

GUIDANCE DOCUMENT ON GOOD PRACTICES IN THE MANAGEMENT OF DRIVERS



*A Joint Initiative of SCIC and ASPRI on Safer
Transportation of Migrant Workers Supporting
the Energy and Chemical Sector*

Disclaimer

Whilst we take every responsible care to ensure that the information in this guidance document is accurate, the SCIC and ASPRI do not accept any responsibility for any errors or omissions. The information provided herein is believed to be factual at the time of publication and is for guidance only.

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Introduction

Enhancing the overall welfare of the migrant workers supporting the Energy and Chemical (E&C) sector remains one of the industry's key social responsibilities. Safety hazard in ferrying migrant workers by lorries is an ongoing concern for the E&C sector. As a highly anticipated initiative, the Singapore Chemical Industry Council (SCIC) and the Association of Process Industry (ASPRI) have initiated the formation of a Joint Stakeholders Committee in 2021 to look into enhancing the transportation safety of our migrant workers.

Beyond the existing requirements including fitting lorries with canopies and higher railings that have been put in place, the industry recognises that more can be done to enhance the transportation safety of our migrant workers. The ultimate goal is to eventually transit to the use of buses as the transportation mode in ferrying our migrant workers.

In the midst of transition, it is also important to enhance efforts in better managing the drivers who are responsible in ferrying the migrant workers. This guidance document put together some good industry practices that serves as relevant information that can help you to improve some current practices on driver's management system.

The practices as outlined in this document serve as a set of guidelines on good practices for industry reference, and should be read in conjunction with the Inter-Agency Advisory¹ on Safe Transportation of Workers jointly issued by MOM, MOT, LTA, SPF and BCA on 31st Dec 2022.

¹<https://www.mom.gov.sg/newsroom/announcements/2022/1231-inter-agency-advisory-on-safe-transportation-of-workers>

1. The Role of Driver

Drivers play a critical role in ensuring a safer journey on the road. A driver who practices courteous driving can aid in reducing the likelihood of road accidents. More information on some key characteristics of a courteous driver would also be highlighted in section 7 of this document.

2. Role of Driver's Company Management

The driver's company management shall ensure:

- a. The procedures for vehicles and drivers have been complied.
 - Any goods vehicle which has an open deck for the carriage of goods and is used to carry any person on the floor of the vehicle must comply with the applicable requirements in the Road Traffic (Motor Vehicles, Construction and Use) Rules (R 9). Persons carried in a goods vehicle with an open deck for the carriage of goods must be seated in accordance with the Road Traffic (Carriage of Persons in Goods Vehicles) Rules 2010 (G.N. No. S 663/2010)
 - Dual role drivers to be provided at least a 30-minute rest period who have worked for at least 6 hours in their work shift immediately prior to driving workers in lorry rear decks.
 - To (i) designate a person as a "vehicle buddy" to sit in the cabin beside the driver at all times while the driver is driving workers in lorry rear decks and (ii) to brief the "vehicle buddy" of his/her role to take reasonable measures to ensure that the driver is alert and able to drive in a safe manner at all times.
- b. Vehicles and drivers are strictly monitored following the latest systems implemented (eg. GPS System)
- c. All drivers comply with all the pre-qualifications set forth
- d. Advocate on driver's courtesy behaviour

- e. Drivers possess an updated and valid driving license, have understand and will abide to all governmental regulations and requirements set forth by the company.

2.1 Recruitment of Drivers

Putting in place a structured recruitment process will help employers in selecting and recruiting the right candidate for the role.

The recruitment process can comprise of 3 phases:

- Entry
- Onboard
- Follow-up

2.1.1 Entry

The following checks can be referenced during the entry phase of the recruitment process:

- Check the availability of valid classes of Singapore driving license
- Check the previous driving experiences
- Check the history of traffic violations including the status of driver's improvement / demerit points

2.1.2 Onboard

The following programme outline can be included as part of the onboarding process for newly recruited drivers to equip them with the knowledge of road safety and to adequately prepare them for the job:

- a) Briefing session on their roles and responsibilities**
- b) Briefing session on site rules and regulations**
- c) Driving orientation**
- d) Defensive Driving Course**

2.1.3 Follow-up

The onboarded driver should continue to be monitored to ensure compliance and be assessed on the suitability. The following items can be used as a reference to monitor the performance:

- a) Attendance**
- b) Driving habits**
- c) Compliance with company and client's rules and regulations**

2.2 Fatigue Management

Long working hours without adequate rest reduce drivers' alertness and compromise their mental and physical work performance, leading to safety and health risks. This may result in road accidents which can cause business disruption, pain and suffering, or even loss of lives.

To better manage the fatigue level of the driver, restrictions on working hours is recommended.

Some good practices to effectively manage the fatigue level of driver include:

- a) Enable drivers to take periodic short breaks**
- b) Limit maximum continuous driving hours or work hours per day** (e.g. to consider practicing standard working hours as per MOM guidelines instead of per trip basis)
- c) Gather the necessary details ahead of time to plan for the driver's breaks schedule**
- d) Allocate a designated rest area for drivers to take a break or a nap when possible**
- e) Educate Vehicle Buddy to act immediately should they observe that drive is under any of these main causes of fatigue:**
 - Under the influence of alcohol and drugs (*prescribed or unprescribed*)
 - Experiencing extreme hunger
 - Feeling unwell

3. Managing Man-Equipment Segregation

If lorry / pickup is used to ferry both workers and goods, driver needs to ensure the following checks to manage proper man-equipment segregation:

- Passengers on the rear carriage deck must be seated within sheltered area (i.e. within the canopy)
- Maximum allowable height of seated passengers in the back of lorry / pickup shall comply with specifications required by LTA
- Passengers must be properly seated in the pickup/lorry while it is in motion
- Proper planks should be placed securely across the side boards for seating the passengers. No part of the worker when he is in a sitting position shall be more than 1.1 metres from the carriage deck. This is to lower the risk of a worker falling off from the back of a lorry
- The lorry must not carry an excess number of workers based on the minimum deck space requirement of 0.372 m² (4 square feet) per seated worker. If goods or equipment are also transported, the number of workers that can be carried is reduced according to the remaining floor area available

Any goods transported must be properly secured so that they will not move/shift and endanger the passengers or other road users

4. Vehicle Buddy

With reference to the new requirements from 1 Jan 2023 under the Workplace Safety and Health Act, a person designated as a “vehicle buddy” must sit in the cabin beside the driver at all times while the driver is driving workers in lorry rear decks. Some of the roles and responsibilities of Vehicle Buddy include the following:

- a) To alert the driver of any road traffic situation

- b) To always remind drivers to be alert at all times and to drive safely (e.g. stay within speed limits, be patient, no reckless driving etc)
- c) To assist the driver to handle phone calls where necessary
- d) To assist the driver to look out for obstruction, hazard, or danger, whenever applicable
- e) To assist the driver with navigating to the destination whenever applicable, so as to allow the driver to focus on driving,

5. Use of Technology

While the practice of appointing Vehicle Buddy may be an effective methodology for companies with small fleets, it may not be practical for companies with large fleets or limited VehicleBuddy. As such, companies may consider adopting the use of technology to support the monitoring and intervention practices.

5.1 Benefits of vehicle tracking devices or GPS system

With technology, the following tracking activities can be operationalised in a more effective and efficient manner:

- a. Vehicles' movement and location
- b. Prevent instances of additional costs due to untraceable drivers who may have:
 - committed traffic offences
 - caused vehicle damages, leading to restoration costs
- c. Proper planning and scheduling of vehicle
 - To maximize utilization
 - To reduce response time for vehicle provision
 - To minimize resource wastage
 - To reduce unnecessary carbon emission

- d. Monitor and record work completion timestamps for any overtime claims
- e. Monitor vehicle's preventive maintenance with the aid of the system's recursive maintenance schedule
- f. Monitor speeding and illegal parking activities of drivers and subsequently improve their overall behaviour to enhance roadworthiness
- g. Improve security and protect against theft of vehicle and/or expensive equipment and assets carried on the vehicle

Common Vehicular Safety Technologies include:

- Advanced Driver Assistance System (ADAS) that typically includes the following features:
 - Forward Collision Warning (FCW)
 - Lane Departure Warning (LDW)
 - Pedestrian Collision Warning (PCW)
 - Headway Monitoring & Warning (HMW)
- Driver Status Monitoring System (DSMS) to alert safety risks due to:
 - Fatigue
 - Cell Phone Usage
 - Distractions
 - Smoking
- Driver Behaviour Monitoring System that typically tracks the following:
 - Speeding
 - Harsh acceleration
 - Harsh cornering
 - Excessive braking
- Blind Spot Identification System (BSIS) to detect vehicles, motorcyclists or pedestrians in blind spots

5.2 Availability of funding

Industries may kick-start their technology journey by automating the existing processes and boost their productivity by tapping on the Singapore's Productivity Solutions Grant (PSG)². This will support businesses in greater adoption of IT solutions and equipment to enhance business processes such as GPS systems for vehicles.

6. Courtesy driving

A good driver goes beyond just competent skills in handling vehicles. Behavioural characteristics including being patient, courteous and considerate are the hallmark of being a good and safe driver. Having the correct attitude towards driving will make the road a safer and more pleasant one for all road users.

6.1 Characteristics of a good and safe Driver

According to the Singapore Road Safety Council (SRSC)'s Road Courtesy campaign the 5 key elements on the behavioural characteristics of a good and safe driver is detailed as such:

- **Space**

Grant other road users their space. Don't tailgate and don't cut into the path of others without ample notice. Allow ample distance and time between yourself and other road users to react safely to any sudden event. Slow down, if necessary, to create space and do not harass or stress other road users.

- **Respect**

Everyone makes mistakes. Keep calm; accept that an aggravating move was unintentional and not directed at you personally. No matter how much another road user has annoyed or inconvenienced you, never lose your cool. Don't retaliate by resorting to immature acts like high-beaming or honking unnecessarily. When you make a mistake, raise your hand to offer a simple and sincere apology.

²<https://www.gobusiness.gov.sg/browse-all-solutions-fleet-safety-and-fleet-management-system/fleet-safety-management-system>

- **Patience**

Be patient. The horn should be used to warn others of danger, not to express frustration. Don't cause unnecessary frustration especially in a traffic jam as it only worsens the situation. Honking unnecessarily may also alarm or annoy other road users into making unpredictable and dangerous manoeuvres.

- **Foresight**

Signal early. It is essential to alert other road users of your intention early to prevent traffic accidents. Plan your journey and manage your time to avoid rushing to your destination. Courtesy encourages safe road use. Make it a habit to wave and say thank you to motorists who display gracious behaviour to you.

- **Considerate**

Being considerate means being prepared to give way. Slow down if necessary. Always give way by keeping to the left unless overtaking. Don't road hog. Don't hold up traffic and frustrate other road users. When every minute counts, giving way to emergency vehicles by moving aside can help save lives.

Annex A

Drivers Onboarding Programme (sample template)

a) Briefing session on their roles and responsibilities

- Driver's requirements
- Routine duties
- Roles and responsibilities
- Standing order for driver
- Start, end and operation check
- Check items and criteria
- Checking procedure
- Documentation

b) Briefing session on site rules and regulations

c) Driving orientation

- Operations of vehicles from different brands and models
- Actual driving routes
- Advocate the importance of a courteous driver

d) Defensive Driving Course

- To sharpen skills and knowledge in defensive driving (where applicable)

Drivers Onboarding Programme Follow-up (sample template)

a) Attendance

b) Driving habits

- Compliance to Singapore road worthiness (Traffic Violations)
- Status of driver improvement / demerit Points (the recommendation is to check at least once every 6 months)
- Courteous driving (to be evaluated based on feedback)

c) Compliance with company and client's rules and regulations

- The following can be tracked via the use of GPS function:
 - i. Unauthorized routes
 - ii. Vehicle Idling
 - iii. Speeding
- Ensure compliance:
 - i. Performing pre-operations checking – start & end checks
 - ii. Using proper PPEs