This case was written by Claire K. McCarthy, European Business School, Ostrich-Winkel, Germany and Deborah M. McPhee, Goodman School of Business, Brock University, St. Catharines, Ontario, Canada. It is intended as a basis for student discussion, not to show either effective or ineffective administrative decision-making.
Introduction

This case is a work of fiction loosely based on the Skyway Bridge accident where an impaired dump truck driver crashed into the trusses of the bridge near Hamilton, Ontario in 2014. This case seeks to illustrate the effects of alcohol in the workplace, more specifically in a safety-sensitive situation such as trucking. On top of that, the case looks at a start-up firm with insufficient human resource management skills and a tight cost structure.

The Accident

For a few minutes Anthony was transfixed, staring at the pictures on Josta’s phone. A dump truck with “Greenbelt Trucking Inc.” emblazoned across the back was tangled in a mess of smashed bridge trusses and scaffolding. It was reported that the driver was under the influence of alcohol and a construction worker had been injured. Anthony felt like he was going to be sick. As the office manager of Greenbelt Trucking, he was in charge when the CEO of the company was out of town. Greenbelt had been a successful, short-haul trucking start-up for the past two years, and if it was to continue its prosperous growth in the Golden Horseshoe of Ontario, Anthony had to figure out how to handle this accident. He was not sure what he should do about the driver. As Anthony was responsible for HR, he knew the CEO would turn to him for options on how to handle the driver. This could have a detrimental effect on the business. And what about the injured worker? Anthony was at a loss of what to do next.

The Trucking Industry

Characteristics of the Industry

Truck driving is a large industry in Canada, with over 300,000 drivers across the country. There is a growing driver shortage due to the increasing demand for the movement of goods and the finite number of potential drivers. Roughly 90 percent of all consumer goods in North America are transported to their destination via transport truck. Without a strong supply of drivers, the movement of goods would be seriously hindered (Gill & Macdonald, 2013).

Two key sectors define the trucking industry: private trucking and for-hire trucking. Private trucking refers to trucking services that companies carry out in-house, whereas for-hire trucking refers to firms that provide these services to companies that do not have in-house trucking. The for-hire industry is having considerable trouble attracting drivers,
particularly young individuals to fill long-haul positions. This shortage of drivers is partially due to consistent demand from growing businesses in Canada (Gill & Macdonald, 2013). As these businesses continue to grow, so does the need for for-hire trucking. The other factor contributing to the shortage is the demographics of the industry.

According to Gill & Macdonald (2013) only 12 percent of drivers are under the age of 30, with the majority between the ages of 45 and 54. This aging labour force places some constraints on the supply of drivers in the market, as many are approaching retirement. The level of drivers’ formal education is also unique to the industry. In Ontario, approximately 30 percent of drivers have no certificate or degree whatsoever, 40 percent hold a high school certificate, 20 percent hold an apprentice certificate, and the last 10 percent hold a college or university degree. Many potential employees avoid the trucking industry because it not seen as a ‘skilled’ occupation, and it has less than favourable working conditions.

The average salary of a transport driver in Canada is $38,111, with 68 percent of workers earning between $20,000 and $50,000 per year. Those willing to drive long-haul routes will typically make more as pay is related to hours on the road. In some markets, such as Alberta, where there is a significant driver shortage, long-haul drivers can earn upwards of $100,000 (Lindzon, 2015).

Demographics combined with increasing demand for for-hire trucking have created a gap in labour supply. Nonetheless, favourable changes are slowly attracting more young drivers to the industry. Gill and Macdonald (2013) explain that there has been a significant increase in wages and working conditions, and recent changes in policy have recognized truck driving as a skilled trade, making the occupation more attractive. Additionally, recent reorganization in supply chains has decreased the emphasis on long-haul routes for which recruitment is typically the most difficult. Regardless, for-hire trucking firms have to stay vigilant in their efforts to maintain an adequate labour force.

Financial prospects for the industry have been on a positive trend since 2011. After hitting a low point in 2006, the industry started to rebound with investment increasing (Marowits, 2014). Ontario is once again a very important market for for-hire trucking. According to Statistics Canada (2009) 40 percent of all Canadians live in Ontario, making it the most populous province in Canada. The majority of that 40 percent live in an area known as the ‘Golden Horseshoe’. With 68 percent of Ontario’s population living there, the area is heavily industrialized, home to heavy manufacturing such as steel and small, high-value operations such as award-winning wineries. In an effort to protect the environment and prevent urban sprawl, the Golden Horseshoe is surrounded by the ‘Greenbelt’ of Ontario. Known for its protected wetlands, forests, and farmland, the Ontario Greenbelt is one of the largest protected natural areas in the world (“The Greenbelt,” n.d.). Exports from the region to customers across the country and across the nearby international border rely on cost-effective movement of goods. Thus for-hire trucking and logistics are important industries in the area.

**Commercial Vehicle Drivers Hours of Service Regulation: Scheduling**

Both federal and provincial legislation govern the trucking industry in Ontario. The provincial legislation, The Ontario Highway Safety Act, falls under the federal government’s Motor Vehicle Transport Act. Both pieces of legislation outline the same regulations, and both apply to this case.
The Government of Canada’s Commercial Vehicle Drivers Hours of Service Regulation document in the Motor Vehicle Transport Act (2009) divides driver time into two categories: driving time and on-duty time. Driving time is time a driver spends on the road driving, whereas on-duty time is all time when a driver is driving and performing tasks related to driving such as inspecting, servicing, loading or unloading. According to the act, no motor carrier can allow a driver to drive after they have accumulated 13 hours of driving time in a day, or 14 hours of on-duty time. A driver must take at least 10 hours of off-duty time in any 24-hour period with at least eight of those hours being consecutive. The two hours that are not in the eight consecutive hours can be distributed throughout the day in a minimum of 30-minute blocks. No driver can drive unless they have taken at least 24 consecutive hours of off-duty time in the past 14 days (“Commercial Vehicle Drivers,” 2009).

The scheduling is split up according to cycles: cycle one and cycle two. Cycle one drivers cannot drive if they have accumulated 70 hours of on-duty time during any period of seven days. Cycle two drivers cannot drive if they have accumulated 120 hours of on-duty time during any 14-day period or if the driver accumulated 70 hours of on-duty time without having taken 24 consecutive hours of off-duty time. If a driver wants to end a current cycle, switch cycles, or begin a new cycle, they must have 36 consecutive hours off if they are following cycle one, and 72 consecutive hours off if they are following cycle two (“Commercial Vehicle Drivers,” 2009).

Commercial Vehicle Drivers Hours of Service Regulation: Logbooks

According to the Motor Vehicle Transport Act every driver is required to fill out a daily log accounting for daily on-duty and off-duty time (See Appendix B) (“Commercial Vehicle Drivers,” 2009). However, this does not apply if the driver remains within a 160 km radius of the home terminal. It also does not apply if the driver returns to the home terminal each day to begin eight consecutive hours of off-duty time, or if the motor carrier maintains an accurate log of the driver’s duty status and cycle (“Commercial Vehicle Drivers,” 2009). Aside from keeping track of duty time, the logbooks are also used for the motor carrier to determine pay for drivers. Drivers are typically paid according to kilometers driven. Despite what the regulations say, it is common industry practice for drivers to alter their logbooks when needed; there are many situations that are out of their control that can make meeting deadlines nearly impossible. In many situations drivers will sacrifice sleep or breaks to meet tight deadlines, and on average, a driver in Canada will actually work a 16-hour day, but only log 13 hours (Silliker, 2016).

Occupational Stress and Illness

Truck driving is widely understood to be a high-risk occupation, because of high levels of occupational stress. Typically the longer a driver is on the road, the higher the level of occupational stress. Spending time away from family, friends, and support networks, leaves workers to cope with the stress of the job on their own. Shattell, Apostolopoulos, Sönmez, and Griffin (2010) outlined a study that showed that 44 percent of drivers spent between one and four days at home per month, while 3.4 percent said that they were never home. Extended periods away from home put considerable stress on family and relationships. Almost 25 percent of truck drivers indicated that family relationships were ‘not good’ because they were rarely at home.
The constant pressure to deliver goods on time can contribute to drivers’ occupational stress. The time crunch, coupled with regular driving hazards such as weather conditions, traffic, construction, and driving in unfamiliar areas, can take a toll on driver mental health. Depression is a problem amongst drivers, with many associating the isolation of the job with increased feelings of loneliness and depression. The sleep disruptions that drivers experience can exacerbate these feelings, and are also extremely dangerous. Extreme fatigue has been likened to inebriation, as it slows reaction time and impairs judgment. The Ontario Highway Safety Act does require eight consecutive hours of off-duty time, which one would assume to be used for rest, however many drivers state that because of their disrupted sleep patterns, sometimes they are wide awake during these eight hours (Shattell, Apostolopoulos, Sönmez, & Griffin, 2010). Consequentially, drivers return to the road without being properly rested.

Technology is available to measure a driver’s fatigue based on eye measurements, lane departures, reaction times, as well as rest versus activity patterns. Additionally, electronic logging devices may be installed on trucks to track driving hours automatically. While such technology greatly improves fleet management and connection with the dispatch office, acquisition costs keep most trucking firms using pen-and-paper logbooks, and trusting drivers to manage their fatigue (Silliker, 2016).

Occupational stressors, combined with a sedentary lifestyle, have led to nearly 69 percent of truck drivers being considered obese. Obesity has been linked to hypertension, diabetes, and heart disease among other illnesses. The Canadian Council of Motor Transport Administrators has shown clear evidence that links drivers with diabetes to an increased risk of vehicle accidents. Although drivers in Canada must pass a medical test that deems them ‘fit for duty’, these health issues are typically developed on the road (Silliker, 2016).

The high levels of stress and boredom can lead to substance abuse, which can have fatal repercussions on the road. In the face of such risk, employers in Ontario have been proactive in educating and testing their drivers. Only 0.23 percent of Ontario commercial drivers were found in violation of the alcohol policy in unannounced inspections. The Ontario trucking industry has a clean track record, as no fatal collisions due to alcohol abuse have been reported (“The Facts,” 2014). Regardless, employers must continue to stay vigilant in their testing. The Ontario Human Rights Commission’s policy on drug and alcohol testing (2009) allows commercial trucking operators to subject drivers to random and pre-employment drug and alcohol testing as long as the operator accommodates employees who are found to be dependent.

Greenbelt Trucking Inc. & The Employees

Anthony Ironbild – Office Manager

In 2008 Anthony completed his Bachelor of Business Administration with a major in operations management at the Queenston University of Ontario. He had completed an operations internship with a national railroad firm while he was in school and returned to the firm to work full-time a few months after graduation. He enjoyed working there, and he performed well, quickly climbing the ranks to a junior management position. It was in this position that Anthony truly found his passion. He learned that he enjoyed management just as much as he enjoyed logistics and operations. During the year he worked as a junior manager, Anthony was introduced to the human resources aspects of day-to-day management. He learned the ins and outs of employee onboarding, orientation, and recruitment. To his
surprise, HR management was something he enjoyed and he quickly realized that human capital was a firm’s most precious resource. He mastered the recruitment system at the firm, noticing much inefficiency in the system. Anthony slowly became dissatisfied with the bureaucratic structure of the railroad company, wanting to have the freedom to adopt a dynamic management style and create more efficient recruitment practices. It was a primary motivator for him to join Greenbelt Trucking.

**David Harabowsky – CEO**

David graduated from the Queenston University of Ontario in 2008 with a Bachelor of Business Administration and a passion for entrepreneurship. Having spent his university years in the Golden Horseshoe area, David fell in love with the region and wanted to give back throughout his professional life. David’s grandfather was a long-haul truck driver, which sparked David’s fascination with transport trucks when he was a little boy. As he grew up, his fascination with the industry continued. It was David’s lifelong dream to own his own trucking firm. By working in the industry after graduation he gained the insight required to manage his own firm. Around 2012 David began noticing the modest but sustainable increase in volume in the Ontario trucking industry; he knew it was a good time to start a transport and logistics firm in the Golden Horseshoe of Ontario.

**Josta Janssen – Controller**

Josta served as the controller for Greenbelt Trucking Inc. She was a chartered accountant by trade and had been working in the transport and logistics industry for 12 years. Born and raised in the Greenbelt of Ontario, she knew the area inside out. Josta also came from a family that owned and operated a small, short-haul trucking fleet that had weathered the highs and lows of the industry since 1971. Upon completing her chartered accountant designation in 2001, she took over the accounting for her family’s firm. Ten years later, her family was looking to sell their company and Josta did not want to assume control of the family firm. However, she was passionate about the region and the industry, and wanted to help build an emerging trucking firm in the area. She met David through an industry friend and agreed to join the Greenbelt team as the controller. Josta was looking forward to shaping the future of a local start-up.

**Raj Sinha – Fleet Driver**

Raj Sinha was one of the first fleet drivers to join Greenbelt Trucking in March 2013. Raj had completed his training with the Ontario Truck Training Academy, which taught the AZ Truck Driver Training Course created by the widely respected Professional Truck Driver Institute (“PTDI,” n.d.). Having only completed his training three months previously, Raj had no work experience with a transport firm. He was referred to Greenbelt through his driving instructor, who knew that Greenbelt was looking for drivers. Despite his inexperience, Greenbelt Trucking hired him as he had a clean driving record, completed his education at a reputable driving school, and had passed the Ontario Ministry of Transportation medical test. On top of that Raj was in his early thirties and looking to start a career in the industry. Raj was eager to begin working with Greenbelt.
The Beginning of Greenbelt Trucking

David and Anthony were roommates during university and remained close friends after graduation. During university David would often talk to Anthony about his entrepreneurial dreams and fascination with the transport and logistics industry. With Anthony being an operations management major, David valued Anthony’s advice and opinion. David had always said that when he started his company he wanted Anthony to be there with him. Having tackled business school with Anthony, David knew that they made a great team.

In early 2012, David began developing the groundwork for what would soon become Greenbelt Trucking Inc. Greenbelt would be a freight forwarding, transport and logistics firm that would offer specialized services for their customers. Greenbelt would start out doing short-haul runs strictly within the Golden Horseshoe, and expand according to consumer demand. Within a year of operations, David planned to open a warehouse and expand the fleet. David was very ambitious and was determined that Greenbelt would be a success.

While drafting his business plan, David outlined how the firm would be managed. With the nature of day-to-day work in the industry, the fleet is always on the road, and drivers are rarely in the main office. David envisioned a split management style, with Anthony as the office manager, keeping track of the back-end operations, as well as managing the fleet drivers. On the other side of the business, David would be managing the clients, as well as all the equipment and the long-term expansion strategy. David knew that Anthony had yearned to have more control over the recruitment processes at the railway company. David wanted Anthony to have full control over all HR activities at Greenbelt Trucking and manage the recruitment process as he pleased.

On a cool October day, David was looking forward to pitching his idea to Anthony. David was well underway with incorporating Greenbelt, had acquired space for the fleet yard and head office, as well as purchased trucking equipment. The last step was hiring staff, which he was confident Anthony would take on. Over lunch David told Anthony about the progress he had made with Greenbelt and pitched the offer of Anthony taking on the role of office manager. David outlined Anthony’s responsibilities. David would receive client orders, passing all scheduling information off to Anthony. Anthony’s logistics experience would come into play, as he would dispatch all drivers and keep track of their routes, points of deliveries and hours on the road. On top of fleet management, Anthony would be in charge of all HR activities. As Greenbelt was a start-up, there was no need for an official HR department. David was confident that Anthony’s experience would be sufficient.

Anthony did not take much convincing; having complete control over the recruitment process was what he had been looking for. Anthony agreed to start with Greenbelt in November and begin recruiting drivers so David could focus on the client side of the business. David told Anthony that he had already hired a controller for the company, and that her industry insight could be a good starting point for Anthony. Anthony had a lot to learn about the industry, but David was confident in his friend. After saying goodbye to his job at the railway company, Anthony went straight to work at Greenbelt. The first task on hand was recruitment. As Greenbelt had no drivers, Anthony would be focusing solely on HR activities for the first three months. As he had never been in control of all HR activities, he was glad he had time to develop a strategy before things got moving. He was not completely sure how to start, but he felt he was capable of managing changes as they happened.
Employee Recruitment & Screening

Recruitment

For an individual to be legally allowed to operate all types of heavyweight transport vehicles in Canada, he or she must have passed a provincial licensing exam and hold an AZ class license (“Get a truck driver’s licence [sic],” 2009). On top of that, all Ontario commercial vehicle operators hold a CVOR or a Commercial Vehicle Operator Registration certificate. The Ontario Ministry of Transportation uses this certificate as a driving abstract, keeping track of all driving infractions and overall safety performance (“Commercial vehicle operator’s registration,” 2009). Although holding a license may seem sufficient enough, most transport companies have much higher standards, and Greenbelt was one of them. David knew that a driver could simply enroll in a standard training course for only a couple of hundred dollars and pass the exam by doing the bare minimum. Passing this knowledge onto Anthony, he did a lot of digging and determined that Greenbelt would only hire drivers who had completed training at a reputable training facility.

As Anthony had limited experience in the technicalities of driver training, he felt it was best to do his own research and consult with Josta when needed. Anthony was determined to have a high level of respect for drivers and actively listen to their thoughts and opinions. Anthony had several candid conversations with experienced drivers, and realized that some trucking companies, especially large ones, treated their recruitment process as a revolving door. Anthony wanted drivers to know that Greenbelt cared about them, and was not just treating them as a means to an end. David and Josta both agreed that HR was a peripheral department, and would not be needed until Greenbelt had 50-100 employees. This was part of the rationale in hiring Anthony; he was technically serving as the office manager, with some human resources activities being part of his daily work.

HR costs were almost non-existent at this point as Anthony was carrying out all recruitment practices independently. All jobs were posted online, and many applicants were referred to Greenbelt via word of mouth. David had many industry friends who wanted to see Greenbelt succeed and were helping to spread the word to potential drivers. Anthony had drafted a short, but specific job posting that he put on all of the local websites (See Appendix C). Anthony preferred to have interested applicants call Greenbelt, rather than email their information. This allowed him to talk with them, understand what they were looking for, and hear about their past experience. Anthony preferred to hire drivers who had previous professional experience, but was not going to automatically exclude those who did not. Typically, after Anthony talked with the applicant on the phone, he would bring them in for an interview, depending on how the call went. Applicants were instructed to arrive with a copy of their CVOR driving abstract, a valid copy of their AZ license, three references, and the contact information of their driving school.

Employee Screening

Section four of the Motor Vehicle Transport Act (2009) stipulates that no motor carrier or other person shall allow a driver to drive if their faculties are impaired to the point where it is unsafe to drive, or if driving would be likely to jeopardize the health and safety of the public. Anthony took this statement very seriously and was determined to carry it out to the best of his ability. Drug and alcohol abuse is a major concern in the industry. The United States had clear laws requiring certain regulations be followed for any driver entering the United States.
Currently, Greenbelt was only operating in Ontario, and the drug and alcohol policy released by the Canadian Human Rights Commission was the only resource available. Contrary to the United States, this was not strict legislation and Josta had warned him that this was a legally sensitive area; He needed to “do it right, or not do it all.” In Canada drug and alcohol testing is still viewed as a medical procedure and a ‘zero-tolerance’ policy is a slippery slope, as employers are expected to be accommodating. The Commission outlines special circumstances for commercial bus and trucking operations. These firms can subject drivers to pre-employment and random drug and alcohol testing as long as they accommodate employees that are found to be dependent. Additionally, an employer cannot withdraw an offer of employment because an employee failed a drug or alcohol test without first addressing the issue of accommodation (“Policy on drug and alcohol testing,” 2009).

In Anthony’s work at the railroad company he was only involved in recruitment for white-collar positions, where drug and alcohol tests were not carried out. This was a new environment for him and he was trying to learn as fast as possible. Josta advised Anthony that most firms outsourced all background screening to third party firms. Following Josta’s advice, Anthony began researching the best third party screening services. Anthony determined that Sterling Backcheck was the best option for criminal record checks and background screening. At a cost of $150 per person Backcheck would screen all of an applicant’s references, crosscheck their identity, pull any criminal record, verify their education, and complete other credential verifications. Cann Amm was the best option for third party drug and alcohol testing. Commonly used in the blue-collar industry, Cann Amm would conduct all drug and alcohol testing, and provide follow up support. Employees would show up to their appointment at a local Cann Amm office and they would conduct the test and provide confidential, accurate results. There was a local testing branch minutes away from the Greenbelt fleet yard. At a cost of $400 per employee Anthony had to weigh the value of the two services.

Anthony wanted to keep a tight handle on costs and felt he could only afford to outsource either the background checks or the drug and alcohol testing. Heeding Josta’s advice, he chose to outsource the drug and alcohol testing. Anthony wanted to make sure the process was handled in the most professional setting possible, and he knew he could not manage that himself. On the other hand, Anthony was confident that he could do a sufficient background check on his own and there would be no need to outsource this.

Following an applicant’s interview, Anthony would make several phone calls, verifying the applicant’s driving education, following up with references, and evaluating the applicants CVOR abstract. Typically the entire process could be completed in an hour, assuming all of the references were easy to reach. If Anthony was satisfied with the verifications, he then got in touch with Cann Amm and scheduled the applicant for a drug and alcohol test. If the driver passed the test, an offer of employment was made.

Cann Amm offered random alcohol and drug tests as part of their services for Greenbelt, as these tests were allowed for safety-sensitive positions. Anthony had a lot of faith in his drivers and had not subjected any of them to the random testing within the first year. Josta reminded him occasionally of the Cann Amm services, but it usually slipped his mind. He talked to his drivers on a regular basis and he had a lot of trust in them, so he felt that he would know if they were using drugs or alcohol on the road.
Employee Health and Safety

Employee health and safety was an area that Anthony had little previous experience in. He knew the basics for standard employee safety training, so he decided to use the same methods that were used at the railroad company.

When a driver joined the Greenbelt team he or she was assigned standard online training courses that Anthony had purchased from the Canadian Safety Council. Anthony had purchased a basket of online training courses that included WHMIS, Fire Safety Training, Manual Material Handling Training, Ladder Safety Training, and Transportation of Dangerous Goods Training (See Appendix D) (“Canadian Safety Council,” n.d.). These online courses were assigned to each driver through the Learning Management System (LMS). The training was available online, 24/7, so drivers could complete it on their own time. Anthony’s policy was that drivers had to complete all training before getting on the road, but that proved to be easier said than done.

In addition to the LMS training, drivers were guided through the daily truck inspection sheet on their first day. The trucks used by Greenbelt fell under ‘Schedule 1’ (See Appendix E) and the government of Ontario enforces the regulations (“SCHEDULE 1,” n.d.). Anthony had developed an inspection sheet that drivers had to fill out every day before getting on the road (See Appendix F) (“Daily Vehicle Inspection,” n.d.). The sheet would be completed and then dropped into a drop box at the end of each driver’s shift. If a driver switched vehicles during a shift, he or she must complete a second sheet for the vehicle they are switching into. If there was ever a major problem with one of the trucks, the driver would typically follow up with Anthony the next day. Otherwise, the sheets were filed away.

Anthony kept a candid, open line of communication between himself and the drivers. He had read many articles about the various occupational stressors involved in truck driving and wanted to make sure that the drivers felt supported, and not isolated. Greenbelt was not going to act like the big trucking corporations who just treated drivers as a dispatch number. The drivers knew they could always reach out to him at any time and he would respond. They all respected Anthony but sometimes did wonder about his inexperience in the industry. Sometimes drivers would mention technical things, only to have Anthony ask them to explain what they were talking about. Despite this, Anthony cared about the drivers and their needs, which made the relationship a success. Three of Greenbelt’s drivers had previously worked at large firms, and they loved the ‘mom and pop’ feel of Greenbelt.

The First Year

In early 2013, Anthony drafted a brief hiring policy that was to serve as a guideline for Greenbelt’s recruitment and selection practices. The policy was more of a formality as Anthony was the only one recruiting; he acted according to his own discretion. Acting as an office manager entailed much more than just managing recruitment and Anthony soon realized that he had a full plate. Seeing as Greenbelt was a start-up, the demands on Anthony were different every day. With David often out of the office working to develop the warehousing side of the business, Anthony made independent decisions regarding the daily operations. If there was an issue with a vehicle, or if a driver had a problem with a client, Anthony was the point of contact.
The first year was going well and Greenbelt Trucking was off to a steady start, as
David had landed several local clients that required daily transportation. Greenbelt had a
rotating fleet of six drivers, who were driving consistent routes, eight hours a day. This was a
perk for the drivers, as they were able to be home with their families every night. As
Greenbelt offered specialized services to its customers, there were instances where drivers
had very early morning runs, weekend runs, or evening runs, but they were evenly distributed
to the drivers. As drivers were returning to the fleet yard every evening and had at least an
eight-hour break, there was no need for them to track hours in logbooks. Additionally, drivers
stayed within a 160 km radius of the fleet yard. During the first year of operations, no driver
ever drove over 10 hours in one day. Anthony kept track of the drivers’ hours via the
scheduling, and Josta had a log of driver hours that she used when calculating employee pay.

Greenbelt was very accommodating to its customers, and the word was spreading. More businesses were reaching out and requesting Greenbelt’s services. Maplewood Mulch
was one of Greenbelt’s first customers, and Greenbelt had developed a healthy working
relationship with them. Also a regional start up, Maplewood Mulch was growing swiftly.
After eight months of working with Greenbelt, Maplewood Mulch asked David if Greenbelt
would be able to provide dump-truck services, as Maplewood Mulch was starting to receive
large bulk orders that could no longer be delivered in bags. David was willing to purchase a
dump truck, as he wanted to continue this prosperous relationship and add to the services
Greenbelt offered. Raj was the driver who looked after the daily Maplewood Mulch run and
when the dump truck was purchased he had the proper AZ license to take on the driving of
the dump truck.

The Second Year

At the beginning of 2014, Anthony sat down with David to set his targets for the year. One of
Anthony’s goals was to re-vamp the hiring policy that he had written when he first started at
Greenbelt. If business continued to be as successful as it was last year, there was potential
that they would look into hiring additional office staff. Having a defined hiring policy would
be useful if another back-end employee joined the team. As he had been running the
recruitment process for a year now, he felt better prepared to outline it in detail, and include
all the resources that he used. On top of that, he wanted to include the basic practices for
employee onboarding, as well as how he kept in contact with drivers and managed their
needs.

In March 2014, Greenbelt officially opened its warehousing facilities. They were now
able to store goods for clients and deliver accordingly. The service was welcomed, and
throughout April and May, requests were pouring in. David was sending new client orders
daily, and Anthony was struggling to keep up with demand. More and more customers
wanted to use the new Greenbelt warehouse, which required an extra run for the drivers, to
pick up the cargo, store it in the warehouse, and then eventually deliver it to the final
destination. With several daily runs, like Maplewood Mulch, the demand for drivers was
paramount. David had acquired three new fleet trucks to keep up with demand and Anthony
was working to hire drivers as quickly as possible.

Greenbelt was starting to feel the effects of the labour productivity gap in the trucking
industry. Anthony had heard from industry friends that in the United States the driver
shortage was as high as 38,000 drivers. Anthony knew he could feel that same squeeze in
Canada. Despite using the same ads, on the same websites, the applicant pool appeared to be
Anthony was becoming very overwhelmed with the day-to-day tasks, acting more reactively than proactively. May turned into June, and things started to slip through the cracks. The small pool of applicants had him frustrated, and he had just realized that not all of the drivers had finished their LMS online safety training. Anthony had completely forgotten to follow up with the drivers, and now some of their courses had expired. Anthony was angry at his poor people management skills. He thought he was better than this and he began doubting his own abilities in HR. He acknowledged that he had no formal HR education, and no training in employee health and safety management, let alone in such a safety-sensitive industry. Josta had left a leaflet from the Canadian Safety Council about their Professional Driver Improvement Course (See Appendix G), as well as their management training courses (See Appendix H) on Anthony’s desk (“Canadian Safety Council,” n.d.). Anthony knew it would add value, but just did not have time to consider it.

As Anthony’s workload continued to increase, he began having trouble managing the drivers. It got to the point where the only time he communicated with them was when he sent them their weekly dispatch schedules. Barely having time to eat lunch during the day, let alone answer the phone, Anthony’s open line of communication with the drivers was closing. One night, unable to sleep Anthony finally checked his voicemails. He had several missed calls from Raj, and one voicemail. Listening to the voice mail, Raj sounded a bit out of sorts, talking about complications in his wife’s pregnancy and the extra driving hours; it concerned Anthony, and he made a mental note to reach out to him, but it was forgotten after Anthony received an urgent message from David. David had a family emergency and would be out of town for the next two weeks.

The week leading up to the Canada Day long weekend was chaos. With David out of town, he had split his client requests between Anthony and Josta. Anthony struggled to manage everything. Now he spent his days fielding client calls, and managing the driver logistics. Josta noticed him struggling and warned him not to spread himself too thinly. The recruitment had taken a back seat, but was still as pressing as ever.

The Accident

It was a sunny June 27th, and Raj had a full schedule. The extra runs Anthony was squeezing into everyone’s schedules were making meeting existing deadlines tough. Raj was driving on a cycle one schedule, and had been driving full 13-hour days for the past four days. Today Raj had a back and forth day, with a 9:30 am delivery in Toronto, then driving back to the fleet yard to collect another load for a customer in the wine region, which was to be delivered by 12:30. Finally, Raj needed to complete his daily Maplewood Mulch run with the dump truck, which was a daily pick up at 3:00 pm and delivery at 4:30. Raj estimated that he would be clocking another nine hours of on-duty time today. As Greenbelt drivers did not keep their own logbooks, Raj was hoping that Anthony was being diligent, as Raj was coming close to maxing out his cycle one on-duty driving time.
Before he even hit the road he was stressed out. Traffic heading into Toronto was snarled, and Raj watched the minutes tick by. Even though he had left the fleet yard an hour early, he had a sinking feeling he was going to be late. The traffic made the morning worse, as he had to put up with the angry honks from commuters rushing to get into the office on time. It increased his stress levels, because he felt disrespected by the other drivers on the road. Other drivers on the road hated truck drivers, and it was sometimes hard for Raj to deal with this.

The traffic caused Raj to be 30 minutes late to his first drop-off in Toronto, and on top of that he had to take the wrath from the employee at the drop-off because of the late delivery. Getting back on the road, Raj tried to relax. His wife was seven months pregnant, and had experienced some minor complications. She was always on Raj’s mind. Worrying about his wife was enough stress for Raj, and the added occupational stress was making him extremely tense. Raj did not consider himself a heavy drinker, but he had been drinking consistently in the evenings to fight off stress. For the past week and a half Raj would have a few drinks in the evening and always end up calling Anthony. In the back of his mind, he was scared that he would not be able to handle the mounting stress. Anthony never answered, but Raj called anyway. He knew Anthony was extremely busy, but couldn’t believe that he was too busy to talk to him. One evening, after a few more beers than usual, Raj decided to leave Anthony a voicemail. Maybe Anthony would check it.

Before everyone became so busy, Raj would have called Anthony to ask if he could take an unscheduled break, or if another driver could take one of his later runs, when he felt this stressed on the road. Raj knew Anthony would not pick up, but he tried calling anyway. Unsurprisingly, the call went straight to voicemail. Frustrated, Raj gritted his teeth, wondering why he even bothered trying to get a hold of him anymore. He needed a coping mechanism to help him get through the day. For the past four days, Raj found himself needing to have a drink on his lunch break, to help calm his nerves. With Anthony being difficult to reach, Raj felt he had to handle his stress in any way possible. Raj knew the dangers of drinking and driving, but he felt he had enough experience to handle it. Raj only ever had one or two beers with his lunch, and he felt that was well within his limits.

Raj was a diligent employee, and wanted to stick to his schedule despite the time pressure. He knew he wouldn’t be able to get off the road to have a lunch break today but he felt that if he made up a bit of time on his way back to the fleet yard, he might have some time to stop for a drink after his last delivery. Raj managed to make it back to the fleet yard by 11:30 am, and he rushed to load the next cargo for the winery. He arrived at the winery at 1:00 pm, and spent the next half hour loading up cargo that the winery wanted to store in Greenbelt’s warehouse. This was an unexpected request that Raj had not accounted for, and it delayed him even further, adding another hour of on-duty time to Raj’s schedule. Greenbelt prided itself on providing specialized services for its customers, so this was not a request that Raj could deny. Raj, once again, headed back to the Greenbelt fleet yard, crossing over the Sunset Bridge for the second time that day, quickly eating a sandwich in the truck. He arrived at the fleet yard just shy of 3:00 pm, quickly completed a truck inspection, switched into the dump truck and headed to Maplewood Mulch. Thankfully Maplewood Mulch was only a 20-minute drive from the fleet yard, so Raj made it there by 3:15 p.m. The mulch was loaded into the back of the dump truck and Raj went out again, crossing over the Sunset Bridge for the third time that day.
Back at the office, Anthony was feeling just as frazzled as Raj. He had a phone call lined up with a potential applicant, and he was hoping that it would go well. Greenbelt was almost over-capacity. For the past few weeks, Anthony had been frantically trying to meet demand. The six full time drivers were all getting an extra run put into their schedule, and the one part time driver had been brought on to drive full-time. If Anthony couldn’t hire at least one more full-time driver, and one part-time driver he would have to talk with David about reducing client orders. Anthony knew that would not go over well with David, and did not want to disappoint him.

Crossing the Sunset Bridge, Raj was looking forward to de-stressing and having a few drinks after dropping the cargo. To his relief, the cargo drop went smoothly and he made it to a nearby roadside restaurant by 3:45 p.m. Raj enjoyed two beers, feeling the stress melt away with every sip. Seeing as it was the end of the day, and he was not carrying any cargo, he thought it would be fine to have a couple more beers. After his fourth drink Raj felt great. The heavy feelings Raj was carrying around all day were gone. He looked at his watch and noticed that it was 4:30, if he left now he would make it back to the fleet year shortly after 5:00 p.m. He had about an hour of work left to do on his truck and in the warehouse, so he figured he could be home by 6:00 p.m. Raj hustled back into the driver’s seat, heading back toward the Sunset Bridge. Raj felt amazing. He was looking forward to being back home with his wife and not having to think about work. As he climbed the incline of the bridge, he was looking out over the water, oblivious to his surroundings. One minute everything seemed fine, but the next his truck came to a jerking halt. His body pitched forward as he heard the sound of twisting steel. Bridge trusses and scaffolding were falling all around him. Nearby a group of construction workers were scrambling away from the debris, looking alarmed and panicked. Raj snapped back into reality. What had just happened? Surveying his surroundings, his stomach dropped. Looking back in his mirrors he realized that the dump of his truck had been lifted and smashed into the bridge trusses. Raj was in severe shock. This was his fault. How had his dump been lifted? How did he not notice? With his buzz starting to wear off, his head began to pound. Not knowing what to do, he simply sat there until emergency vehicles arrived.

Anthony had been notified that Raj Sinha was facing charges for impaired driving, and possibly more depending on the police investigation. The Ontario Ministry of Transportation was working to remove the wreckage, and traffic had been redirected. In talking with the Greenbelt’s insurance company, Anthony was told that the majority of the financial responsibility would fall onto the driver – especially if the impaired driving allegations were proven to be true, however Greenbelt would also be financially responsible. Past precedent indicated that companies in these situations have to pay a deductible, which was typically around $200,000. Anthony was slightly relieved when he heard this, as it meant that the accident would not bankrupt Greenbelt. However, he wondered if he had spent more money on driver education they could have avoided this problem all together. The damage to their reputation was great and would cost Greenbelt some clients and make it even more difficult for them to attract new drivers. The Ministry of Labour would be conducting an investigation into the accident due to the fact that a construction worker was injured. If Raj was charged with impaired driving, a court case could extend over the next few years. Anthony felt guilty for losing communication with Raj during this stressful time and Anthony knew the drivers’ schedules were not sustainable. If Greenbelt carried on in the same manner another accident could occur.
David had been in touch to say he was on the first plane back home, and wanted Anthony to have a list of recommendations on what to do with Raj ready to discuss upon his return. On top of that, Josta’s advice to stop spreading himself so thinly was weighing heavily on Anthony’s mind. Anthony had to make major changes and he needed to start now.
References


## Appendix B

### Daily Log Form

<table>
<thead>
<tr>
<th></th>
<th>NAME / NOM</th>
<th>DATE</th>
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<tbody>
<tr>
<td>Cycle 1 (7 days — 7 jours)</td>
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<tr>
<td>Cycle 2 (14 days — 14 jours)</td>
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<td></td>
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</tbody>
</table>

(Hour at which day begins — Use local time at home terminal)
(Heure à laquelle la journée commence — Utiliser l'heure locale à la gare d'attache)

<table>
<thead>
<tr>
<th>Time</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>6</th>
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**Total Hours**

**Total des heures**

Remarques / Observations

Total distance driven / Distance totale parcourue

Signature
HIRING AZ LOCAL DRIVERS
Greenbelt Trucking Inc. is looking for enthusiastic, self-motivated individuals to become part of our team. Located near Maplewood, Ontario, we have openings for local drivers to complete regular runs in the Golden Horseshoe area.

We offer:
• Excellent pay and competitive benefits package
• Direct deposit payroll
• Opportunity for dedicated daily runs

To qualify for this position we require:
• Valid AZ Drivers License
• CVOR Drivers Abstract (no older than 30 days)
• Previous AZ driving experience is preferred

Please contact 905-401-2671 for further information.
Appendix D  
Online Training Course Price List

Table D1

<table>
<thead>
<tr>
<th>Range (# of participants)</th>
<th>Ariel Lift**</th>
<th>Confined Space</th>
<th>Due Diligence*</th>
<th>Office Ergonomics</th>
<th>Fall Protection**</th>
<th>Fire Safety</th>
<th>Lockout</th>
<th>Lift Truck**</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10</td>
<td>$124.95</td>
<td>$32.95</td>
<td>$74.95</td>
<td>$29.95</td>
<td>$29.95</td>
<td>$29.95</td>
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<td>11-25</td>
<td>$99.95</td>
<td>$30.95</td>
<td>$64.95</td>
<td>$24.95</td>
<td>$24.95</td>
<td>$24.95</td>
<td>$30.95</td>
<td>$99.95</td>
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<tr>
<td>26-50</td>
<td>$84.95</td>
<td>$27.95</td>
<td>$54.95</td>
<td>$19.95</td>
<td>$19.95</td>
<td>$19.95</td>
<td>$27.95</td>
<td>$84.95</td>
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</tbody>
</table>

*Manager/Supervisor specific training  ** Requires hands-on practical evaluation

**Fire Safety:** Our Fire Safety Training Course provides participants with the knowledge necessary to prevent fires in the workplace and also focuses on the basic elements of fire prevention and protection.

**Ladder Safety Training:** Provinces across Canada regulate the use of ladders in all workplaces because the improper use of a ladder could cause significant injuries. Anyone who uses a ladder must comply and obtain the necessary training in order to: reduce or eliminate worker injuries and avoid worker compensation premiums

**Manual Material Handling:** This course will explore common causes and controls of musculoskeletal disorders, and introduce the participant to safe working procedures in order to handle material in the workplace without injury.

**Transportation of Dangerous Goods:** During this course, you and your employees will learn dangerous goods regulations, Emergency Response Plan guidelines, information about TDG containers, safety marks, and even the ways in which TDG corresponds with WHMIS training and regulations.

**WHMIS:** This online safety training meets Federal and Provincial requirements to provide WHMIS (Workplace Hazardous Materials Information System) training and certification. Perhaps more importantly, it gives participants the foundation of knowledge to prevent accidental and long-term exposure to the harmful effects of hazardous materials at work.
### Appendix E

**Schedule 1 Daily Inspection of Trucks, Tractors and Trailers**

#### Table E1

<table>
<thead>
<tr>
<th>Column 1 Systems and Components</th>
<th>Column 2 Minor Defects</th>
<th>Column 3 Major Defects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part 1. Air Brake System</strong></td>
<td>(a) audible air leak.</td>
<td>(a) pushrod stroke of any brake exceeds the adjustment limit.¹</td>
</tr>
<tr>
<td></td>
<td>(b) slow air pressure build-up rate.</td>
<td>(b) air loss rate exceeds prescribed limit.²</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(c) inoperative towing vehicle (tractor) protection system.</td>
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<tr>
<td></td>
<td></td>
<td>(d) low air warning system fails or system is activated.</td>
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<tr>
<td></td>
<td></td>
<td>(e) inoperative service, parking or emergency brake.</td>
</tr>
<tr>
<td><strong>Part 2. Cab</strong></td>
<td>(a) occupant compartment door fails to open.</td>
<td>(a) any cab or sleeper door fails to close securely.</td>
</tr>
<tr>
<td><strong>Part 3. Cargo Securement</strong></td>
<td>(a) insecure or improper load covering.</td>
<td>(a) insecure cargo.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(b) absence, failure, malfunction or deterioration of required cargo securement device or load covering.³</td>
</tr>
<tr>
<td><strong>Part 4. Coupling Devices</strong></td>
<td>(a) coupler or mounting has loose or missing fastener.</td>
<td>(a) coupler is insecure or movement exceeds prescribed limit.⁴</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(b) coupling or locking mechanism is damaged or fails to lock.</td>
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<tr>
<td></td>
<td></td>
<td>(c) defective, incorrect or missing safety chain or cable.</td>
</tr>
<tr>
<td><strong>Part 5. Dangerous Goods</strong></td>
<td>(a) dangerous goods requirements not met.⁷</td>
<td></td>
</tr>
<tr>
<td><strong>Part 6. Driver Controls</strong></td>
<td>(a) accelerator pedal, clutch, gauges, audible and visual indicators or instruments fail to function properly.</td>
<td>(a) inoperative breakaway device.</td>
</tr>
<tr>
<td><strong>Part 7. Driver Seat</strong></td>
<td>(a) seat is damaged or fails to remain in set position.</td>
<td>(b) inoperative brake.</td>
</tr>
<tr>
<td><strong>Part 8. Electric Brake System</strong></td>
<td>(a) loose or insecure wiring or electrical connection.</td>
<td>(a) inoperative breakaway device.</td>
</tr>
<tr>
<td><strong>Part 9. Emergency Equipment and Safety Devices</strong></td>
<td>(a) emergency equipment is missing, damaged or defective.</td>
<td></td>
</tr>
<tr>
<td><strong>Part 10. Exhaust System</strong></td>
<td>(a) exhaust leak, except as described in Column 3.</td>
<td>(a) leak that causes exhaust gas to enter the occupant compartment.</td>
</tr>
<tr>
<td><strong>Part 11. Frame and Cargo Body</strong></td>
<td>(a) damaged frame or cargo body.</td>
<td>(a) visibly shifted, cracked, collapsing or sagging frame member.</td>
</tr>
<tr>
<td><strong>Part 12. Fuel System</strong></td>
<td>(a) missing fuel tank cap.</td>
<td>(a) insecure fuel tank.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(b) dripping fuel leak.</td>
</tr>
<tr>
<td><strong>Part 13. General</strong></td>
<td>(a) serious damage or deterioration that is noticeable and may affect the vehicle’s safe operation.</td>
<td></td>
</tr>
<tr>
<td><strong>Part 14. Glass and Mirrors</strong></td>
<td>(a) required mirror⁵ or window glass fails to provide the required view to the driver as a result of being cracked, broken, damaged, missing or maladjusted.</td>
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<tr>
<td></td>
<td>(b) required mirror⁵ or glass has broken or damaged attachments onto vehicle body.</td>
<td></td>
</tr>
<tr>
<td><strong>Part 15. Heater / Defroster</strong></td>
<td>(a) control or system failure.</td>
<td>(a) defroster fails to provide unobstructed view through the windshield.</td>
</tr>
<tr>
<td><strong>Part 16. Horn</strong></td>
<td>(a) vehicle has no operative horn.</td>
<td></td>
</tr>
<tr>
<td><strong>Part 17. Hydraulic Brake System</strong></td>
<td>(a) brake fluid level is below indicated minimum level.</td>
<td>(a) brake boost or power assist is not operative.</td>
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<tr>
<td></td>
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<td>(b) brake fluid leak.</td>
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<td>(c) brake pedal fade or insufficient brake pedal reserve.</td>
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<td></td>
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<td>(d) activated (other than ABS) warning device.</td>
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<td>(e) brake fluid reservoir is less than ¼ full.</td>
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<td></td>
<td>(f) parking brake is inoperative.</td>
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<tr>
<td><strong>Part 18. Lamps and Reflectors</strong></td>
<td>(a) required lamp does not function as intended.⁶</td>
<td>When use of lamps is required:</td>
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<td></td>
<td>(b) required reflector is missing or partially missing.⁸</td>
<td>(a) failure of both low-beam headlamps.</td>
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<td>(b) failure of both rearmost tail lamps.</td>
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<td>At all times:</td>
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<td>(a) failure of a rearmost turn-indicator lamp.</td>
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</tbody>
</table>

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¹ Adjusted for wear or tear, but not permanently or visibly damaged.  
² Air pressure is measured at ambient temperature, with no additional loading on the brake system.  
³ Requires additional inspection and testing.  
⁴ Coupler or coupler mechanism must have a minimum contact area.  
⁵ Required mirror is also for rearview.  
⁶ Lamp not to function during inspection.  
⁷ Requirements vary by jurisdiction.  
⁸ Reflectors must be clearly visible for the inspection.  

Greenbelt Trucking Inc. 21
| Part 19. Steering | (a) steering wheel lash (free-play) is greater than normal. | (b) steering wheel is insecure, or does not respond normally. (b) steering wheel lash (free-play) exceeds prescribed limit. |
| Part 20. Suspension System | (a) air leak in air suspension system. (b) a broken spring leaf. (c) suspension fastener is loose, missing or broken. | (a) damaged (patched, cut, bruised, cracked to braid or deflated) air bag or insecurely mounted air bag. (b) cracked or broken main spring leaf or more than one broken spring leaf. (c) part of spring leaf or suspension is missing, shifted out of place or is in contact with another vehicle component. (d) loose U-bolt. |
| Part 21. Tires | (a) damaged tread or sidewall of tire. (b) tire leaking, if leak cannot be heard. | (a) flat tire. (a.1) tire leaking, if leak can be felt or heard. (b) tire tread depth is less than wear limit.11 (c) tire is in contact with another tire or any vehicle component other than mud-flap. (d) tire is marked “Not for highway use”. (e) tire has exposed cords in the tread or outer sidewall area. |
| Part 22. Wheels, Hubs and Fasteners | (a) hub oil below minimum level (when fitted with sight glass). (b) leaking wheel seal. | (a) wheel has loose, missing or ineffective fastener. (b) damaged, cracked or broken wheel, rim or attaching part. (c) evidence of imminent wheel, hub or bearing failure. |
| Part 23. Windshield Wiper / Washer | (a) control or system malfunction. (b) wiper blade is damaged, missing or fails to adequately clear driver’s field of vision. | When use of wipers or washer is required: (a) wiper or washer fails to adequately clear driver’s field of vision in area swept by driver’s side wiper. |

O. Reg. 199/07, Sched. 1; O. Reg. 242/14, s. 9.
# Appendix F
## Inspection Sheet

**Daily Vehicle Inspection Sheet**

<table>
<thead>
<tr>
<th>Driver</th>
<th>Date</th>
<th>Vehicle</th>
<th>Mileage</th>
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</table>

The items on this inspection sheet should be checked daily. A separate sheet should be filled out for each vehicle driven. Example: If you drive vehicle #3614 and swap to #7659 during the day, 2 inspection sheets should be filled out for that day. These forms are due daily. Place an X by any item that needs attention. Place a check mark by the rest. Any discrepancies should detailed on the bottom of this sheet.

- **Ignition Key**
- **Fuel Key**
- Check Radio (Two way check)
- Visual Inspection for Exterior Damage/Leaks under vehicle
- Check inside Engine compartment for Leaks/loose items
- Oil Level
- Washer Fluid Level
- Coolant Level
- Power Steering Fluid Level
- Start Engine and check Transmission Fluid Level (Fluid should be hot)
- Check for Air Gauge
- Check Tires for wear and pressure (**70 PSI COLD**) LF LR RF RR
- Check Horn
- Check Heater/Defroster
- Check Windshield Wipers/Washers
- Check Highlight/Signal lights/4way flashes/Tail lights/Backup lights/Horn
- Check Lift, run one Complete Cycle
- Check Interior lights
- Check Mirrors for damage and adjustments
- Check Fuel Level (**Should Not be Less Than \( \frac{1}{2} \) Tank**)
- Check First Aide Kit on Board and full
- Check Fire Extinguisher on board/Gauge showing charged, proper seal & pin
- Check Adequate tie-downs/Tie-down Tracks (must be clean)
- Check BIOHAZ KIT (Seal)
- As you drive, continually check for any strange smells, sounds, vibrations, or anything unusual

*Form to be completed and turned in to Office Manager DAILY.*

The following discrepancies were noted:

________________________________________________________________________

________________________________________________________________________

Driver’s Signature: _______________________________________________________
Corrective action taken: ___________________________________________________
Appendix G
Canadian Safety Council Professional Driver Improvement Course

PDIC helps professional drivers improve their defensive driving techniques. The course consists of six one-hour sessions in a classroom setting. The Driver’s Notebook contains case studies, driving tips and other useful information, in addition to the course. The course content covers defensive driving techniques, passing, collision prevention, driving conditions, turns, backing driver awareness and impairments, and vehicle inspections.

This course, through the use of visual aids and qualified instructors, will show your drivers how to avoid potentially dangerous situations. Classroom participation involves case studies and active discussion of real life situations, as well as identifying traffic hazards. As an employer, you already have a large investment in your drivers, and this course will help them to:

- reduce collisions,
- reduce vehicle abuse
- reduce injuries, and
- reduce operating costs.

PDIC will teach your drivers defensive driving techniques that will help them:

- prevent collisions,
- save lives,
- deliver cargo safely and on time,
- reduce costs and maintain good driving habits

An Instructor Kit includes:

- instructor manual with binder,
- slides or overheads
- set of six 10 minute videos
- posters and pamphlets
- vehicle blocks (on request),
- a student workbook, and
- a student graduation card.

COMPANY BENEFITS

- Reduces Operating Costs
- Reduces Collisions
- Reduces Sick Leave, Insurance and Other Benefit Payments Related to Traffic Collisions.
- Reduces vehicle abuse and maintenance costs
- Increases customer satisfaction with on-time deliveries and undamaged product
- Increases morale

HIGHLIGHTS

- Defensive Driving Techniques
- Vehicle Inspections
- Collision prevention
- Turns
- Road markings
- Passing
- Driver awareness & impairment
- Backing
- Tires

For more information on the program or to become an instructor, please contact the Canada Safety Council, 613-739-1535 ext. 233.

Cost: $94.95 per person
Appendix H
Canadian Safety Council Manager and Supervisor Due Diligence Training Course

Course Description
Our Manager and Supervisor Due Diligence Course will provide participants with an understanding of the “responsibilities” and “reasonable steps” to be taken for the protection of all workplace parties. This course also explores the obligations and potential liabilities of company owners, managers, and supervisors, and will discuss the elements critical to a strong health and safety program and safety management system.

Course Modules
What is Due Diligence?
• Defense against liability
• Reasonable care

Internal Responsibility System
• IRS, culture of workplace safety
• Safety committees
• Worker representation
• Cooperation, communication, accountability

Responsibility, Authority and Accountability
• Employer, supervisor, worker responsibilities
• Relationship with authorities
• Workplace & equipment inspections
• Handling hazardous materials
• Accident investigations

Establishing Due Diligence
• Health & Safety policies & procedures
• Training

• Joint Health & Safety Committee (JHSC)
• Workplace inspections and monitoring
• Documentation system
• Contractors
• Work Refusals
• New employee orientation

Criminal Code of Canada
• Bill C-45 and Due Diligence for owners, employers, managers and supervisors
• Criminal negligence by a corporation or an individual
• Legal duties of employees, supervisors, managers and owners
• Fines and consequences of conviction

Regulations Review
• Select jurisdiction of workplace [which province, or Federal]
• Review regulations and guidelines that apply

Cost: $74.95 per person