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ARROW

ARROW TRANSPORTATION SYSTEMS INC.

GOLD STAR TRANSPORT (1975) LTD.

ARROW RELOAD SYSTEMS INC.

ARROW MINING SERVICES INC.

Operator's Manual

January 2008

Drug and Alcohol Policy

Arrow is committed to the highest level of public safety on the roadways on which we operate.

This policy applies to all employees, lease operators and drivers of Arrow. Because of the greater degree of risk to public safety, driving of a heavy commercial vehicle has been identified as a “safety sensitive position”, and individuals assigned to this position will be expected to meet higher standards under this policy.

Violations under this policy will result in disciplinary action, up to and including termination of employment or contract.

The following are prohibited when on company premises or on company business, including meals and breaks:

ALCOHOL

- ✎ Reporting for duty under the influence of alcohol
- ✎ The use, possession, distribution, offering or sale of alcohol beverages
- ✎ Having an alcohol test of .04 BAC or greater
- ✎ Use of alcohol within 8 hours following an incident or collision, or until the person is tested or advised by the company that a test is not required

As well, for safety-sensitive positions:

- ✎ Use of any product containing alcohol when on duty
- ✎ Use of alcohol within 4 hours prior to reporting for duty or after receiving notice to report
- ✎ An alcohol test result of .02 to .39 BAC will result in removal from performing a safety-sensitive function for a minimum of 24 hours

DRUGS

- ✎ The use, possession, distribution, offering or sale of illicit drugs or illicit drug paraphernalia
- ✎ The possession of prescribed medications without a legally obtained prescription, and distribution, offering, or sale of prescription medications
- ✎ Reporting for work under the influence of illicit drugs
- ✎ The presence in the body of illicit drugs as determined through the testing program
- ✎ The irresponsible use of prescription medications so as to negatively affect the performance of a safety-sensitive function

COMMITMENT TO SAFETY

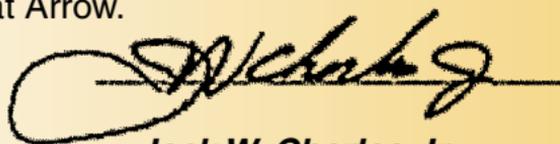
Arrow is committed to the wellbeing of its employees, to the development and maintenance of policies, procedures, standards and practices that foster health & safety, and to environmental stewardship.

Arrow will provide a safe and healthy workplace for our employees; safe and reliable service to our customers.

Arrow will ensure that all managers, supervisors, employees and contractors are aware of their responsibilities and are well trained and equipped to meet them. Arrow will provide safe work procedures and appropriate tools & equipment to assist employees to carry out their responsibilities. We are all accountable for achieving sustainable health, safety & environmental results.

Arrow is committed to the protection of the environment in the areas we serve and to compliance with all applicable laws, acts, statutes and codes that govern our operations. All managers, supervisors, employees and contractors are required to comply with corporate health, safety and environmental requirements.

For all of us, a steadfast focus on safety is a condition of employment at Arrow.

A handwritten signature in black ink, appearing to read 'J. Charles Jr.', written over a horizontal line.

Jack W. Charles Jr.
President

1 Introduction

Company History

When Arrow trucks started hauling goods in Vancouver, British Columbia in 1919, the sound of our truck engines symbolized the beginning of the end for a fading era of horse drawn wagons. Originally established as a general cartage hauler, Arrow has developed into one of Canada's largest bulk commodity haulers and Reload operators.



Purpose

This manual is designed to acquaint you with company policies, expectations and your associated responsibilities; safe driving practices, and regulatory requirements governing the operation, care and maintenance of commercial vehicles.

Whether you are a new or experienced employee, lease operator, driver or mechanic, it is our hope that by carefully studying this manual and utilizing it frequently as a reference tool, you will learn how to enhance your performance and potential.

We must all work towards reducing the number and severity of all types of preventable collisions, personal injuries, equipment damage incidents and mechanical breakdowns. Our corporate goal is zero preventable incidents. We have every confidence in our employees' ability to apply common sense and sound judgment while on the job, whether while encountering challenging situations or during routine activities.

We are proud of our company history and strive to maintain the excellent safety record, service and customer goodwill that built our company. We hope you will endeavour to get involved, learn as much as you can, give honest performance and contribute progressive ideas to improve the Company and our ability to serve our customers.

Study this manual until you are completely familiar with the rules and guidelines contained herein; refer to it often. If you have any questions, require additional information or direction, please consult your Division Manager. Additional reference materials at your division office include: Arrow Health, Safety and Environmental Management System Manual and Arrow Fleet Safety Manual.



1 Introduction

2 Standards of Performance

Standards of Performance

Safe working and driving demands your complete attention at all times. An improper attitude is perhaps one of the chief contributing factors in motor vehicle and personal injury incidents. It is the responsibility of the driver and one of the most important requisites for defensive driving to report for work in good physical and mental condition, and to remain alert while driving.

You must have a sound working knowledge of your equipment, federal, provincial and municipal traffic regulations and laws.

Your performance is monitored, based on the following:

- 📎 Over-the-road performance
- 📎 Safety and incident records
- 📎 Compliance with customer personal protective equipment and site safety requirements
- 📎 Records of fines and driving infractions
- 📎 Customer and public satisfaction or complaints
- 📎 Proper completion of operating documents
- 📎 Absentee and punctuality records
- 📎 Ability to meet delivery and work schedules
- 📎 The manner in which you look after your equipment
- 📎 Relationships with other employees and contractors
- 📎 Loyalty, honesty, personal integrity and appearance

Progressive Discipline

Unfortunately, from time to time it may be necessary for a Manager/Supervisor to proceed with disciplinary action for unacceptable behaviour or safety infractions. Within the disciplinary process, the Manager/Supervisor has significant discretionary power. That is, infractions and the circumstances causing the infraction are evaluated in each situation.

Arrow utilizes the following progressive disciplinary process:

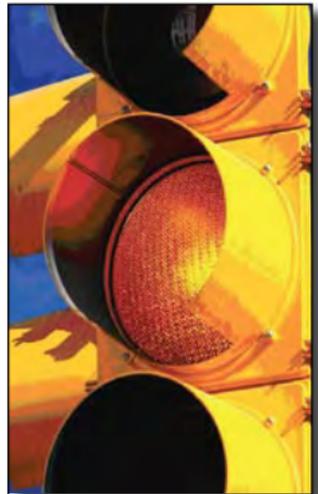
- 📎 Verbal Warning Stage
- 📎 Written Warning Stage
- 📎 Suspension Stage
- 📎 Termination

Frequency of infractions during a 12-month period will determine progression, but, depending on the infraction, one or more of these steps may be bypassed.

In each step, Manager/Supervisor shall:

- 📎 Identify and inform the worker of the issue
- 📎 Explain the method of correcting the problem(s)
- 📎 Confirm that the worker understands the issue and ways to correct it
- 📎 Document appropriately

Only in severe situations will a lease operator, second driver or employee be discharged immediately.



2 Standards of Performance

3 Standards of Performance

Communication and Problem Solving

Communication is a key ingredient to a successful operation. To be effective, communication should be open and constructive. The Company desires to maintain an open and cooperative working relationship with all lease operators, second drivers and employees. Your Division Manager is available to assist you with any concerns you may have.

From time to time, complaints and problems will arise at the workplace. It is important that these matters be handled quickly and properly. To that end, the following provides an orderly and businesslike method for resolving problems:

- ✎ It is important to address and resolve problems as quickly as they occur. Therefore, you must discuss and attempt to resolve problems with your immediate Supervisor
- ✎ In the event the problem is not resolved, you should immediately arrange to discuss the matter with your Division Manager. You should provide a written summary of the issue and your position at the time
- ✎ If the problem is still not resolved to your satisfaction, the General Manager will be available to discuss the matter with the person involved and the Division Manager
- ✎ There may be the occasional problem which is so important to you and the Company that it may be referred to a mutually agreed upon third person who will make every effort to mediate a solution, failing that he/she will render a binding solution to the problem

Start with the people closest to the issue; get their input and discuss basic causes, solutions and outcomes. Following these steps and facing the situation as soon as it occurs, should help you prevent the problem from becoming a major issue.

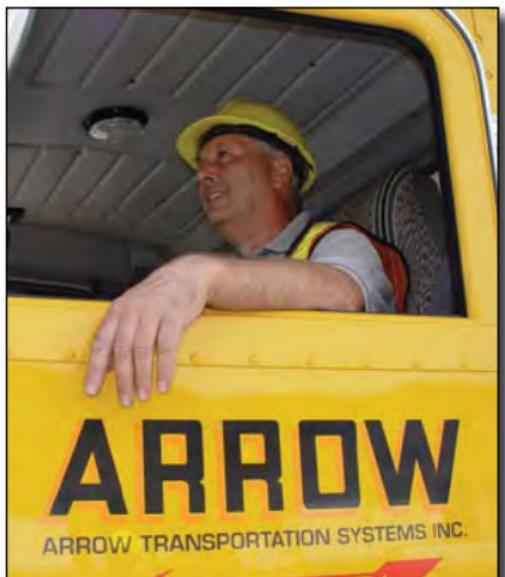
Public Relations

All vehicles have equal rights on the highways and streets. The manner in which you operate company equipment creates either a positive or negative impression in the mind of the public.

Unnecessary or repeated complaints are treated seriously, investigated and the circumstances recorded.

As an Arrow employee, lease operator or driver, you are the Company as far as the public is concerned. You are responsible for our public image and the Company depends on you. Take pride in your appearance and the appearance of the vehicle you operate, inside and out.

We are a service organization and a crucial aspect of your job is to provide service in its total concept. Overall safety and an injury-free workplace is a genuine concern to our customers who expect safe and reliable service.



3 Standards of Performance

4 Company Guidelines

Fall Protection

It is the duty of every lease operator, driver and shop worker to be fully familiar with the site fall protection devices and to make use of these systems at any and all times when working at elevation, as in the case of adjusting or covering chip loads, replacing trailer tarps or tarping lumber or other loads.

Inspect all components of a fall protection system before use to ensure that they are working properly. Should you detect any problem with the fall restraint/arrest devices, harnesses or lanyards, you must immediately report the problem to your Division Manager, Dispatcher or Mill Site Supervisor.

Personal Protective Equipment (PPE)

It is a condition of employment to comply with company and customer regulations relating to the use of personal protective equipment (PPE) while at customer loading and unloading sites. Due to the variety of customer PPE requirements, the Company minimum is:

- 📌 Hard hat and gloves
- 📌 Hi-visibility reflective vest
- 📌 Approved safety footwear affording good ankle support and a non-slip sole
- 📌 Approved goggles or safety glasses with side-shields
- 📌 Approved escape respirator, where required
- 📌 Hearing protection, when needed (e.g. chippers)
- 📌 Fall protection harnesses/systems



Speed Limit

The Company supports that, under ideal conditions, the maximum permitted road travel speed is 90 kilometres per hour on those roadways posted at 90 kph. or above. However, in the interest of smooth traffic flow, and on roadways posted above 90 kph, divisions may submit an application for a variance to the speed policy. Government posted travel speed limits **must not** be exceeded. Drivers must strictly follow all customer travel speed restrictions while on their premises or roadways.

In addition, the Company reserves the right to impose travel speed limits below the government posted limit in the case of severe service conditions, similar to those found on gravel-based forestry or mining roads.

It is the responsibility of the driver to adjust his/her travel speed to the always changing conditions of the road surface, weather, visibility, traffic density and personal condition (fatigue, alertness, etc.), that may be likely to affect his/her driving ability.

The Orion/Traxis on-board recording equipment will be used extensively to enforce the appropriate travel speeds throughout the fleet. Orion/Traxis parameters are established to promote a more efficient and defensive driving style.

4 Company Guidelines

5 Company Guidelines

Headlight Use

It is Arrow's policy to use headlights at all times while driving. Most new units are equipped with day-time running lights. In order to comply with company policy and to increase safety, day-time running lights are not to be deactivated. Ensure that lights are turned off when your vehicle is stopped (parked, loading, unloading, etc.).

If you cannot stop your vehicle within the distance that your headlights illuminate, you are over-driving your headlights. Slow down and travel at the appropriate road speed after dusk in order to reduce the likelihood that you will over-drive your headlights. This is an excellent way to avoid animal-related collisions.

Use of 4-Way Flashers

It is Arrow's policy that the driver activates the unit's 4-way flashers in situations where travel speed is slower than the travel speed of other vehicles on the road or highway. This is one of several methods you have to alert other motorists that you are travelling at a reduced rate of speed for the roadway.

The use of the unit's 4-way flashers is restricted to situations when climbing a steep hill with reduced travel speed, or descending a steep grade where travel speed is decreased to maintain control and avoid a run-away condition.

Note: In the event of a breakdown or roadside emergency, use your warning devices in addition to your 4-way flashers.

Seatbelt Wear

All drivers and passengers of Arrow registered vehicles must wear supplementary restraints (seatbelts) at all times while they are operating or traveling in Arrow vehicles.



Cell Phone Usage

It is recommended to not operate a cellular phone during the operation of equipment. Arrow employees and contractors are encouraged to make every effort to manoeuvre vehicles off the traveled portion of the roadway or to an appropriate safe location prior to operating a cellular phone or similar communications device, or to, at a minimum, use a hands-free device.

Cruise Control

Only use cruise control under ideal road conditions. The system can not sense when roads are wet or slippery; it may be possible for the wheels to accelerate with the cruise control engaged as the vehicle hits a slippery section. When the tires contact the firm and dry road surface again, the vehicle can skid or lose traction. Also, normal or panic braking will disengage the cruise control, which could cause loss of control.

6 Company Guidelines

Passengers

No unauthorized passengers are to be carried in company trucking equipment, other than in the case of an **extreme emergency situation**. An **authorized** passenger is one that has to carry out a work related responsibility, such as an already hired driver, mechanic, division or safety staff.

Smoking

Arrow does not permit smoking in any Arrow owned or operated facility, or on customer sites. Do not smoke or permit others in or near company vehicles when the vehicle is being refuelled or in areas posted as “No Smoking” or “Open Flame Hazard”. Refer to applicable WCB regulations relating to smoking in the workplace, where appropriate.

Parking Instructions

Vehicles are to be parked well off the traveled portion of the highway or street in accordance with federal, provincial and municipal laws, bearing in mind not to block driveways, fire access lanes and crosswalks.

Our policy dictates that the complete parking brake system be applied **each and every time** a driver parks or stops a unit to load, unload, check, inspect, etc., regardless of location. **Every precaution must be taken to ensure units do not roll away.**

Load Securement

You must not operate or drive any vehicle unless its load is secured so that no part of the load escapes or shifts. Before driving your vehicle, ensure that all parts of the load are secure. All load straps or similar tie-downs must be checked at the start of a trip and retightened, if required, during periodic stops while travelling. All aggregate materials, chips, coal, sawdust, and similar cargo must be covered by a tarp or netting to ensure the load will not blow or drop from the vehicle.

You must ensure that tie-downs, when in use, are distributed along the load as per the North American Cargo Securement guidelines, available on the ArrowNet or at your division office, as applicable.



All tie-downs must be periodically inspected to ensure that the tie down straps/belts continue to meet the load bearing capacities. Lease operators, drivers, and mechanics must report at once any defective tie-downs and tarp straps so these can be replaced.

In addition to the longitudinal requirements, sufficient load straps must be used to restrain the weight of the cargo or load. You must know the load limits of the tie-down straps you are using. All cargo straps must have a load rating tag in order to be used, in accordance with the regulations.

6 Company Guidelines

7 Company Guidelines

Hook-Up / Unhooking Procedures

To prevent collisions, injury to yourself and other motorists, or damage to your vehicle, recommended procedures for the hooking and unhooking of tractor and trailers are as follows:

Hooking up to trailers

- ✎ Back the tractor in a direct line to the trailer with the fifth wheel opening in line with trailer king-pin
- ✎ Stop before the fifth wheel makes contact with the trailer apron and apply tractor parking brake
- ✎ Check that the fifth wheel coupler is open and at correct angle. Check height of fifth wheel with trailer apron, check condition and raise or lower trailer landing supports as required
- ✎ Connect air lines and charge trailer system. Apply trailer brakes (test for application) and release. If trailer brakes do not release, air lines may be crossed. If necessary, block trailer wheels to prevent trailer movement
- ✎ Reapply trailer brakes using trailer hand valve; back slowly under trailer until fifth wheel coupler locks on trailer king-pin
- ✎ Gently tug back and forth with trailer brakes locked, for preliminary check of hook-up
- ✎ Apply parking brake; shut off engine; leave gear shift in lowest forward gear
- ✎ Connect electrical cable to trailer
- ✎ Check to see that coupler release lever is in locked position
- ✎ Look under trailer to see that fifth wheel coupler jaws are closed and trailer is resting flat on fifth wheel, if possible
- ✎ Raise landing supports fully and secure cranks

Unhooking of Trailers

- ✎ Park tractor and trailer in line
- ✎ Apply park brake (if on grade, block trailer wheels)
- ✎ Lower landing supports and check that the ground is level and firm
- ✎ Unlock fifth wheel coupler
- ✎ Charge trailer air system and apply brakes using hand valve
- ✎ Release tractor parking brake and pull ahead slowly until trailer apron slips to the lower part of the fifth wheel, just above chassis of tractor. Stop tractor in that position. Set tractor and trailer park brakes
- ✎ Check that landing legs and ground are strong enough to support trailer
- ✎ Disconnect air lines and electrical cable; install glad hands on dead end connectors, if so equipped
- ✎ Pull tractor clear of trailer



8 Company Guidelines

Weights and Dimensions

It is critical for you to become fully conversant with National minimum standards for weights and dimensions for:

- ✎ Tractor semi-trailers
- ✎ B train doubles

Violations of standards will not be tolerated. Over axle and overweight loads severely impact our compliance record in each



jurisdiction in which we operate. As our record is negatively affected by violations, scrutiny by Provincial authorities increases, potentially leading to sanctions which could impede our ability to operate; consequently your livelihood. Maximize your payload without compromising regulations.

Fuelling

When fuelling at any card lock facility, adhere to all posted safety precautions. When fuelling at an Arrow facility, refer to Division safety requirements. Clean up all spills promptly with available materials. Make every effort to prevent fires from occurring. For further instructions, refer to the Fleet Safety Manual, available in your division office.

Towing and Pushing Procedures

Do not push with the front bumper. Once units are properly hooked together, tow them with care and caution. If towing over ten miles, the axle-shafts of the towed unit must be removed or the drive shaft disconnected at the differential.

Do not push the rear of any trailer where damage might occur.

There are times in isolated areas where you must exercise your own good judgment with respect to towing other vehicles. The practice of towing vehicles out of ditches, etc. is discouraged. Avoid these situations. If you must, use extreme caution not to place yourself in a dangerous situation.

In all cases contact your Division Manager for approval and direction.

Platforms/Ladders

Platforms and ladders **must be fully deployed** to open and close trailer tarps. Exercise caution when transitioning from the trailer ladder to the platform on older style trailers. New trailers with “climb-up/step-on” systems are driver friendly, but the potential for slips, trips & falls are a common hazard facing drivers.

Immediately report any defects to ladders & platforms and ensure non-skid tape on platforms is not worn or coming off. Always stow ladders and retract platforms before getting underway; ensure the platforms are properly secured during your daily pre-trip and on-route service checks.

PERSONAL INJURY REPORTING

In the event of a personal injury, you must report the occurrence and all details to the Division office, as soon as practical, after treatment has been received. All injuries are recorded on the First Aid Report and records are submitted to your immediate Supervisor.

If first aid treatment was received at a loading or unloading site, away from the Division, the nature of the injury, treatment received, location and name of the first aid provider must be reported to the Division office as soon as possible.



In the event of a personal injury requiring the lease operator, driver or employee to be absent from work beyond the day of injury, the worker must notify the Division Manager as to the status of his/her condition. Appropriate WCB-related forms will be completed. In addition, an estimate of the recovery time should be provided to allow the Company to alter scheduling requirements. Progress reports must be provided to the Division office on a weekly basis until you have recovered from the injury and have received doctor approval to return to work.

Practicing and promoting safe work habits, defensive driving, and the use of provided personal protective equipment will reduce the risk of personal injury.

9 Defensive Driving

Basics

A professional driver always drives defensively by anticipating and allowing for the mistakes of others. To do this, you must:

- Obey all traffic signs and signals
- Slow down when approaching intersections. Be aware of other vehicles approaching and be cautious when vision is obscured
- When following other commercial or passenger vehicles, always leave at least 200 metres (660 feet) between your unit and the one you are following. Remember, B-train unit stopping distances are much greater than those of cars and lighter vehicles. Leave yourself a safety margin should the vehicle in front of you brake suddenly. Do not tailgate
- Reduce speed in congested areas and when driving conditions are worsened by snow, sleet, fog, rain, and darkness
- Watch for children, pedestrians and cyclists on streets and highways
- Signal well in advance any intention to turn, change lanes or stop
- Avoid cutting in and out of traffic
- Slow down before entering a curve. Advisory speed limits for ideal conditions are posted prior to most curves. Do not push the limit of your vehicle's operating capabilities and stability – **obey advisory speed tabs**
- Choose proper lane when preparing to turn. Ensure vehicles do not squeeze along your blind side
- Take advantage of your elevation above the roadway – get the big picture by staying aware of the complete traffic pattern ahead and surrounding you, of changing conditions and visual cues. Keep your eyes moving
- Keep windshield, cab windows, mirrors, marker lights, taillights and headlights clean
- Anticipate the mistakes, driving errors and habits of other motorists
- Watch for wildlife on highways. Be aware of the “hot spots” where wildlife is often sighted and reduce speed at night to increase your margin of safety
- Anticipate, recognize, evaluate and react to the many hazards you face everyday



Backing of Vehicle

Avoid backing unless absolutely necessary. If you must back up, make sure that the way is clear. Be aware of all potential hazards. Walk around the vehicle; check the area over which the vehicle will travel is free of obstructions, noting side and overhead clearances. Sound the horn; then back immediately before the situation changes. Whenever possible, have another driver or party direct you back. Agree on signals to be used in advance. Remember, you are in control!

9 Defensive Driving

10 Defensive Driving

Road Courtesy

The impression you make means much to our reputation and to your own. You are the face of Arrow to our customers and the public. It is important that you maintain an image as a safe, skilful and courteous operator. Besides decreasing the chances of a collision, road courtesy will reduce ill will towards the transportation industry. Repeated acts of courtesy will maintain good relations between industries, our customers, Arrow and the public in communities in which we operate.

You are expected to display above-average courtesy and respect the rights of others using the highway. A courteous driver will always do the following:

- ✎ Dim lights when approaching or following other vehicles
- ✎ Avoid blocking pedestrian crosswalks, private driveways or other entrances when parking
- ✎ Drive in the proper lane and avoid unnecessary lane hopping
- ✎ Use horn only as a warning signal
- ✎ Respect the rights of pedestrians
- ✎ Acknowledge courteous acts of others
- ✎ Avoid splashing pedestrians
- ✎ Avoid double-parking
- ✎ Avoid sudden stops
- ✎ Pass only when necessary and in a safe manner
- ✎ Never insist on the right of way. Be prepared to yield
- ✎ Leave sufficient distance behind automobiles to prevent drivers' uneasiness
- ✎ Adhere to accepted rules of conduct while on the road



Road Management

- ✎ Keep your speed steady. Frequent braking and accelerating wastes fuel, and constantly changing speed is also hard on the nerves
- ✎ Keep a look-out. Anticipate the flow of traffic
- ✎ Keep your distance from the vehicle in front of you. You'll save on nerve-wracking, fuel wasting stops and speed-ups
- ✎ Maintain proper lane position. Never drive over the white fog line to allow others to pass – it is the only safety margin you have
- ✎ Plan for hills. Increase and decrease speed slowly and smoothly
- ✎ Plan your stops. Why waste fuel accelerating to highway speeds if you plan to stop half a kilometre later? Rather than staying on the throttle until the last minute, think about where you want to stop; let gears and law of gravity save fuel while slowing you down
- ✎ Drive courteously. Good road manners give you an edge to help get you home safely and may improve the trucking industry's reputation in the eyes of the motoring public

11 Defensive Driving

Railroad Crossings

Most railroad crossing collisions are caused by unsafe driving practices. To prevent such incidents, the driver shall comply with all provincial and municipal laws governing railroad crossings in the area.



When approaching a controlled or uncontrolled railroad crossing and you **must stop**, signal your intention to stop by flashing your brake lights; then bring your truck to a full stop.

- ✎ If a gear change is necessary in the crossing area, change gears before entering the crossing, never while crossing the tracks
- ✎ Where there is more than one track, don't cross immediately after a train has passed. Make sure that nothing is coming from either direction
- ✎ Do not ever try to beat a train to the crossing
- ✎ Never drive around lowered barrier arms
- ✎ Be aware that warning signals may be out of order or defective when approaching a railway crossing
- ✎ Stop at all STOP signs prior to entering the crossing. Proceed only after you are sure it is safe to do so
- ✎ Exercise extreme caution in mill yards, load-out sites, and unloading sites where railway tracks are present. Watch for rail car shunting activities. Do not assume a train in a mill yard will stop. Always be prepared to stop

Overtaking and Passing

Never pass on hills, curves, within intersections, at approaches to or on railroad crossings bridges. When passing you should:

- ✎ Always make sure that approaching traffic is not near enough to make the passing attempt dangerous
- ✎ Always make sure that another vehicle is not trying to pass you
- ✎ Always signal your intention to pass
- ✎ Is the pass necessary? Never increase travel speed to pass
- ✎ Never pull back into the right-hand lane until your vehicle is well ahead of the one you passed. Check your mirror before moving back in
- ✎ Watch for traffic activity at intersections ahead
- ✎ Know the dimensions and limitations of your equipment

Progressive Shifting

Whenever possible, you should avoid revving the engine to its maximum RPM, especially in a lower gear, as it results in unnecessary fuel consumption. Rather, progressive shifting should be used to make the best use of the engine's load capacity (torque). Effective progressive shifting reduces acceleration time to reach the desired speed, while also reducing fuel consumption by up to 15%.

12 Breakdown/Collision Procedures

What to do in the Event of a Collision

- ✍ If equipped use the Orion/Traxis onboard "Accident Button"
- ✍ Immediately set your warning signals (reflectors, flags, flares, etc.) to avoid further collisions
- ✍ Help anyone injured; call an ambulance, police and your Division Manager. Do not expose yourself to additional danger
- ✍ Assign someone to control traffic in order to prevent further incidents
- ✍ Do not move your equipment unless leaving it will create additional hazards. Wait for police to note its position, if the incident warrants police attendance
- ✍ Do not sign or make statements to anyone except the police investigating officer, a company representative or our **company** insurance adjuster
- ✍ Obtain names and addresses of witnesses. If you are refused names, get the driver's license number or plate number of witnesses (photograph plates, if possible)
- ✍ Take the necessary **photographs (13)** In the event of a right-hand turn (squeeze-play) collision, take a photo of the final resting place of vehicles involved immediately and secure witnesses
- ✍ **Do not admit responsibility** or agree to pay for anything
- ✍ When reporting an incident to anyone by telephone or by messenger, be specific as to location, time of incident, extent of injuries, amount of damage to the equipment, condition of cargo and where you can be reached
- ✍ Do not allow the tractor USB card to be removed by anyone but the police or an official of the company. If removed by police, get the name of the officer



Information Required to Complete the Incident Report

- Location, time and date
- Make, license plate number, registered owner, insurance company and policy number of other vehicle(s) and equipment involved
- Names and addresses of operators, drivers and/or occupants of other vehicles and equipment involved
- Names of injured persons and extent of injuries
- Name, addresses and phone numbers of witnesses
- Name of police officer attending scene
- Copy of the police report and number, if available
- Estimate and description of damage to other vehicle(s) or property
- A rough diagram of the position of all vehicles, equipment, property, pedestrians and skid marks as accurate as possible (pace skid marks out, if possible)
- Weather, road and visibility conditions

13 Breakdown/Collision Procedures

Emergency Warning Devices

If you stop on a highway, roadway or shoulder of a roadway, in the event of a breakdown or emergency, you must:

Activate 4-way flashers immediately until reflectors or flags have been placed in the following locations:

- 📌 On a two lane or undivided highway:
 - One reflector or flag at left rear of unit (within 3 m/ 10 ft)
 - One reflector or flag 75 m (250 ft) at rear of unit, on the shoulder or lane you stopped in
 - One reflector or flag 75 m (250 ft) at front of unit, on the shoulder or lane you stopped in
- 📌 On a one-way or divided highway:
 - One reflector or flag at the left rear of the unit
 - One reflector or flag at 30 m (100 ft) and at 75 m (250 ft) at rear of unit, toward approaching traffic
- 📌 On a hill or curve:
 - Place reflector or flag back beyond any hill, curve or other obstruction that prevents other drivers from seeing the vehicle, within 150 m (500 ft)

Make repairs, if possible. If you are unable to make repairs, get in touch with dispatch or management advising them of the situation and for added instruction.

In the event that assistance can only be obtained by leaving your unit, you must ensure that the vehicle is properly parked, secured and that reflectors and other warning devices are properly positioned and visible. After obtaining assistance, you must return to the unit immediately. Do not leave your unit unattended.

Photography

What to photograph:

- 📌 The approach to the scene from the perspective of all drivers concerned – at driver level
- 📌 Take several shots of the scene at different distances
- 📌 Eye-witness viewpoint
- 📌 Final rest positions of vehicles; position of victims
- 📌 Include any evidence that may be on the roadway leading up to the scene



Take photographs of “short-lived” scene evidence:

- 📌 Location of all vehicles, equipment
- 📌 Location of debris, pooled material such as vehicle fluids
- 📌 Road, weather and visibility (e.g., shadows)

14 Breakdown/Collision Procedures

Incident Reporting

All collisions, incidents (including near-misses), or equipment damage, no matter how minor, must be reported to your Supervisor, Dispatcher or Division Manager **immediately**.

All incident report forms, available at your Division office and your tractor unit's glove box, detailed driver statements, police reports, etc. must be completed and turned in by the end of your work shift or as appropriate, depending on the incident (e.g., driver injured).

Equipment damage report forms must be completed in detail by the driver, noting:

- ✍ Date and time
- ✍ Name of driver
- ✍ Unit number(s) and vehicle(s) involved
- ✍ Damage to unit(s)
- ✍ Description of how damage occurred
- ✍ Location of where damage occurred
- ✍ Names of other parties involved, if applicable

Description of all repairs performed to equipment must be completed by the mechanic doing the repairs and checked by the Division Manager.

Reporting to Police

Call the local police or R.C.M.P. immediately if the incident meets one of the following conditions:

- ✍ Results in death
- ✍ Results in bodily injury

Enforcement authorities must be contacted within 24 hours of the time of the incident if the incident:

- ✍ Results in damage in excess of \$1,000

A copy of the police report, if supplied, must be turned in to your immediate supervisor as soon as is practical. If one is not supplied, you must secure the police file number, name of the detachment handling the file, name of investigating officer and contact information (get a business card, if possible).

If an officer attends a collision scene, be aware that his/her focus is on public safety and ensuring no further incidents occur. The officer will want to protect the scene from contamination so that a proper investigation may be conducted. Be available for questioning, but stay clear of enforcement, flag, and recovery personnel. Volunteer your assistance, if able. Ask if it is OK for you to take some photos of the scene and make copies available to the first responder, if requested.



15 Regulatory Compliance

National Safety Code

The National Safety Code (NSC) is a set of safety standards for motor carriers, drivers and vehicles operating in Canada. The Provincial government, supported by members of the trucking industry, has implemented the NSC to ensure our highways remain the safest in North America.

Arrow seeks to comply with all aspects of the NSC and to ensure that our drivers whose over-the-road performance can significantly impact our Carrier Profile, support the compliance efforts unique to their Division. Our NSC safety rating is dependent upon our drivers' history of compliance with hours of service, vehicle inspection and motor vehicle regulations. Regular monitoring of drivers' documentation and internal audits are carried out to ensure compliance with the NSC.

Hours of Service

Hours of Service rules have been established to regulate the amount of hours a driver can work and drive, and to promote adequate rest between work shifts in order to reduce the affects of fatigue on workers. The following comprise current rules:

CANADIAN HOURS-OF-SERVICE RULES	
<p>Day</p> <ul style="list-style-type: none"> 📌 24-hr period that begins as designated by carrier 📌 Minimum of 10 hours off duty every day 📌 Maximum 13 hours driving 📌 No driving after 14 hours on duty in a day 	<p>Work-shift</p> <ul style="list-style-type: none"> 📌 Total elapsed time between 2 off-duty periods of at least 8 consecutive hours 📌 No driving after 16 hours of total elapsed time 📌 Maximum 13 hours driving 📌 No driving after 14 hrs on duty
<p>Cycles</p> <p>Drivers select 1 of 2 cycles:</p> <p>Cycle 1: No driving after 70 on-duty hours in 7 days</p> <p>Cycle 2</p> <ul style="list-style-type: none"> 📌 No driving after 120 on-duty hours in 14 days 📌 Driver must take at least 24 consecutive hours off duty prior to accumulating any period of 70 hours on duty 	<p>Deferring Off-Duty Time</p> <p>Drivers may reduce their off-duty requirement of 10 hours by up to 2 hours providing:</p> <ul style="list-style-type: none"> 📌 2 hours not part of the 8 consecutive off-duty hours 📌 Time is added to the 8 consecutive off-duty hours taken the next day 📌 Logbook clearly indicates "Day 1" or "Day 2" deferral 📌 In the 2 days, maximum 26 hours of driving and a minimum of 20 hrs off duty
<p>Reset or Cycle Switching</p> <p>You can reset cycle by taking:</p> <ul style="list-style-type: none"> 📌 36 consecutive hours off to reset or switch from Cycle 1 📌 72 consecutive hours off to reset or switch from Cycle 2 	<p>Day Off (regardless of cycle)</p> <ul style="list-style-type: none"> 📌 Drivers take a minimum of 24 consecutive off-duty hours in previous 14 days 📌 This could be in conjunction with cycle reset off-duty time
<p>Sleeper Berth</p> <ul style="list-style-type: none"> 📌 Same hours of service regulations for driving & on-duty apply 📌 May split the required off-duty hours into 2 periods, if: <ul style="list-style-type: none"> • Neither period is less than 2 hours; and • Total accumulated off-duty time is at least 10 hours 	

16 Regulatory Compliance

Vehicle Inspection Guidelines

Pre-Trip Vehicle Inspection

Each lease operator or driver must complete the daily pre-trip inspection prior to the start of his/her shift. The pre-trip inspection must be supported by the completion of the pre/post trip document. Refer to Division guidelines and instructions.

Brake-related violations are the most commonly identified issue during enforcement inspections. The following daily pre-trip air brake testing process should be followed:

- ✎ Block unit from movement
- ✎ Drain air tanks daily, if possible
- ✎ Ensure air dryers work properly
- ✎ Check low air pressure warning devices
- ✎ Conduct full application air pressure drop
- ✎ Conduct leakage test; check build-up time (check governor operation)
- ✎ Check slack adjusters and push rod travel DAILY. Adjust brakes as required. **If automatic slack adjusters require adjustment, they are defective and must be replaced**
- ✎ Check tractor protection valve operation
- ✎ Check all hoses and glad-hands
- ✎ Ensure the trailer alcohol sniffer is working properly
- ✎ Check brake test response
- ✎ Check parking brake



Documentation and Notes

Ensure that the unit is safe and ready to use. Record all deficiencies on the pre/post-trip document, or using the Orion/Traxis onboard system. If you adjust or have your brakes adjusted, be sure to record the date in the brake adjustment section of the defect or pre/post trip inspection report book. The key is to take credit for any inspection or work performed.

If deficiencies are found that are likely to affect the safe operation of the vehicle, ensure they are repaired prior to leaving the yard. Any agent of Arrow completing the repairs must sign the pre/post-trip document to acknowledge that the required repairs were completed. If the deficiency is not likely to affect safe operation, you or any agent of Arrow must sign the appropriate section; then start your work shift.

During highway trips, drivers should carry out enroute service checks approx. every 250 km on pavement and 125 km on gravel, and even more often for short-haul or in-town driving.

It is mandatory that all highway equipment stop at posted government brake check stations and inspect brake systems.

Upon completion of the work shift, complete the post-trip inspection portion. Complete time, date and sign the lower portion of the inspection report.

Record pre/post-trip time and enroute/brake checks in the daily log sheet or make Orion/Traxis entries, as required.