded by the company and inspected by a reputable organisation (such as the Freight Transport Association) to eliminate vehicle defects.

The remainder of this document contains a crash reporting and recording self audit to assess where you are now, guidance on ‘fast track recording’, information on dealing with the media after a major collision, guidance on taking photographs at the scene of the collision, an at-scene bumpcard, a post collision guidance and investigation form and sample corrective action program for drivers.

2 CRASH REPORTING AND RECORDING SELF-AUDIT

Analysis of corporate road safety in both around the world suggests that crash reporting and recording is a key starting point for being able to evaluate, standardise, benchmark and improve the safety performance of vehicle fleets.

The following company vehicle crash reporting and recording self-audit has been developed to allow managers to quickly understand 'where they are now' and any gaps in their system as a starting point. It covers **pre-crash, at-scene and post-crash questions. It also covers longer term crash analysis and key performance indicators (KPIs)**. The audit is designed to be answered for an organisation as a whole or can be circulated it to managers, supervisors and possibly drivers to obtain the local picture and provoke discussion.

1 Pre-crash audit questions (please tick yes or no)	Yes	No
1. Do all your managers/depots have a loss control/depot procedures manual that includes vehicle crash management?		
2. Do you have a policy in place to investigate all crashes, with trained managers operating to company guidelines based on the severity and level of the crash?		
3. Do you assess the driving and attitude of all new and temporary employees who will be driving for work as part of the recruitment process?		
4. Does your new employee induction programme include: what to do in the event of a crash, crash reporting procedures for fatalities, injuries, damage only and near misses, contact numbers and insurance details?		
5. Are all new employees who drive for work trained on crash costs, completing a crash report form, the importance of getting third party details and crash reporting?		
6. Do all new employees who drive for work operate for a few days with a more experienced driver?		
7. Do all employees who drive for work receive a handbook which includes detailed written procedures for what to do at the crash scene, including admitting liability or not, reporting and bump/prompt cards to manage the scene, record the crash and exchange details with witnesses and third parties?		
8. Do all employees who drive for work or vehicles have a crash pack, including (a) a standard insurance crash report form, (b) a depot/site level minor damage report form, (c) bumpcard and (d) disposable camera?		
9. Are all employees who drive for work assessed and appropriately trained on a rolling programme?		
10. Are your own and frequently visited sites risk assessed/rated by drivers and managers?		
11. Are briefing packs/delivery guidelines including photographs, video or IT-based, available for each delivery/collection point and other regularly visited sites?		
12. Do all employees who drive for work complete a vehicle circle check form at start of drive and report any defects or damage, which must be signed off by a supervisor?		
13. Do you have regular poster and wage slip campaigns, notices and newsletters covering crash reporting?		
Total (count and write in the number of yes responses)		

2 At-scene audit questions (please tick yes or no)	Yes	No
14. Are your minor crashes dealt with by the driver, who should manage the scene using your guidance notes, procedures booklet or bumpcard and then continue the trip if possible?		
15. Do all employees who drive for work report in to line manager using mobile communication ASAP and complete a short crash report form/bumpcard at-scene?		
16. If you operate a call centre-based operation, when the driver phones the 24/7/365 helpline does the system automatically check driver/vehicle details against the fleet database, complete these elements of the report form and add a crash code automatically?		
17. Are major crashes (eg RIDDOR level injury or fatality) attended by management staff ASAP to manage the scene, support the driver, investigate, gather evidence, impound and inspect the vehicle produce a detailed report and implement your PR damage limitation/investigative escalation process?		
18. Do all your crash involved employees exchanges details (name, address, phone number, insurance) with third parties, know and implement your policy on admitting liability and collect as much information as possible using bumpcards?		
19. Do all your crash involved employees get witness statements and details?		
20. Do all your crash involved employees record the name and number of any Police officers involved?		
21. Do all your crash involved employees take photographs of vehicles and the scene?		
Total (count and write in the number of yes responses)		

3 Post-crash audit questions (please tick yes or no)	Yes	No
22. Are all your injury and major property damage (or tow-away crashes) crashes reported to the Police and or HSE/DWHS as soon as is practical?		
23. Are all your drivers debriefed and vehicles inspected for damage at the end of each shift?		
24. Are crash report form and or claims forms completed by driver (and supervisor?) as soon as possible?		
25. Do you have processes in place for recording and managing unreported damage found, crashes under your insurance excess and third party claims and complaints that have not been reported by your own staff?		
26. Are all your crashes allocated a unique reference/claim number so costs can be linked to the relevant crash and charged to the appropriate budget?		
27. Do you insist that a report form must be completed and crash code allocated before another vehicle is provided?		
28. Are all your crash-involved drivers interviewed and debriefed immediately or ASAP within 24 hours, by a site manager using an investigation checklist?		
29. Does this investigation process include checking the report/claim form, reviewing speed and breaks on the tachograph chart/blackbox and inspecting vehicle damage?		
30. Does the investigating manager complete an investigation form, establish liability, review previous crashes, allocate 'fault' and type codes and decide on remedial action or counter measures, which is then 'signed off by the driver and manager?		
31. Are all crash-involved employees alcohol, drug and eyesight tested?		
32. Are all crashes discussed at monthly/quarterly safety, driver committee, depot meetings or crash review panels to categorise them to determine liability and counter measures?		
33. In call centre-based operations, do your operations managers still investigate all crashes?		
34. Are copies of the report and investigation forms filed on-site and data entered into the site database or 'crash book'. Do other copies of the form go in the driver's file as well as to relevant managers and the insurance department/claims handlers?		
35. Does your insurance/risk/claims department/broker/insurer capture the data, manage the claims process and deal with brokers, third parties and insurers.		
36. Do you have a process to manage crashes where no claims are involved, to ensure complete data capture?		
37. Are your report forms entered onto a claims/insurance/risk management database system, which may automatically allocate the crash to the correct vehicle, shift and run, as well as driver details?		
Total (count and write in the number of yes responses)		

4 Crash analysis audit questions (please tick yes or no)	Yes	No
38. Do you produce a weekly/monthly/quarterly/six-monthly site by site trend analysis report of key performance indicators (KPIs) such as those shown in Section 5 below.		
39. Is the report circulated to board members, individual site managers and divisional health and safety managers and reviewed at monthly/quarterly management meetings?		
40. Do you regularly undertake ad-hoc analysis of specific issues, such as eyesight, drug, alcohol, hours off duty and health checks?		
41. Do you undertake risk assessments and implement risk reduction countermeasures at sites with high crash frequencies?		
42. Is information regularly fed back to drivers and remedial action undertaken at non-compliant sites, including charging depots directly for crash damage and penalty charging for late or non-reporting?		
43. Do you hold quarterly/six monthly meetings between your brokers, insurers, claims handlers and depot managers to review progress and develop countermeasures?		
44. Do you obtain and use an annual performance review/report from your insurers/claims department?		
45. Are your key statistics published in company newsletters and business development information and used as part of your organisations internal and external PR effort?		
Total (count and write in the number of yes responses)		

Scoring

Score 1 point for each ‘yes’.

The higher your score on the audit, the more effective your crash reporting and recording system will be. The lower your score, the more at risk you are of not being able to effectively analyse and understand your crashes, be exposed to higher costs and legal problems through not having safe systems of work in place and failing to fulfil your duty of care requirements. Many companies begin to take crash reporting and recording seriously only after they have suffered a major crash. The audit set out above will help you to identify your strengths and weaknesses and take **positive/proactive** steps to prevent this happening. The audit should be applied to the design of all new sites and operations and at existing sites on at least an annual basis.

3 FAST TRACK REPORTING AND SCENE MANAGEMENT

Preserving evidence and reducing company exposure is vital after a serious road collision, such as a fatality, personal injury (vehicle occupants or pedestrians taken from scene by ambulance to hospital) or significant damage to property or vehicles. In such case a speedy escalation process and investigation is vital. Proactive organisations have the following type of escalation process in place.

- Secure the scene, evidence and driver cooperation to manage costs, risks and legal process.
- Don't just rely on local law enforcement to accurately determine collision cause.
- Direct and control the post collision investigation.
- Ensure that drivers are fully trained in what to do after a serious collision:
 - Protect the scene of the collision.
 - Stop, determine and report the damage immediately.
 - Avoid obstructing traffic or creating a greater hazard.
 - Place emergency reflectors, flares, lanterns or flags.
 - Check third parties to determine if medical or other attention required.
 - Never talk about what they think happened until police or company officials arrive.
 - Contact company representatives, police and emergency services to attend scene.
 - Exchange insurance and other information with third parties - but don't talk about what happened or admit liability.
 - Get witness information, but do not volunteer information to them about collision.
 - If it is safe to do so, take useful photographs of scene.
 - Never make any statements (other than to police, company officials, and company insurance representatives), admit fault or sign anything.

Very serious collisions should be seen as a “crisis” requiring management by a ‘GO’ or S&A team, including Company management, Legal team experienced in collision litigation, Collision reconstruction expert and Field/Cargo loss adjuster. This team should manage the investigation of collision at the scene and post incident:

- Examine, analyze, measure, document and photograph the scene.
 - Interior and exterior of vehicles.
 - Positioning of vehicles.
 - Tire/skid marks.
 - Highway conditions.
 - Weather conditions.
 - Determine collision causes.
- Manage the media if necessary.
- Secure driver's cooperation before they make any damaging statements or admit liability.
- Provide driver with best possible support, counselling, advice and legal representation.
- Get recommendation for best “local” experts to assist in the investigation.
- Work closely with local law enforcement.

Early action by the team is important:

- The fresher the collision scene, the more effective the reconstruction and investigation.
- The earlier the investigation, the more credibility and weight will be given to conclusions.
- Hire best legal support to defend case – before the plaintiff or co-defendant does.
- Interview witnesses while the collision is fresh in their minds.
- Accurately determine the damage to vehicles, people, property and cargos.

4 MANAGING THE MEDIA

After a major collision you may find yourself in the media. If this occurs its best to have a strategy in place, where only a nominated media spokesperson should speak to the press (see media section below and sample release in Appendix 1).

The gist of their message should be as follows:

We regret the incident occurred (although not necessarily apologise directly as this implies fault/guilt).

Our sympathies are with the victims and their families, and we would request that you give them the privacy they need at this time.

We are currently working with the relevant authorities and undertaking a detailed investigation, which we do not wish to prejudice. As soon as we can we will make more information available.

As a business we take safety very seriously and have an exemplary record, and are doing everything we can to ensure that such an incident does not happen again in the future.

An example used following a recent multiple fatal collision is shown in Appendix 1.

5 AT SCENE BUMP CARD

You should complete this bumpcard for all collisions, however minor.

If you have a collision

1. **STOP.**
2. Remain calm, even if provoked by other parties. Do not argue or show aggression.
3. Call the emergency services if anyone is injured or there is serious damage to vehicles or property. If the police attend the scene, note the reporting officer's name, number and station.
4. Use this bumpcard to record information about the collision, exchange details with third parties and take the name and address of witnesses. **PLEASE COMPLETE IN BLOCK CAPITALS.**
5. Third parties are obliged to give you their name, address, registration number and insurance details under section 154 of the Road Traffic Act 1988.
6. If a camera is available, discreetly photograph the scene from different angles. Include vehicles in their impact position, damage to your own and third party vehicles/property, skid marks and signposts.
7. Contact your depot supervisor and/or the insurance department as soon as it is practical to do so, using the following telephone number _____.

COLLISION DETAILS

Date ____/____/____ Time _____

Location (place/road name) _____

Road conditions _____ Speed limit _____

POLICE DETAILS

Police in attendance Y/N Reporting officer station _____

Reporting officer name _____ Telephone _____

Reporting officer number _____

DAMAGE TO OTHER VEHICLE/PROPERTY use additional bump cards if necessary

Vehicle type _____ Make/model _____

Driver name _____ Registration number _____

Address _____

_____ Telephone _____

Third party insurer _____ Policy number _____

Description of damage to other vehicle/property _____

WITNESSES

Witness 1 name _____ Witness 1 address _____

_____ Witness 1 telephone _____

Witness 1 location _____

Witness 2 name _____ Witness 2 address _____

_____ Witness 2 telephone _____

Witness 2 location _____

WRITE A BRIEF DESCRIPTION OF WHAT HAPPENED

COLLISION SKETCH

Make a sketch of the collision scene below. Show the direction of travel, approximate speed and registration number on each vehicle. Also, mark any signposts, road markings, skid marks, hazards, and the location of witnesses.

COMPLETE AND DETATCH THE FORM BELOW AND GIVE TO THIRD PARTY

Use additional bump cards if more than one third party is involved.

COLLISION DETAILS

Date _____ / _____ / _____ Time (24 hour clock) _____

Location _____

Company driver name _____

Company vehicle registration/fleet number _____

Depot _____

Contact telephone number _____

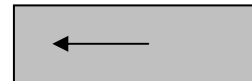
COMPANY INFORMATION

Company vehicle type _____ Make/model _____

Registration/fleet number _____ Depot _____

Your full name _____ Your telephone _____

Your home address _____



mark collision damage with xxxx

Description of damage to company vehicle/property

If you are an agency driver state your agency's name here _____

Your signature _____

Date ____ / ____ / ____

ANY OTHER NOTES INCLUDING DETAILS OF ANY INJURIES

Empty rectangular box for notes.

Dear third party,

The driver of this vehicle does not admit liability, whether written, spoken or implied.

If you consider our driver to be at fault, however, please telephone

_____ on _____ during office hours.

All correspondence should be directed to the address below.

Insurer _____ Policy number _____

We politely remind you that it is your common law duty to keep your losses to a minimum.

6 USE OF CAMERAS TO CAPTURE IMAGES AT THE SCENE

Along with the drivers' handbook, procedures booklet to manage the scene and bumpcards, it is good practice to include a camera in each vehicle to allow pictures to be taken after any incidents and at difficult delivery points. This is often part of a collision pack.

Another approach is for cameras and collision packs to be signed for, and held, by individual drivers to minimise the problem of theft from vehicles.

Whichever approach is taken the photos have many uses:

- Build into delivery guidelines and driver training.
- collision investigation.
- Cost minimisation.
- Risk management.
- Confirming driver and third party evidence, and helping to reduce the cost of third party claims.

Drivers should be trained and encouraged to make sketches and take photographs of the collision and surrounding area to supplement their written and verbal reports.

The driver should be trained to discretely photograph the collision scene, road markings, and damage to all vehicles involved, as well as the third party driver if they feel suspicious, number plates, damage to all vehicles, the collision situation (vehicles in impact position), skids and signposts.

Drivers should also be encouraged to photographing problem sites, and any blackspots, which can be written into delivery guidelines for drivers.

The main problems faced with using cameras include: non-reporting of damage, theft of cameras and inaccurate driver reports, often understating the damage done. Drivers initially need detailed training and regular reminders about the importance of getting pictures.

Even if only 25% of collisions have photographs taken by the driver, it can make a massive difference to reporting and the management of collision costs. One collision can be the payback for the cameras. Pictures stop extra large and excessive third party claims and allow claims to be processed quicker and more accurately, which cuts down on hire charges for vehicle downtime. The photos are an integral part of the collision report form and reporting process. The report form asks drivers why they have not taken photos. Pictures only need to be developed if the insurer requires them, so cameras are not being constantly changed.

To increase camera use training and processes can be implemented. For example, if the driver does not include photographs with the report a form titled 'Motor Insurance - use of Camera' can be sent asking why the photographs were not included.

7 COLLISION INVESTIGATION PROCESS AND FORM

INTRODUCTION AND COLLISION INVESTIGATION PROCESS

Collision investigation is an issue that comes up repeatedly in meetings with fleet clients. This document provides some initial background and management guidance on investigations, makes recommendations on the types of incidents to investigate and provides a sample starting point investigation form and guidance that is derived from the CoVIR project that was sponsored by the Department for Transport (Google CoVIR Report 31).

The incident investigation process is particularly important to ensure honest and accurate reporting and to determine appropriate risk management actions. This information can also be used to determine training needs and what can be done to decrease the chances of it happening in the future.

When a driver who has been involved in a collision many companies just present the driver with an incident form to complete or a claims handling number to call. Better data, however, can be obtained if one of the company's managers has responsibility for ensuring accuracy and consistency. This manager should interview the driver to determine causes, as soon as possible after the collision as recollections tend to fade with time.

Collision investigation should achieve the following.

1. Establish how and why the collision occurred.
2. Identify the corrective measures needed to prevent a similar collision.
3. Be part of an overall corporate risk management package to minimise financial loss.
4. Help assess liability issues for legal and insurance purposes.

The following procedures are recommended.

- The safety policy should specify the procedures for investigating collisions, and who should lead the investigation.
- All specified managers should receive relevant training and resources.
- Investigation resources may include safety policy documentation, appropriate investigation checklists and report forms, workplace layout plans, relevant risk assessments, relevant safety procedures and rules, posters, signs and tape to cordon off areas, recording equipment for notes or interviews, photographic and measuring equipment.
- Information should be obtained through interviews, inspections and requests for written statements. For major collisions, interviews should be recorded on video or audiotape.
- Opinions of interviewees should be recorded, but should be made distinguishable from facts.
- Inspection of relevant locations and equipment may be essential.
- A checklist, such as the Haddon Matrix below, may help the investigator to obtain relevant information.
- The sooner investigation interviews are conducted, the more likely they are to yield facts rather than opinions. This means that live, fast and accurate data feeds from claims handlers to local managers are important.
- Investigations should establish what happened, how, when and where and the underlying causes/contributory factors.
- Investigations should be followed up by a management report on the causes of the collision, to help inform what preventative action, if any, is necessary.

- The investigation team should include at least one workplace representative.
- Drivers and local managers should know how to make a collision site safe before the collision investigator arrives, while preserving evidence as far as possible.
- Information given should be crosschecked and verified. Verifying and coding the driver's information for analysis and risk management is a key element of investigation.
- Reports should be prepared for management's approval containing a list of any recommendations, persons responsible for implementing the recommendations and a deadline to complete any action required.

LEVELS OF COLLISIONS TO INVESTIGATE

There is often a trade off, which means that local managers will not complete the investigation if it is felt to be too onerous or time consuming. In an ideal world, all incidents and collisions would be investigated vigorously. In reality, however, this may not always be practical – and many best practice fleets set some criteria to guide when an investigation should be undertaken.

In one example fleet, rigorous investigation by line managers is mandatory following incidents that:

1. Occur at high speed.
2. Are classified as high risk.
3. Cost or are estimated to cost >€2,500.
4. Involve injury.
5. Incur damage that requires the vehicle to be towed away.

The claims handler immediately emails the appropriate line manager to trigger the investigation process, which is integrated into the Health and Safety Collision procedure.

In other example organisations the following approaches to investigation have been applied:

- All moving collisions investigated.
- Short term 'blitz' approach on specific incident types (such as hit whilst parked or slow speed manoeuvring/reversing) for short periods to identify the causes and countermeasures.
- Focus on 'repeat offenders', for example if a driver has more than one collision all future incidents are investigated in detail.

Other organisations adopt a flexible approach to investigations, based on the model shown in Figure 1 below. The level and content (rating) of the investigation varies, depending on where each incident or incident type fits into the model.

Figure 1 – Incident investigation rating matrix (source: adapted from Shell)

Rating	People	Business	Environment	Reputation
1	No injury/health effect	Limited damage	No environmental damage	No public awareness
2	Slight injury	Slight (<€10,000)	Slight – within fence	No public concern
3	Minor injury	Minor (>€10,000)	Minor – no lasting effect	Some local concern
4	Major injury	Local (up to €1m)	Local – many incidents	Regional concern
5	Permanent disability/death	Major (up to €5m)	Major – severe damage	National concern
6	Multiple fatalities	Extensive (>€5m)	Massive – persistent severe	International public attention

The level '1' rated investigation may involve a 15-minute discussion between the driver and their supervisor to complete a short investigation form. The other levels of investigation and escalation process become increasingly sophisticated – depending on the extent of the problem. As an example, all level 1 collisions should be discussed and learned from at local level monthly or quarterly safety committee meetings. Level 2 and above collisions should be focused on at national or regional level safety meetings.

INVESTIGATION FRAMEWORK FOR MANAGERS

A particularly useful framework for investigation is the Haddon Matrix shown in Figure 2. Line managers undertaking the investigation, or in the worst cases specialist crash investigators, should use the matrix by asking the question 'did we have the following in place' (or 'was the following - or lack of it - a factor in the collision?') for each of the items in the matrix.

Figure 2 - Summary of investigation questions in the Haddon Matrix framework

	Management culture	Journey	Road/site environment	People	Vehicle	Society/community
Pre-crash	Policy and procedures Organisational climate tools Management structure Board level champion OHS or quality-led Safety committee	Travel surveys Purpose Need to travel Modal choice Journey planning and route selection Shifts/working time	Risk assessments Guidelines Site layouts Road improvement	Select Recruit Induct Handbook Assess Train Incentivise Monitor	Selection Maintenance Checking ITS to monitor	Marketing program Community involvement Safety groups Road Safety Week Conference circuit Media and PR Safety awards External benchmarking
At scene	Emergency support to driver	-	Manage scene	Known process to manage scene	Crashworthy ITS to capture data	Escalation process
Post-crash	Report, record, investigate and evaluate Change management	Debrief and review	Investigate and improve	Driver debrief Counselling & support Reassess/train	Investigate ITS data Vehicle inspection & repair	Manage reputation and community learning process

LEARNING FROM COLLISIONS

'Action to be taken' should be seen as one of the key elements of the investigation process as it formalises the process of managers taking actions to prevent the collisions re-occurring. Participants in previous projects have recorded such actions in six main categories.

1. Undertaking site, delivery and collection points risk assessments to re-evaluate site layouts, on-site congestion and safety systems.
2. Preparing 'ALERTS' and delivery guidelines for drivers.
3. Improving the training of warehouse and delivery point staff to deal with delivery vehicles.
4. Management, supervisor, work-scheduler and driver reassessment and training.
5. Management, supervisor, work-scheduler and driver corrective action program.
6. Undertaking more detailed investigation at the collision scene.

The following sections provide a sample investigation form and a guidance manual for its use.

8 Collision investigation form

Administration

Claim number _____ Line of business _____

Driver first name _____ Surname _____ PIN _____

Investigator information

Interviewer first name _____ Surname _____ Position _____

Interview date ____/____/____ Interview location _____

Manager attended scene? **Y/N**, if no why? _____

Interviewer/driver's agreed explanation of why collision occurred _____

Tick who was at fault: Client/Disputed/No Third Party/Third Party/Unknown/Unknown Third Party

Incident description and causation

Confidence: A = definite, B = probable, C = possible

Code	Select the ONE most appropriate	Confidence
<i>Cause description</i>		
<i>Underlying causes</i>		

How could the collision have been avoided? _____

Actions to be taken

Recommended action

_____ Date to be reviewed by ____/____/____

Declaration - Important note - please read before you sign below

To the best of my knowledge all the information on this form is correct. The collision has been fully investigated and I undertake to give any further assistance and information that may be required.

Signatures: Driver _____ Manager/interviewer _____ Date ____/____/____

9 Guidance for completing investigation form

ADMINISTRATION

Claim number and line of business (LOB)

Clearly write in the claim number and LOB for the driver. This helps to reconcile the investigation data with the incident data already held in the claims management system and CrashCOUNT.

Driver name and employee identification number (EIN) or personal identification number (PIN)

Write in the name and EIN of the driver. This helps to clearly identify the driver.

INVESTIGATOR INFORMATION

Investigator name and position

Clearly write in the name and job title of the interviewer. This helps to make them accountable for the quality and outcomes of the investigation.

Interview date and location

Write in the date and location of the interview.

Interviewer/driver's agreed explanation of why collision occurred

The interviewer and driver should write an agreed description of how and why the collision occurred.

Fault

The interviewer and driver should discuss and allocate one of the following fault codes to the incident.

1. Client
2. Disputed
3. No Third Party
4. Third Party
5. Unknown
6. Unknown TP

Tick whether you feel that the driver was blameworthy or not. If you feel the driver was partially to blame, write in the percentage.

INCIDENT DESCRIPTION AND UNDERLYING CAUSE

The investigation form allows you to pick the most appropriate incident description and underlying cause and to state how confident (A = definite, B = probable, C = possible) you are in them.

Write in the 'incident description' first. Next, work back from the actual impact to identify the main event or failure that led directly to the collision and write in the underlying cause.

Incident Description

Write in the ONE of the following codes that best describes the incident.

1. Client emerging from side road
2. Client going through Amber/Red light
3. Client hit third party in rear
4. Client hit third party unattended vehicle
5. Client overtaking hit third party turning vehicle
6. Client pulled out from parked position
7. Client reversed into third party vehicle
8. Client turned across path of third party
9. Collided with Animal
10. Collision on narrow road
11. Collision with cyclist
12. Damage found by depot - cause/driver unknown
13. Fallen object hit clients vehicle
14. Hit object (Bollard, Wall etc.)
15. Multiple sequence incident
16. Not yet known - awaiting claim form
17. Other
18. Sideglass
19. Theft - vehicle not recovered
20. Theft from vehicle
21. Third party emerging from side road
22. Third party failed to give way at roundabout
23. Third party hit client in rear
24. Third party hit clients unattended vehicle
25. Third party on wrong side of road and hit client
26. Third party opened door into client vehicle
27. Third party overtaking, hit clients turning vehicle
28. Third party pulled out from parked position
29. Third party reversed into clients vehicle
30. Third party turned across path of client
31. To Be Confirmed
32. Vandalism
33. Weather Damage
34. Windscreen

Underlying cause

Write in the ONE of the following codes that best describes the underlying cause.

1. System failure
2. Management/supervisory failures
3. Driver error, lapse or violation
4. Vehicle/equipment specification, maintenance or defects
5. Road/site environment
6. Other road user error, lapse violation
7. Unknown/other

How could the collision have been avoided?

Based on the investigation, describe how the collision could have been avoided.

ACTIONS TO BE TAKEN

Describe the actions to be taken as a result of the collision and the investigation. Some examples are shown in the list below. A timescale for achievement should also be stated.

1. Driver assessment
2. Driver counselling
3. Driver discipline
4. Driver drugs test
5. Driver eye test
6. Driver health check
7. Driver training/retraining
8. Management training
9. Prepare guidelines for frequently visited sites
10. Remove driver from driving duties
11. Review induction and training for drivers
12. Review management and supervision
13. Review operating, equipment or maintenance procedures
14. Review risk management and safe systems of work
15. Review vehicle servicing
16. Review vehicle specification
17. Review work schedules for drivers
18. Review yard layout
19. Risk assess all frequently visited sites
20. Risk assess the particular site
21. Sleep investigation
22. Undertake a safety audit
23. Other (please specify)
24. No further action required

DECLARATION

The final section covers the manager and the driver's declaration and signing of the form. When the driver completes and hands you the form, please read carefully and understand the declaration, sign and date it, and administer it in the normal way.

Manager/interviewer's signature

The interviewer's signature confirms that they have interviewed the driver, examined the collision report form, allocated the relevant blameworthy and type codes and identified an appropriate course of action to take.

A senior company official's signature shows that management has been made aware of a collision when it occurs, and has undertaken an investigation. There is also an argument for including the depot manager's name on the collision recording system, as a way of focussing their attention on the issue.

Driver's signature

The driver's signature confirms agreement that all the details are correct and prevents the form being completed without their consent or knowledge.

Date form completed

The date the form was completed is very important for monitoring 'time to report' the collision, particularly in light of the recent Woolf Reforms aimed to speed up the collision reporting and insurance process.

10 SAMPLE CORRECTIVE ACTION POLICY

To: **All XXX Employees**

From: **Managing Director**

Subject: **Corrective Action Policy for Risk-Associated Behaviour & Preventable Vehicle Collisions**

XXX believes in protecting and safeguarding the safety of each employee, their family and the general public. Due to this firm belief, it is necessary for us to use training, counselling and other action to correct the behaviour of those employees who take unnecessary risks at work or have collisions which are preventable. This is known as Corrective Action. To ensure fairness and consistency in doing so, XXX has formalised the corrective action that will be taken.

This procedure applies to all XXX employees. You must read the policy carefully. Please raise any questions with your Supervisor or Manager.

All incidents of Risk-Associated Behaviour and Preventable Vehicle Collisions will be fully investigated in line with Company procedures. Any disciplinary action taken as a result of the investigation will be conducted in line with the Disciplinary Procedure as detailed in the Employee Handbook or appropriate Trade Union Agreement. The Disciplinary Appeals procedure applies to all stages of the policy.

Corrective Action Following Risk-Associated Behaviour

Risk-Associated Behaviour is defined as sub-standard safety and health performance that has the potential to result in collisions and injuries. Examples include, but are not limited to:

- **Not following written safety rules or processes.**
- **Not wearing appropriate personal protective equipment including seatbelts when fitted.**
- **Horseplay.**
- **Not following commonly accepted safety practices.**

Risk-Associated behaviour is not tolerated within XXX. Working safely is a condition of employment.

Note: A single major incident of Risk-Associated behaviour could result in disciplinary investigation and potentially dismissal.

No. of Incidents in a rolling 2 yr. Period	Corrective Action
First Occurrence	<ul style="list-style-type: none">• Provide verbal counselling on how risk-associated behaviour could have been prevented.• Confirm the counselling in writing to the employee.• Ask the employee to sign the letter to acknowledge receipt & understanding.• Place a copy of the letter in the employee's personnel file.• Provide remedial education and training to ensure the employee understands safe work practices. The remedial training should be provided immediately by the appropriate line manager. If more extensive training is required, the training should be arranged within 14 days of the counselling either by the Training or Health and Safety Department.

No. of Incidents in a rolling 2 yr. Period	Corrective Action
Second Occurrence	<ul style="list-style-type: none"> • If in the Company’s view it will assist the process, the employee will be suspended from work on full pay pending an investigative meeting. Suspension will be confirmed in writing. • Invite the employee to an investigative meeting. • This meeting could lead to a disciplinary hearing which would follow the Company Disciplinary Procedure. • Confirm the outcome of the Investigation / Disciplinary meeting to the employee in writing. Ask the employee to sign the letter to acknowledge receipt & understanding. • Inform the employee that disciplinary action, up to and including termination, could result from future risk-associated behaviour.
Third Occurrence	<ul style="list-style-type: none"> • The steps detailed for the ‘Second’ occurrence above will be followed. Following a full investigation the potential termination of your employment could occur at this stage.

Corrective Action Following Major Preventable Collisions

Preventable Collisions: “A collision is considered preventable when it results from an employee’s failure to act in a reasonable manner in order to prevent the collision by anticipating hazards and applying appropriate defensive actions.” Collisions are classified as either “**Major**” or “**Minor**” collisions.

A collision is considered **Major** when one or more of the following events occur:

- a fatality
- serious injury to 3rd party which requires immediate emergency medical treatment, away from the scene of the collision, for one or more individuals
- over €10,000 in aggregate damage to property or product is incurred (does not include injury related costs)
- one or more vehicles are disabled by damage (towed away)

Note: Additional major collisions could entail moving straight to disciplinary investigation and potentially dismissal.

Major Preventable Collision Corrective Action	If, following a full investigation and disciplinary process, management determines that you were involved in a Major preventable collision; your employment would potentially be terminated. A collision review board shall be established to review any specific appeals.
--	---

Corrective Action Policy Following Minor Preventable Collisions

All other collisions are classified as **Minor** collisions. Three occurrences of Minor **Preventable Collisions** in a rolling 2 years would normally prevent an employee from continuing driving for XXX. If after following the policy the decision is to dismiss an employee, the company will look to redeployment within a non-driving role (as an alternative to dismissal). All redeployment will be subject to operational requirements and the rates of pay for the new position would apply upon transfer.

No. of Incidents in a rolling 2 yr. Period	Corrective Action
First Occurrence	<ul style="list-style-type: none"> • Provide verbal counselling. <ul style="list-style-type: none"> ✓ Explain why the collision was preventable.

	<ul style="list-style-type: none"> ✓ Outline the counter-measures that the employee should have applied. • Confirm the counselling in writing to the employee. Ask the employee to sign the letter to acknowledge receipt & understanding. • Place a copy of the letter in the employee's personnel file. • Conduct driver check ride (goods vehicle driver), FLT / Tug driver assessment (with pay) within five business days after the collision. • Provide remedial training (with pay) if deficiencies were noted during the assessment.
Second Occurrence	<ul style="list-style-type: none"> • If in the Company's view it will assist the process, the employee will be suspended from work on full pay pending an investigative meeting. <ul style="list-style-type: none"> ✓ Invite the employee to an investigative meeting. ✓ Explain why the collision was preventable. ✓ Outline the counter-measures that the employee should have applied. • This meeting could lead to a disciplinary hearing. • Confirm the outcome of the Investigation / Disciplinary meeting to the employee in writing. Ask the employee to sign the letter to acknowledge receipt. • Inform the employee that disciplinary action, up to and including termination, could result from future Minor Preventable Collisions. • Conduct driver assessment (with pay) within five business days of the collision. • Provide remedial training (with pay) if deficiencies were noted during the driver assessment. • Require that the employee complete and provide location management with an "action plan" outlining specific areas in which the employee plans to improve.
Third Occurrence	<ul style="list-style-type: none"> • The steps detailed for the 'Second' occurrence above will be followed. At this stage if the investigation indicates the collision was preventable and following the disciplinary procedure, termination of employment could be an outcome.

Note: This policy shall become effective immediately. The Policy itself provides a structured approach to the existing procedures relating to poor behaviour towards safety and collisions. The receipt box below is an indication of your understanding and support for a Safe Working Environment. All employees shall be bound by the policy with or without a signature.

Employee Receipt Acknowledgement	I acknowledge receipt and confirm understanding of the Corrective Action Policy for Preventable Vehicle Collisions & Risk-Associated Behaviour.
	Name: _____ Employee No.: _____
	Location: _____
	Signature: _____
	Dated: _____

Managers Note : Make a copy of this sheet so the employee can **return it and it can be kept on Personnel files at locations.**

11 INJURY REHABILITATION

Despite your best risk management efforts, there may be times when your organisation will need to deal with an injury or absence from work as a result of an employee being involved in a collision.

Increasingly proactive insurers and fleet organisations are using rehabilitation experts to work with claimants to ensure the recovery process is as quick and efficient as possible, reducing recovery time and overall costs to employers and employees. Where required, rehabilitation provision includes:

- Obtaining best medical help and therapy is available for clients, including psychological counselling.
- Vocational rehabilitation and re-training if required.
- Understanding the underlying problems that can occur after a collision.

Best practice is to make sure there is a formal policy in place on what to do for a driver post collision, and to identify quickly whether they would benefit from rehabilitation.

With the right rehabilitation, drivers can get back to work quicker, and at lower cost.

There is also some legal pressure to consider rehabilitation in the UK, under the Civil Procedure Rules (April 2005), which mean that the driver, solicitor, insurance company and employer must consider as early as possible whether the driver has any reasonable needs that could be met by rehabilitation.

If an employee is injured, the employer and insurance company have a responsibility to help them get their life back together and provide the best standard of care. This is best achieved through an integrated clinical and vocational rehabilitation program which co-ordinates treatment and recovery with a return to work. This also makes sound financial and business sense.

Effective trauma management is particularly important after a road fatality.

12 TRAUMA MANAGEMENT IN CASE THE WORST HAPPENS

(Source: Brake, UK road safety charity, www.brake.org.uk)

Some key questions:

- What would you do if one of your staff died in a road crash, or killed someone else?
- What if you had to inform the next of kin of the death of an employee?
- What if one of your drivers suffered traumatic stress as a result of witnessing a death?
- What if your company was facing a police investigation, court case, traffic commissioner inquiry?

You should introduce a serious injury 'call out' training and process to manage the following:

- Notification – who needs to know, who should tell them
- Key people, key responsibilities

Practical and procedural issues around a fatal or serious injury crash:

1. Identifying/ seeing the body
2. Organ/ tissue donation
3. Police investigation
4. Coroner's inquiry
5. Court case
6. Recovery/ rehabilitation from an injury

What are the emotional needs of someone bereaved or seriously injured in a road crash?

- Shock
- Traumatic stress
- Potential long-term effects

Typical time line – response to a traumatic death:

1. Sudden, unexpected death or deaths
2. SHOCK – anger, shaking, physically ill, collapse
3. DEATH REALISATION –sadness and horror
4. PRACTICAL REALISATION – financial impact (money/job), 'hole' in life (loss of child/partner), change of future, nothing to look forward to

Typical shock reactions:

- Anger (shouting, gesticulating)
- Sadness and tears
- Guilt
- What if?
- Fear of the future
- Inability to concentrate, memory loss
- Can't eat, can't sleep, can't do much

Typical symptoms of traumatic stress

- Can't get on with daily life – jumps at loud noises, has difficulty speaking, can't concentrate
- Gets angry or cries frequently
- Can't focus on work or conversation
- Has family fall outs due to the stress
- Physical symptoms: illness, weight loss

Typical time line of traumatic stress

1. Attempts to feel better
2. Turns to alcohol or cigarettes to cope
3. Visits GP and given tranquilisers – can lead to addiction and inability to function
4. Obtains inadequate counselling from GP counsellor, or goes on waiting list for voluntary counselling or psychiatric assessment
5. Worst cases, but not uncommon –
 - Family break up
 - Self-harm or suicide
 - Becomes reliant on stimulants or tranquillisers (alcohol, nicotine, cannabis or worse)

What support should you offer?

- Ask questions about what support is needed
- Make referrals/ signpost support services
- Ask genuine questions to see how you can help:
 - Emotional support
 - Practical support
 - Financial support
- Help access a Post Traumatic Stress assessment (appropriate after three months)?
- Help pay for professional trauma therapy, even if its cost can't be claimed?

Things to avoid saying:

- “These things happen. You'll get over it in time.”
- “I'm sorry s/he's lost/ gone.”
- “My granny/ dog/ neighbour died last year – it was terrible but I'm fine now.”
- “You need to be strong.”
- “Plenty more fish in the sea.”

- What you can do to support affected personnel – ‘duty of care’
 - bereaved staff
 - bereaved family
 - colleagues and friends?
- Limitations of your support
- Creating a ‘crisis response’ team
 - Roles and responsibilities
- Communicating to other members of staff

Train your staff in what to do if a disaster happens

The course should ensure you provide a professional and caring service for your employees and their families affected by road crashes.

- **Such a course should aim to give a better understanding of:**
 - the implications for the company of a death on the road
 - the emotional responses to a death on the road
 - the range of procedures faced by families
 - how you, as an empathetic, caring professional, can help families and aid recovery
 - how you can help assure your own emotional welfare

APPENDIX 1 – SAMPLE POST COLLISION ‘HOLDING’ MEDIA RELEASE

XXX Collision Inquiry

Inquiry to Investigate the Collision on XXX 2008 at XXX.

Following the tragic events, which occurred today, XXX has formally launched its own Company Inquiry into the collision. This inquiry is fully independent to that of the Police and aims to determine, using a defined remit and terms of reference, the cause of the incident. The needs and well-being of families of the deceased, the injured and all affected by this tragedy remain a priority for XXX and the company is committed to the responsible care of our customers.

Terms of Reference of Committee of inquiry to investigate the collision.

The committee is tasked with:

- Investigating the circumstances of the collision.
- Establishing the cause(s) and any contributory factors
- Making recommendations to prevent a re-occurrence in the future
- Reporting its preliminary findings and recommendations to the board of XXX within six weeks of its initial meeting.

The costs of the investigation shall be borne by XXX. The committee has the power to authorize all reasonable expenditure in fulfilling its task.

The information and communication during the investigation period shall be considered to be confidential.

Members of the Committee of Inquiry

- Independent Chairman of Committee
- Managing Director, XXX
- Chief Engineer, XXX
- Manager, Operations, XXX
- Risk Manager, XXX
- Transport Consultant
- Engineering and Infrastructure Director, Stuttgart Transport Authority
- Consultant
- Principal Consultant, Investigations and Risk Management Group