

# The ExtraMile

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## TAKE YOUR RISK CONTROL EFFORTS TO NEW HEIGHTS

Implementing an effective risk control technique requires advance analysis and planning. No one wants to expend resources on a solution that may look good on paper, but once implemented, fails to address the intended risk properly. Below is a graphic depicting the hierarchy of controls. As you can see, eliminating hazards that increase the risk of a loss is the most effective risk control technique. Eliminating a hazard could be as simple as changing a driver's route to avoid a specific hazard or removing a defective piece of equipment from the shop. If eliminating a hazard is not possible, examine other risk control options and be ready to make tweaks until the risk is addressed to your satisfaction. That being said, here are some additional tips to take your risk control efforts to new heights.

### CULTURE

Establish a company culture that promotes safety at all levels. Part of this effort includes management's commitment to evaluate risk control options and consider ways to help eliminate or reduce hazards that may lead to a loss.

### COMMUNICATION

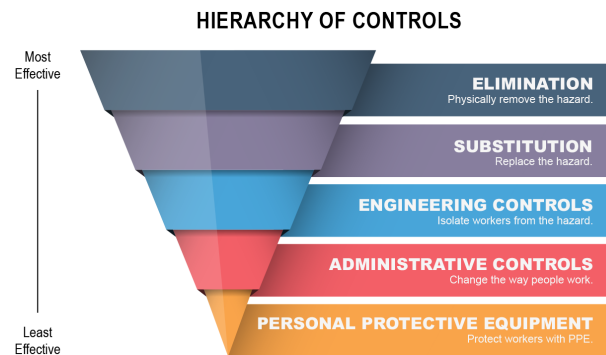
Encourage employees to report hazards. Management may not be aware certain hazards exist. Communication up and down the chain of command is key to raising awareness and gathering data essential to finding the proper risk control technique. Including employees in the control technique selected also helps with their buy-in and support.

### ACCOUNTABILITY

Once a risk control technique is implemented, such as wearing PPE or using a machine guard on a piece of equipment in the shop, hold employees accountable for utilizing it.

### REWARDS & RECOGNITION

Praise team members for their use and support of risk control measures. Likewise, when the actions taken result in loss reduction, celebrate this achievement. Make it fun. This will encourage ongoing participation in safety initiatives.



## CALL TO ACTION

- **Analyze risks to determine which hazards may be eliminated.**
- **Conduct regular facility inspections to ensure risk control measures are used.**
- **Consider installing fender-mounted mirrors on all tractors as an engineering control to help prevent lane change crashes.**

*Submitted by:*

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# FIVE STEPS TO MANAGING A RISK

All motor carriers share one thing in common: managing risk, a task that is key to profitability. Regardless of fleet size, every motor carrier strives to minimize the risks that can lead to financial losses. For those new to risk management, the concepts and techniques used may feel overwhelming, even confusing. That's okay. To help you ease into this world, review the graphic below; it demonstrates a five-step risk management process. Keep in mind, this example is not intended to be all-inclusive, and you may choose to expand your own process beyond five steps. This example is simply for educational purposes but spotlights a common risk all motor carriers face: rear-end crashes.

## IDENTIFY THE RISK

The risk management process begins with identifying the risks that could lead to a



## MONITOR THE RISK

Did the solution work?  
Tweak as needed. Some risks cannot be eliminated and need constant monitoring.  
Ex. Use SMS and other tools to monitor driver performance.

## ANALYZE THE RISK

Determine the frequency and severity of the risk.  
How would it impact the organization?  
Ex. A rear-end crash could be catastrophic.

## CONTROL THE RISK

Examine the five types of risk control techniques and implement the best option.  
Ex. Train drivers on proper speed and space management.

## PRIORITIZE THE RISK

Rank the risk based on its impact on the organization. High-level risks may require immediate intervention.  
Ex. Preventing rear-end crashes should be a high-priority.

## CALL TO ACTION

- Train managers and supervisors on the risk management process.
- Assign personnel to identify risks affecting their departments.
- Rank each risk and prioritize those needing immediate intervention.
- Evaluate alternative risk management techniques such as engineering controls.

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# ROAD RAGE



**R**oad rage is a criminal offense that can result in jail time. Road rage occurs when one driver commits an act of violence against another road user, such as a motorist, bicyclist, or pedestrian. An act of violence can include using your vehicle as a weapon, dueling another vehicle in a reckless chase, or getting out of your vehicle and brandishing a weapon with the intent to injure another driver. Rarely is road rage triggered by a single incident. Rather, it is usually the last straw in a long series of stressors. Read the information below to learn how to protect yourself from others with road rage or identify when road rage is an issue for you. If it is, read below for suggestions to help you better control your behavior.

## ROAD RAGE IN OTHERS

Aggressive driving by others can include tailgating, speeding, making obscene gestures, cutting other drivers off in a retaliatory manner, or blocking lanes approaching construction zones. These behaviors by others can escalate into road rage if you deliberately or unintentionally provoke an aggressive driver.

## PROTECT YOURSELF

If you encounter a driver exhibiting road rage, try to separate yourself from that driver immediately. Slow down and hope the driver moves on. If your vehicle is stopped, stay in your vehicle and keep the doors locked.

## NOTIFY THE POLICE

Call 911 immediately or go to the nearest police station if you feel your life is in danger. Provide a vehicle description, license number, location, and travel direction of the perpetrator. Do not attempt to follow the driver and further aggravate the situation.

## ROAD RAGE IN YOU

Financial problems, a recent argument with your partner, or work-related issues can manifest themselves in your driving style. These stressors can lead to aggressive driving and possibly road rage if you do not correct your behavior before aggression takes over. Here are some tips to help you keep control of yourself:

## LEAVE YOUR TROUBLES BEHIND

Resolve issues before getting behind the wheel. Set your mind on safe driving before leaving.

## PLAN AHEAD

Program your GPS before leaving to avoid high-congested areas and allow extra time for unexpected delays. Plan your trip accordingly by making a list of essential items to pack and check things off before leaving.

## MANAGE YOUR STRESS

While driving, listen to relaxing music and make the cab comfortable. Make frequent stops to get out and stretch and refocus. Get plenty of rest. Eat healthy meals. Exercise daily. Try yoga or meditation.

## BE AN EXAMPLE TO OTHER DRIVERS

Be courteous, and do not take the aggressive or rude behavior of others personally. Control your anger and practice the Essential 7 Driving Techniques: no speeding, tailgating, or lane-hopping; yield the right of way; and avoid distractions.

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# MITIGATE THE RISK OF CARGO THEFT

**M**otor carriers can never rest when it comes to preventing cargo theft. Training employees to be more vigilant of possible threats is one of the most important ways to deter thieves. Here are some additional risk mitigation tips that may help protect your freight.

## SCREEN DRIVER APPLICANTS THOROUGHLY

Decreasing cargo thefts starts with hiring the right people, especially the drivers responsible for safely delivering the freight. The pre-hire period for evaluating applicants is a good time for employers to investigate an applicant's work history as well as other parts of his or her background.

One way to accomplish this is by using the Federal Motor Carrier Safety Administration's (FMCSA) Pre-Employment Screening Program (PSP). This subscription service includes a driver's three-year inspection history and five-year crash history. According to FMCSA, companies that use PSP to screen new hires experience lower crash rates and decreased driver out-of-service rates. The PSP report can also show if the applicant has a history of cargo securement violations.

Another option for screening applicants is to conduct background checks and credit checks in accordance with provincial law.

## CONDUCT FACILITY INSPECTIONS

Internal theft is a clear and present danger to motor carriers. A key to preventing theft in a warehouse, loading dock, storage trailer, and distribution center is conducting regular facility inspections. Evaluate the facility's physical security and look for vulnerabilities, such as doors with missing or broken locks and unsecured windows. Fencing the property and using a front gate to limit entry in and out may help prevent unauthorized access. Also, holidays put motor carriers at a higher risk of theft since fewer employees are at the facility. Solicit help from all workers to ensure the facility is secure before leaving for the holiday.

## CALL TO ACTION

- Conduct background checks on all applicants.
- Train all drivers on cargo security techniques.
- Subscribe to the FMCSA's PSP program.

## HIRE A SECURITY SERVICE

Would-be thieves may attempt to strike in broad daylight, but motor carriers are most vulnerable after hours. For this reason, consider contracting with a private security company for overnight onsite physical security, random patrols, and alarm monitoring. Additionally, consider partnering with local law enforcement officials. They may be willing to participate in an employee lunch-and-learn event to help educate your staff on local threats.

## USE CURRENT ANTI-THEFT TECHNOLOGIES

Investing in basic anti-theft technologies like kingpin locks and trailer seals and padlocks may help with equipment and cargo thefts. Be sure to lock all trailers on the lot, including empty ones. Other technologies, such as GPS tracking for trailers, cameras around the facility, and an alarm system that is monitored by security units, may help decrease the risk of theft.

*Note: These lists are not intended to be all-inclusive.*

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# TOOLS TO ASSESS YOUR COMPANY CULTURE

**C**ompany culture plays a pivotal role in a motor carrier's success. Culture impacts every facet of operations, from safety and compliance to hiring and retention. The term "culture" is sometimes described simply as "The way we do what we do," and might be viewed as an undefined vibe permeating the walls of a company. In reality, culture can be measured, and just like any safety initiative, if it can be measured, it can be improved. Below are several culture measurement techniques and action items. Consider using one or more of these to establish a baseline of your current company culture and track your transformation.

## PULSE CHECKS

A pulse check is simply a means of learning the current state of your company. You can use various techniques, such as email, questionnaires, suggestion box, etc., to gauge the pulse of the company. The goal is to capture a baseline and then track the company's change over time. For example, using a five-point scale, one could ask employees about a specific topic like leadership's support of safety initiatives. Using the average score as a baseline, determine a course to make improvements in this area, then take another pulse check to see if scores improve.

## MILESTONES

Change does not occur overnight, and big ideas can fizzle quickly if a long-term strategy for change is not mapped out in advance. For this reason, before implementing any organizational change initiatives, establish key milestones to benchmark your progress. Even if you know the goal you are trying to achieve will take years to accomplish, setting milestones to track your progress along the way is great for keeping momentum and reinforcing the importance of the initiative.

## TRAINING AND ASSESSMENTS

Training is one method to introduce key elements of the company culture to employees. Before offering training, conduct a pre-training assessment to gather a baseline that establishes where employees currently stand. One example could be assessing employee knowledge of the company's mission, vision, and values. Once the training on this subject is complete, conduct a post-training assessment to measure if knowledge improved.

## SCORECARDS

Scorecards are a great visual to help employees understand the current state of any initiative. With regard to culture transformation, providing a scorecard that shows the status of each stage of the process keeps the initiative front of mind with employees and can be a morale boost to show improvements are being made. Displaying the scorecards in departments, providing updates in emails, or even displaying results on the company intranet are creative ways to demonstrate the company's progress.

## CALL TO ACTION

- Take a pulse check to learn how employees view the current company culture.
- Define key milestones for the next initiative to transform your company culture.
- Conduct culture awareness training and assess employee knowledge before and after the training.
- Develop and display scorecards that show the progress of culture transformation initiatives.

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