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**STANDARDS, INITIATIVES, GUIDELINES, BEST PRACTICES**  
**BY THE PRIVATE SECTOR**

**Note by the secretariat**

**Preliminary draft  
Not to be cited**

**14 September 2007**

**AN INVENTORY OF PRIVATE SECTOR'S STANDARDS, INDUSTRY INITIATIVES,  
GUIDELINES AND BEST PRACTICES IN THE FIELD OF INLAND TRANSPORT  
SECURITY**

**DRAFT 1**

**THE MULTIDISCIPLINARY GROUP OF EXPERTS ON INLAND TRANSPORT  
SECURITY**

**United Nations Economic Commission for Europe**

**Geneva**

## **Private sector search**

### **Introduction**

A thorough search was undertaken to find any initiatives, guidelines, best practices or references to security. The following is a summary and collection of what was located during the course of that search.

### **Methodology:**

Due to the sheer volume of private corporations and entities involved in inland transport, a decision was made to concentrate on those organizations considered the “top” in their fields. A list of the estimated “top 100 private transport entities” was located. These transport fleets are owned and operated solely for the benefit of a larger, private corporation. As list of what was considered the “top 100 public transport companies” was also located. These are companies operating largely under a contractual basis, making their fleets available to the needs of others. The company web pages of these firms were each searched twice, both utilizing search parameter fields and navigating the pages’ interface. Any reference to transport security was noted and recorded. Those documents that, upon further evaluation, proved to pertain specifically to inland transport security are included in this report.

**'Public' Transport Entities:**

1. UPS Inc.
2. FedEx Corp.
3. YRC Worldwide
4. DHL Americas
5. Ryder System
6. Con-way Inc.
7. Penske Truck Leasing Co.
8. Schneider National Inc.
9. Swift Transportation Co.
10. J.B. Hunt Transport Services
11. EGL Inc.
12. BAX Global
13. Sirva Inc.
14. Landstar System
15. UniGroup Inc.
16. Werner Enterprises
17. Arkansas Best Corp.
18. Pacer International
19. Estes Express Lines
20. Watkins Associated Industries
21. U.S. Xpress Enterprises
22. TransForce Income Fund
23. SCS Transportation
24. Old Dominion Freight Line
25. Atlas World Group
26. Crete Carrier Corp.
27. Allied Holdings
28. Averitt Express
29. Greatwide Logistics Services
30. TNT Logistics North America
31. R+L Carriers
32. Southeastern Freight Lines
33. CRST International
34. Quality Distribution Inc.
35. Ruan Transportation Management Systems
36. NFI Industries
37. Covenant Transport
38. Prime Inc.
39. Lynden Inc.
40. Knight Transportation
41. Interstate Distributor Co.
42. C.R. England Inc.
43. Trimac Group
44. Universal Truckload Services Inc.
45. Anderson Trucking Service
46. Kenan Advantage Group
47. Frozen Food Express Industries
48. Heartland Express
49. AAA Cooper Transportation
50. Day & Ross Transportation Group
51. Comcar Industries
52. Dart Transit Co.
53. Marten Transport
54. CenTra Inc.
55. USA Truck
56. Stevens Transport
57. Shevell Group
58. Celadon Group
59. JHT Holdings
60. Vitran Corp.
61. Gainey Corp.
62. Contract Freighters Inc.
63. Mercer Transportation
64. Central Freight Lines
65. P.A.M. Transportation Services
66. Performance Transportation Services
67. Roadrunner Dawes Freight Systems
68. Cardinal Logistics Management
69. Graebel Cos.
70. Bridge Terminal Transport
71. Dynamex Inc.
72. Forward Air Corp.
73. Contrans Income Fund
74. KLLM Transport Services
75. Ace Transportation
76. Priority America
77. Suddath Cos.
78. Central Refrigerated Service
79. Western Express
80. Transport Corp. of America
81. Bennett International Group
82. Roehl Transport
83. United Road Services Inc.
84. Velocity Express
85. Bekins Holding Corp.
86. Pitt Ohio Express

87. Arnold Transportation Services
88. Epes Carriers
89. Cassens Transport
90. Paschall Truck Lines
91. Jack Cooper Transport Co.
92. TransAm Trucking
93. CD&L Inc.
94. Smithway Motor Xpress Corp.
95. Mullen Group Income Fund
96. The Waggoners Trucking
97. Superior Bulk Logistics
98. Arrow Trucking Co.
99. RoadLink USA
100. Maverick USA

**'Private' Transport Entities:**

1. Sysco Corp.
2. Wal-Mart Stores
3. Ahold USA/USFoodservice
4. Pepsi Bottling Group
5. Tyson Foods
6. McLane Co.
7. Halliburton Co.
8. Reyes Holdings LLC
9. Kroger Co.
10. Supervalu Inc.
11. BJ Services Co.
12. Pilgrim's Pride Corp.
13. PepsiCo Inc.
14. Interstate Bakeries Corp.
15. Shaw Industries
16. Safeway Inc.
17. Key Energy Services
18. Dean Foods
19. C&S Wholesale Grocers
20. Gordon Food Service
21. Schlumberger Ltd.
22. Airgas Inc.
23. Milk Transport Services
24. Sara Lee Corp.
25. Coca-Cola Bottling Co.  
Consolidated
26. Basic Energy Services
27. BlueLinx Holdings
28. Performance Food Group
29. International Paper Co.
30. Praxair Inc.
31. Mohawk Industries
32. Darling International
33. Prairie Farms
34. The BOC Group
35. Smithfield Foods
36. Delhaize America
37. Kellogg Snacks Division
38. H.E. Butt Grocery Co.
39. Land O'Lakes Inc.
40. Unisource Worldwide
41. CHS Inc.
42. Ben E. Keith Co.
43. Air Products and Chemicals
44. Univar USA
45. Vistar Corp.
46. Dot Foods
47. Gilster-Mary Lee Corp.
48. Advanced Drainage Systems
49. Cardinal Health
50. Air Liquide America
51. Flying J Inc.
52. Publix Super Markets
53. Leggett & Platt Inc.
54. Walgreen Co.
55. Austin Powder Co.
56. Cemex Inc.
57. Ashland Inc.
58. Gold Kist
59. Clean Harbors Inc.
60. Nestlé Transportation
61. Rinker Materials Corp.
62. Archer Daniels Midland
63. Foster Farms
64. Exxon Mobil Corp.
65. Anheuser-Busch Cos.
66. Plains All American Pipeline L.P.
67. Ashley Furniture Industries
68. J.R Simplot Co.
69. Kraft Foods
70. CVS Corp.

71. Sentinel Transportation LLC
72. Bunzl USA Inc.
73. Valley Proteins
74. Wakefern Food Corp.
75. Weyerhaeuser Co.
76. Stock Building Supply/Ferguson Enterprises
77. Ace Hardware Corp.
78. Unified Western Grocers
79. Army & Air Force Exchange Service
80. Genuine Parts Co.
81. McKee Foods Corp.
82. Huttig Building Products
83. Patterson-UTI Energy Inc.
84. True Value Co.
85. United Natural Foods
86. Norcal Waste Systems Inc.
87. Mobile Mini Inc.
88. Core-Mark International
89. Pacific Coast Building Products
90. Bridgestone-Firestone North American Tire
91. Sanderson Farms
92. Sherwin-Williams Co.
93. Owens & Minor Inc.
94. Reddy Ice
95. Carpenter Co.
96. Linde Gas LLC
97. Earle M. Jorgensen Co.
98. Toys "R" Us Inc.
99. AmeriGas Propane
100. Trinity Industries

## **Document Summaries:**

### **Organizations:**

#### **IRU**

The report *Haulage Security In The EU And Beyond: IRU Position*<sup>1</sup> contains a variety of recommendations, designed primarily to combat terrorism. The report proposes the following procedures and suggestions:

1. Competition in a globalized economy demands efficient logistic systems that should be more fully utilized
2. Facilitation of transport and trade cannot be ignored
3. Security concerns do not represent a reason for modal shift
4. Security co-operation between the public and private sectors can be extremely effective
5. Existing security/facilitation instruments offering both security and facilitation benefits should be used to the maximum, such as the United Nations' TIR or the EU's Common/Community Transit systems
6. Fraud in customs transit systems and people smuggling must be fought by customs authorities
7. "Self-security" measures by the haulage industry should remain high on the agenda
8. Duplication of effort by international bodies is harmful and must be avoided
9. Security policies must be information-based
10. Security related financial burdens fall on the end users
11. Enhanced security should not reduce operators' freedom unnecessarily
12. "Authorized transport operators" should enjoy facilitation
13. Electronic advance customs declarations should not be implemented hastily
14. A 24-hour pre-arrival notification to customs authorities in case of border crossing traffic is excessive for road transport
15. The industry supports the use by customs of "single window" or "one-stop shop" control

The *IRU Position On Supply Chain Security*<sup>2</sup> includes proposals for increasing the level of security without impeding the free flow of trade and establishing a common transport framework for Europe. These proposals primarily consist of the following:

- a) Establish a mandatory system requiring EU Member States to create a security quality label ("secure operator") which can be awarded to operators in the land transport supply chain meeting European minimum security levels. Secure operators would benefit from facilitated "fast track treatment".

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<sup>1</sup> Haulage Security in the EU and Beyond: IRU Position, [http://www.iru.org/index/cms-file-system-action?file=en\\_Resolutions\\_Security/04\\_security\\_e.pdf](http://www.iru.org/index/cms-file-system-action?file=en_Resolutions_Security/04_security_e.pdf)

<sup>2</sup> IRU Position on a European Commission (EU) Proposal for a Regulation on Freight Transport Supply Chain Security, (2006), [http://www.iru.org/index/cms-file-system-action?file=en\\_Resolutions\\_Security/06\\_Supply\\_Chain\\_security.E.pdf](http://www.iru.org/index/cms-file-system-action?file=en_Resolutions_Security/06_Supply_Chain_security.E.pdf)

b) Introduce within the mandatory provisions for the EU Member States, a *voluntary* scheme for operators to increase their security performance in exchange for incentives, as yet to be defined.

The proposals further provide for four separate “security operators” within the security framework, with the separate functions of: preparing goods for shipment and shipment from the production site; the transportation of goods; the forwarding of goods; and the warehousing, storing and inland terminal operation shipping.

The report acknowledges that the bulk of this extraordinary high amount of investment and maintenance costs will be born by *transport operators* and, in particular, by road transport operators, which represent the large majority of “more than half a million companies in transport and ancillary services.” It notes that such costs would be practically impossible to evaluate and absorb, particularly under the current market situation of extremely low profitability in the EU freight transport sector, unless clearly defined and quantifiable accompanying support measures are concomitantly implemented, including fiscal incentives, clear economic benefits for complying companies and security surcharges in transport contracts.

The report then defines IRU’s position, which balances the economic needs of member organizations and entities with the necessary security. The following concerns are raised:

- Regulations are not clearly defined or accessible to transport operators
- The previous transport security framework is best described as a “patchwork” approach to security
- Security measures add incredible cost and burden to transport carriers
- Previous IRU proposals are largely silent on the role of states in participating in security framework and policy
- “Secure” supply chain operations are run in an insecure environment and on insecure roads, bridges, tunnels, etc.

The resolutions of the previous proposal of 2004 are also included:

- Competition in a globalized economy demands efficient logistic systems whereby operators constantly strive to improve quality, safety and security without compromising efficiency and sustainability
- Facilitation of transport and trade cannot be ignored, even when security considerations are high on the agenda. It is essential to strike a proper balance between security and facilitation of formalities and procedures, in particular at frontiers
- Security concerns are not a reason for modal shift: the road transport sector does not represent a higher risk than other modes of transport
- Security co-operation between the public and private sectors can be extremely effective and should therefore be reinforced
- The road transport industry cannot take over state functions, but it can shoulder its own responsibilities, i.e. in dangerous goods transport



- Existing security/facilitation instruments offering both security and facilitation benefits should be used to the maximum, such as the United Nations' TIR or the EU's Common/Community Transit systems
- Customs authorities must fight fraud in customs transit systems and people smuggling, and determinedly identify the person(s) directly liable for the crime. Furthermore, legislation and self-regulation in customs transit management systems, protecting the rights of honest traders, introducing computerized systems to ensure rapid data exchange and tightening admission criteria to customs transit systems, should widely be implemented
- "Self-security" measures by the haulage industry should remain high on the agenda whereby the driver plays a crucial role, although all actors have their own responsibilities. In order to tackle these, the IRU will elaborate voluntary security guidelines for the haulage industry. Efforts by the sector to improve security should be duly recognized
- Duplication of effort by international bodies is harmful and must be avoided. The road transport industry hopes for efficient harmonization of all security related efforts on the international scene
- Security policies must be information-based. Rational and effective measures to enhance security can only be based on reliable information and understanding of international crime and terrorism as well as security-related risks and intelligence information
- Security related financial burdens fall on the end users. Legislators must keep in mind that financing security systems falls on the end users and beneficiaries of goods and services, either as consumers or taxpayers
- Enhanced security should not reduce operators' freedom unnecessarily. Transport infrastructure security must not lead to unwarranted restrictions on transport operators' easy access to roads, ports, terminals and other infrastructure facilities
- "Authorized transport operators" should enjoy facilitation. The road transport sector can support, in principle, the introduction of the concept of "regulated agents" and "known shippers" or "authorized transport operator" by the granting of real facilitation benefits to players so designated. Conditions of such a designation should be selected very carefully and implemented in a fair manner to avoid any discrimination between haulers. Haulage associations cannot be responsible for the implementation of the "authorized transport operator" concept
- If introduced, a unique designation should be granted for the entire EU territory. As possible examples and starting points for the distinct criteria selection of the "authorized transport operator" status, states should consider the conditions of access to transit systems or those of access to the profession of haulers
- Electronic advance customs declarations should not be implemented hastily! Advance electronic customs declarations will require considerable changes to current practices and substantial investment. Adequate implementation time and suitable facilitation incentives should be provided, while the possibility to use paper documents should be kept
- A 24-hour pre-arrival notification to customs authorities in case of border crossing traffic is excessive for road transport. Just-in-time requirements simply do not allow such a long pre-notification period. A two-hour limit for electronic pre-arrival/departure declarations, or four-hour limit for hard-copy alternative, seems more realistic.

- The industry supports the use by customs of “single window” or “one-stop shop” control technology and “risk management,” as well as the use of a unique cargo identification number. The definition and input of this number through a “single window” into the logistic and supply chain should happen only once

Finally, commentary on the utilization of port access cards is discussed.

***The IRU Resolution On Security In Road Transport Adopted By The IRU General Assembly - Geneva, 8 November 2002***<sup>3</sup> includes the following proposals for governments in addressing land transport systems:

- Apply all possible preventive measures in the fight against international terrorism and criminal activities at national and international levels in co-operation with the road transport industry
- Take and guide effective measures against crime rings specializing in smuggling and human trafficking for their sole profit
- Reinforce the control and application of national law and international conventions, permitting the identification and sanctioning of all beneficiaries of illegal activities
- Provide fair and humane treatment, as well as all necessary assistance (legal and otherwise) to all commercial vehicle drivers and owners involved in the transport of illegal immigrants without their knowledge
- Preserve the trade facilitation benefits provided by international customs transit systems, such as the common transit and the TIR systems
- Increase the efficiency of state control and crime prevention, by police, other authorities and licensed special private organizations against smuggling and the laundering of huge financial profits
- Cooperate with the national organizations representing the transport industry, including trade associations, to exchange information
- Increase the number of secure parking places and provide more accurate information on their facilities and location in co-operation with private business
- Improve border crossing conditions and facilities in order to reduce access by terrorists and criminals to drivers, vehicles, cargo and information
- Reinforce criteria of admission to the occupation of transport operator in order to filter applicants according to intensified qualitative criteria
- Make consignors and consignees co-responsible for fraudulent and illegal activities in road transport operations
- Promote international security standards through the World Customs Organization, the World Trade Organization and other relevant bodies, to create a secure environment without impeding commerce and tourism, or undermining the efficiency and reliability of the road transport industry: effective and efficient measures, including risk management, should be developed and applied according to cost-benefit analysis

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<sup>3</sup> IRU Resolution on Security in Road Transport Adopted by the IRU General Assembly - Geneva, 8 November 2002, [http://www.iru.org/index/cms-filesystem-action?file=en\\_Resolutions\\_Security/02\\_Security-E.pdf](http://www.iru.org/index/cms-filesystem-action?file=en_Resolutions_Security/02_Security-E.pdf)

The report then calls upon transport associations and operators to:

- Implement, in their daily business, risk management procedures established by the profession, including all the IRU rules, procedures and recommendations to counter terrorism, crime and fraudulent activities
- Encourage the development of internal security management systems within companies
- Reinforce the criteria for access to the facilities provided by customs transit systems and association membership
- Promote and implement the best tried and tested fraud and crime prevention practices
- Support the use of modern information and communication technologies in daily operations, including vehicle and goods tracking
- Support, recommend and apply the use of industry codes of conduct, rules and recommendations aimed at making the environment of transport operations secure
- Entrust dangerous goods transport safety advisors with the special task of reducing the risk of terrorism, in partnership with consignors and consignees
- Improve the information flow and quality of driver training with special attention to security and the risk of terrorism, illegal immigration and fraud
- Exchange information among associations and, if necessary, with the competent authorities, on issues of relevance in the fight against terrorism, illegal immigration, smuggling and crime
- Co-operate fully on all issues with police and other authorities including licensed special private agencies
- Extend co-operation with other transport modes with due regard to ensuring security in the full intermodal transport and supply chains

The *IRU Passenger Transport Security Guidelines*<sup>4</sup> talk about security issues concerning public transport, proposing voluntary guidelines for operators. The document discusses recommendations for all aspects of transport security, including for specific forms of transportation (i.e. buses and taxis), for specific situations (i.e. bomb threats), and security suggestions for administrative entities over public transport. The report also lists a collection of security-related support material that can be used in security plans.

The *IRU Road Transport Security Guidelines*<sup>5</sup> provide much the same function to voluntary guidelines for those involved in inland transport. Once again, the report addresses individuals involved in transport, and the security measures they can enact. The report then deals with dangerous goods specifically, providing general provisions for dangerous goods transport and emphasizing the need for appropriate training of personnel. Finally, the report considers co-operative arrangements with customs and customs officials.

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<sup>4</sup> IRU Passenger Transport Security Guidelines, (IRU, 2006)

<sup>5</sup> IRU Road Transport Security Guidelines, (IRU, 2005)

## Private sector firms:

### Exxon Mobil

Exxon Mobile's *OIMS*,<sup>6</sup> the Operations Integrity Management System, addresses security as one of the 11 fundamental elements of the document. Clearly defined expectations are thus outlined for security in transport, with continuous review and evaluation for the revision of current guidelines. The specific regulations, however, could not be located.

### Marten Transport

The *Safety Information Page*<sup>7</sup> of the company states that Marten Transport commits to "building a culture of safety". It considers among its responsibilities to hold frequent DOT inspections, hazardous materials training for personnel and rigorous application of regulations, and the general "company security". Marten Transport has also formulated a safety committee, which further supervises building security and safety-oriented training.

### Quality Distribution

Quality Distribution's *Environmental, Health, Safety and Security Policy*<sup>8</sup> stresses the company's concentration on ensuring the stability of the environmental, health, safety and security (EHSS) aspects of its operations. As such, its internal goal is to have zero EHSS problems or incidents throughout its normal operations. To ensure this goal is met, the company works closely with employees, customers and communities to establish appropriate goals and obligations for its operations. Additional input from stakeholders is taken into consideration during the formulation of these goals. The goals are also subject to annual review and revision.

### Roadrunner Dawes

Roadrunner Dawes has formulated an extensive *Safety Policy and Procedures Manual*.<sup>9</sup> This policy includes written safety plans made available to employees, clearly defined responsibilities for employees, and utilization of the OSHA<sup>10</sup> standards for communication of risks to those working with hazardous materials. As well, the company has instituted what it identifies as an Emergency Action Plan, which outlines procedures for security threats and acts of aggression against the company. Roadrunner Dawes has implemented a clearly defined *Hazard Assessment Plan*, included in the *Safety Manual*. This plan provides for extensive reporting of any incident

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<sup>6</sup> Exxonmobil's Operations Integrity Management System,  
[http://www.exxonmobile.com/Corporate/About/about\\_operations\\_oims.asp](http://www.exxonmobile.com/Corporate/About/about_operations_oims.asp)

<sup>7</sup> Safety Information Page, <http://www.marten.com/safety.htm>

<sup>8</sup> Quality Distribution's Environmental, Health, Safety and Security Policy,  
[http://www.qualitydistribution.com/safety/safety\\_safetyprogram.asp](http://www.qualitydistribution.com/safety/safety_safetyprogram.asp)

<sup>9</sup> Roadrunner Dawes Safety Policies and Procedures Manual,  
<http://www.rdfs.com/Tools/pdf/Employee%20Safety%20Policies%20&%20Procedures%20Manual.pdf>

<sup>10</sup> Occupational Safety and Health Administration

involving hazardous materials. Finally, also included in the manual, is a ***Workplace Security Plan***, which provides for risk assessment, security training and monitoring of suspicious activity on company premises.

### **Trimac**

Trimac has developed a ***Security Plan***,<sup>11</sup> which all employers are required to adhere to, including such elements as personnel security, unauthorized access, en-route security, and training. The elements of this plan adhere to the US Department of Transportation security requirements. The plan itself could not be located.

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<sup>11</sup> Trimac Transportation - Hazardous Materials Security, <http://www.trimac.com/object/SafetyHazardousSecurity.html>

**References:**

Exxonmobil's *Operations Integrity Management System*,  
[http://www.exxonmobile.com/Corporate/About/about\\_operations\\_oims.asp](http://www.exxonmobile.com/Corporate/About/about_operations_oims.asp)

*Haulage Security in the EU and Beyond: IRU Position*, [http://www.iru.org/index/cms-filessystem-action?file=en\\_Resolutions\\_Security/04\\_security\\_e.pdf](http://www.iru.org/index/cms-filessystem-action?file=en_Resolutions_Security/04_security_e.pdf)

*IRU Passenger Transport Security Guidelines*, IRU, 2006

*IRU Position on a European Commission (EU) Proposal for a Regulation on Freight Transport Supply Chain Security*, (2006), [http://www.iru.org/index/cms-filessystem-action?file=en\\_Resolutions\\_Security/06\\_Supply\\_Chain\\_security.E.pdf](http://www.iru.org/index/cms-filessystem-action?file=en_Resolutions_Security/06_Supply_Chain_security.E.pdf)

*IRU Resolution on Security in Road Transport Adopted by the IRU General Assembly - Geneva, 8 November 2002*, [http://www.iru.org/index/cms-filessystem-action?file=en\\_Resolutions\\_Security/02\\_Security-E.pdf](http://www.iru.org/index/cms-filessystem-action?file=en_Resolutions_Security/02_Security-E.pdf)

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