

REPORT OF  
SAFETY COMMITTEE TO SIXTH  
ANNUAL MEETING OF NATIONAL  
ASSOCIATION OF MOTOR BUS OPERATORS.

**Report of**  
**Safety Committee**  
*to*  
**Sixth Annual Meeting**  
*of*  
**National Association of**  
**Motor Bus Operators**



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# REPORT OF COMMITTEE ON SAFETY

MARCUS DOW, *Chairman*

In the business of highway transportation by means of the motor bus, safety must of necessity be made an integral part of operation. Not only must the equipment used for the purpose of transporting bus passengers be kept in a safe condition, but also must the men employed to operate the equipment be selected, trained and supervised in a manner that will insure a maximum of ability and successful effort to avoid accidents.

The Safety Committee appointed by the President of this association believes that no feature of bus operation requires greater attention nor more constructive thought and action than does Safety. The Committee wishes to state that there are numerous methods of increasing safety in bus operation that have been tried and found of value in lowering accident frequency. Also there are certain underlying principles that must needs be adopted and adhered to if maximum success in preventing accidents is to be achieved. Nothing short of the maximum degree of success in safety is desired by members of this Association. Believing that the members of this Association, including both large and small operations, could benefit by having placed before them for consideration and adoption a definite program of safety, the Committee makes the following recommendations to members of the National Association of Motor Bus Operators:

1. That the education of the bus driver and his constant supervision must be recognized as essential to safe operation. All of the safety educational effort put forth must be clear as to its meaning and dwell upon matters of prime importance from a safety standpoint. The Committee recommends strongly that the following be included in the safety instructions and educational material to be emphatically and frequently repeated to bus drivers:

(a) That buses must approach highway intersections under such control that drivers may be able to stop upon reaching the first cross traffic lane, adhering to the principle that it is safer to relinquish the right-of-way than it is to attempt to force it.

(b) That buses must in general practice keep to the right side of the road.

(c) That the policy must be followed that a bus must not attempt to pass an overtaken vehicle where, as indicated by prevailing circumstances, there exists the possibility (1) that overtaken vehicle might be crowded off pavement or surface of road (2) that overtaken vehicle might be sideswiped or contacted with while bus is passing or attempting to get back to the right of road (3) that a vehicle approaching from opposite direction may be too near or approaching at a too rapid speed which might result in head-on collision with bus.

The policy must also be that no bus shall attempt to pass an overtaken vehicle when nearing the crown of a hill, nearing or rounding a curve, nor when approaching and near a highway intersection.

Further, when it is safe and practicable to pass an overtaken vehicle warning signal with horn must be sounded. If bus is equipped with air horn, such horn must be used judiciously, care being taken not to startle or frighten persons driving other vehicles. Air horns must be used mainly to attract the attention of drivers of trucks or heavy commercial vehicles the drivers of which would not hear an electric horn. Air horns should not be used within the corporate limits of cities and municipalities.

(d) That the practice must be followed that buses slow down so driver will have complete control before reaching the beginning of sharp curves and maintain a low speed that will permit bus to keep safely on right side of road while rounding curves.

(e) That the practice of two or more buses following close behind each other must not be permitted.

(f) That not only must the rule requiring buses to make a complete stop before crossing all railroads at grade be rigidly enforced, but that when such stop is made the bus driver must always (1) take the necessary time to carefully and painstakingly look in both directions and listen for trains (2) on double or more tracks wait when a train passes on nearest track until such train has proceeded far enough to give driver a clear view of what might be coming on the next track (3) when extreme fog, storm or weather conditions makes it impossible for the bus driver to determine whether train is approaching wait and not proceed until conditions clear up sufficiently for driver to ascertain beyond all doubt that it is safe to do so (4) proceed when it is safe with transmission in low gear and do not shift gears until entirely clear of all tracks.

2. The Committee further recommends that the following policies be adopted and carried out by all bus companies as protective measures and to insure the highest degree of safety in bus operation:

(a) That mechanical inspection of buses be made before any bus leaves garage to make any trip or schedule and that when defects exist that might contribute to or cause an accident, such defects be corrected before bus is permitted to start on trip, particularly if such inspection reveals defective brakes, steering mechanism or headlights.

(b) That bus drivers be required to fill out a report at the end of each trip or run showing the condition of equipment and calling specific attention to any defect requiring repair or adjustment, which report is to be handled by authorized garage or shop representative and necessary repairs or adjustments made.

(c) That all bus drivers must undergo physical examination before being employed and twice each year after employment and that only men who are in physical condition that will enable them to

drive safely be employed or retained in employment as bus drivers. Such physical examination must include vision and hearing tests.

(d) That drivers who, after employment, are found to be accident-prone be either corrected by re-education and instruction or else removed from service as bus driver. The driver's safety record should determine in the supervising officer's mind whether driver is accident-prone. A record of three or four accidents within a year, even though slight, for which a driver is at fault in each accident, would indicate that such driver is a poor risk and unless he can be corrected it would seem desirable to assign him to other duties or remove him. The Committee feels that often where drivers show tendency to have accidents an observation of his driving by a competent person will disclose faults which instruction and education will correct. The mental condition of a driver may be the underlying cause of such accident tendency and where by judicious inquiry and helpful cooperation his mental attitude is changed his accident-proneness may also be corrected. As a matter of policy the Committee strongly recommends attention be given to drivers who indicate a tendency to have accidents and that each case receive such proper and corrective action as may be practical and for the good of safety in the bus company's operation.

(e) That the policy be consistently adhered to that bus drivers be required to obey legal speed restrictions as fixed by State laws, orders of public service, public utility or motor vehicle commissions, and as fixed by city or community ordinances and regulations.

(f) That the safety of bus operation is of such importance that it demands that a policy of strict supervision and discipline of drivers be maintained. The Committee does not feel it necessary to state what form discipline should take but does recommend that as far as safety is concerned, every accident a bus driver is involved in, no matter how trivial, should be investigated by a supervising officer and where the driver is either wholly or partially at fault, some form of corrective action or discipline should be taken.

(g) That even where a Safety rule is violated yet no accident resulted, the same corrective disciplinary action must be taken as though there had been an accident.

(h) That when new drivers are employed by any bus company the past record and experiences of applicant should be thoroughly investigated and that drivers who have had unsatisfactory safety records should not be employed.

(i) That new drivers employed by any bus company should be trained for their jobs by competent instructors, their training and instruction to include (1) actual driving tests in bus without passengers (2) observation of and correction of unsafe tendencies applicant may reveal or unsafe practices he may indulge in when driving (3) minute instructions regarding safety rules and safe driving practices such as are mentioned in all the paragraphs in Section one of this report (4) a written examination that would

include satisfactory answers to questions concerning the applicant's knowledge of Safety rules such as are mentioned in Section one of this report.

(j) That failure of applicant to pass in a satisfactory manner driving tests or physical examination should automatically reject such applicant and prevent his employment as a bus driver.

3. That in each garage, driver's room or division headquarters where five or more drivers are concentrated a safety meeting for drivers should be held not less than once each month. Such meetings should be presided over by a supervising officer and in general be along the following lines:

(a) A discussion of accidents that may have occurred within the knowledge of those present, either in which their own or other vehicles were involved, and how such accidents can be avoided in the future.

(b) As a reminder to the drivers present and to refresh their minds, a discussion led by the supervising officer emphasizing Company Safety rules, Safety bulletins and other Safety instructions.

(c) The reporting of hazardous conditions existing either on the highways travelled by the company's vehicles or in the company's equipment not previously reported and handled.

(d) Discussion of any improper or unsafe practices in driving that may be indulged in either by the company's drivers or others on the highway.

(e) At least on occasions, if not at every meeting, a safety talk by a general official of the company or an outside person such as a representative of highway police or other similar body.

(f) The awarding of safety buttons or other safety awards, reading of letters of commendation or similar methods of encouraging and stimulating drivers interest in safety.

3A. That in each garage or division headquarters a safety Committee be organized on a permanent basis, the membership to include a representative from the mechanical department as well as supervising officers of the operating and other departments. Such a committee to meet regularly each month and discuss accidents and possible accident hazards and take proper corrective and preventive safety measures.

4. It is further recommended that an effective method of increasing the individual safety effort of each driver in a company's employ is to award a gold button suitably inscribed to each driver who completes one year of driving without a chargeable accident. The inscription of the button may or may not have the driver's name engraved thereon, but should bear the inscription "One Year No Accidents." The value of such a safety button to the driver will be enhanced by presenting a card of a size that can be carried in a card or pass case on which the driver's name appears reading as follows:

"This certifies that John Smith while employed by \_\_\_\_\_  
Company has completed one year's service as a bus driver ending

(date) with a perfect safe driving record and has been awarded a non-accident button for his achievement.”

The card should be signed by proper officer of the Company.

5. The Committee also recommends that on Company operations where there is more than one operating division, that a division safety contest be conducted. Such a contest should run for a period of three to six months and succeeding contests continued through the year. The winning division in each contest to be the division operating the greatest number of miles per accident, the greatest number of miles without accident being the winning record in case of a perfect record being attained. In such a contest accidents due to company's bus being collided with while parked out of traffic line, may consistently be excluded from the count. A trophy, plaque, banner or similar award may be presented to the winning division with appropriate ceremony. During period of the contest weekly standings should be posted in each garage or driver's room. The bulletin or blackboard used for such purpose should show each week the cumulative miles operated, cumulative accidents and the miles per accident for each division in the contest. The following form should be used for this weekly bulletin:

**NAME OF COMPANY  
DIVISION SAFETY CONTEST**

.....week

DIVISION	CUMULATIVE MILES OPERATED	CUMULATIVE ACCIDENTS	MILES PER ACCIDENT	PLACE
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....

The awarding of the trophy, plaque, or banner to the winning division should be made at a special meeting, (a dinner meeting recommended) and the winning drivers complimented on their achievement and encouraged to further improve their safety record.

6. To further stimulate interest in safety it is essential that a continuous program of safety education in the form of written or printed instructions and warnings be conducted. From a psychological standpoint, the constant reminding of drivers as regards hazardous practices is certain to have a beneficial effect on a company's accident record. To be effective, such education must be conducted along practical and intelligent lines. Common faults of drivers or negligent acts that produce or contribute to accidents must be clearly stated in bulletins, letters and other written forms of educational material. Brevity and terseness is essential so that the desired lesson may leave an imprint on the driver's mind. Your Committee recommends the use of any or all of the following:

- (a) The printing of short sentences or slogans containing safety cautions to be attached to drivers' pay checks or inserted in pay envelopes.

(b) Where frequent personal contact of general operating official with drivers is not possible a personal letter can with good results be sent to each driver enumerating one or more outstanding safety problems of the bus driver, cautioning the driver regarding specific driving hazards or unsafe practices and urging the driver to co-operate in keeping his own and the company's safety record as near perfect as possible.

(c) Safety posters printed and illustrated calling attention to particular problems in motor vehicle safety are procurable from the National Safety Council, Community Safety Councils and insurance companies. While not always directed to the bus driver, they illustrate motor vehicle safety problems in general and will help to make the drivers think and focus their mind on safety if prominently displayed and changed frequently enough to prevent becoming time worn.

(d) Bulletins prepared by the bus company in mimeographed form should be frequently used.

Your Committee does not intend that this report shall limit the efforts of bus officials to the methods outlined herein, as individual initiative may develop practical safety measures not included in these recommendations. The Committee does, however, recommend the foregoing as the basis of a practical and essential program for the safe operation of motor buses.

MR. HILL: What is your pleasure with respect to the report of the Safety Committee?

MR. ALDRICH: I move it be accepted.

MR. MOORE: I second the motion.

MR. PERRY: I would like to recommend that the paper as read receive due circulation among members of the Association.

MR. HILL: Mr. Aldrich, will you amend your motion to provide for that?

MR. ALDRICH: I accept the amendment.

MR. DOW: I might say that we have experienced considerable trouble in connection with the use of air horns on our lines. We finally issued instructions, about thirty days ago, that if these complaints continued we would issue further instructions to remove air horns from our buses. Since then I find that the nuisance has been largely abated.

MR. HORNER: I think this is a very vital subject you are dealing with. Safety, of course, is of paramount importance. I am wondering whether you are taking into consideration seriously some of the effects that come about by violation of the rules laid down in this report. There is no question about it, the violation of most of the rules set forth in this report have had and are having a great deal to do with the opposition that the motor transport operator is now getting from the automobile owner. It



is a very serious matter to have the automobile driver against the bus and truck operator but, in my opinion, there are entirely too many abuses of the highway by bus and truck operators. I would strongly recommend that everybody in the bus industry do everything possible to stop those violations. You are cutting the ground from under your own feet when vehicles are operated in such a manner as to bring the damnation of the automobile owner upon you. I agree that air horns are good things if not abused. If I hear an air horn behind me I know it is a big vehicle and take precautions to let it pass in safety. Generally speaking, I would say that air horns are a very good thing if properly handled.

MR. HILL: Is there any further discussion?

MR. SCOBIE: Mr. Dow mentioned the awarding of buttons to drivers who avoid accidents over varying periods of time. I am wondering if there is any other thought on that. Personally, I am not sold on the button idea. It is good but there are people who have different opinions:

MR. WARNER: There is a different side to that from our point of view. We give cash bonuses. The point of view of the man that has a button is very nice but what is the attitude of the men who don't win buttons, some of them losing out by narrow margins.

MR. SCOBIE: That is what I had in mind.

MR. HORNER: In connection with this button matter it occurs to me that in order to help enforce the rules of the road consideration should be given to presenting buttons for obedience to the rules of the road as well as for non-accident records.

Motion for acceptance of report adopted.

MR. HILL: The Nominating Committee appointed some weeks ago met this morning. The Committee consists of Mr. Fitzpatrick, Mr. Bowen, Mr. Warner, Mr. Walsh, and Mr. Spurr. Mr. Fitzpatrick has an announcement to make.

MR. FITZPATRICK: The meeting held by the Nominating Committee this morning was a preliminary one. It is now necessary that we have the assistance and co-operation of members in the different regional districts in order that we might select nominees from those districts. Without that co-operation and recommendation the work of the Nominating Committee is seriously handicapped. We will hold a further meeting immediately after luncheon, in room 1208, and I ask that members of the Association who are interested in the selection of their regional Directors be present at that meeting with their recommendation concerning regional Directors.

MR. HILL: I have another announcement. Any member or guest of the Association at this meeting desiring to take a sightseeing trip around the

city of Chicago will be afforded that pleasure as guests of either the National Sightseeing Company or Gray Lines.

There is one other remark I should like to make with reference to affairs of the Association and that is to call attention to the fact that there are a number of operating companies represented here that are not members of the Association. We would be very glad to have them take the opportunity at any time during the meeting to fill out a membership application blank.

I understand there is some misunderstanding about the dues rate for city operator membership. The dues in this organization for a city bus operation range from a minimum of \$10.00 to a maximum of \$100.00 and, very naturally, we hope to get within our ranks a great many of the small city bus operations.

The next order of business is the report of the Committee on Advertising and Publicity.