

# The ExtraMile

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FALL 2023 | [WWW.ORICAN.COM](http://WWW.ORICAN.COM)

## MANAGING RISK THROUGH DELEGATION

The art of delegating responsibilities to others is a skill every manager and supervisor should have in their repertoire—especially when it comes to managing risk. Not to be confused with risk transfer (i.e., insurance), delegating specific tasks to others is a great way to get other departments involved in risk management efforts. Also, it can help you develop future leaders. However, delegating can fail if not handled properly. Here are some points to consider before delegating risk management tasks to others.

### CHOOSE THE RIGHT TASK

Not every task can be delegated, such as budgetary decisions and expenditures for engineering controls, like cameras for the trucks. Consider your day-to-day activities and identify which tasks you could hand off to a subordinate. A good example might be conducting a facility inspection to look for hazards. Using this opportunity as a teachable moment can help the delegate grow and free you up to focus on more strategic projects.

### BE SPECIFIC

Delegating does not mean dumping undesirable tasks on others. Pick meaningful tasks that can help another person grow while also meeting the company's needs. To help that person be successful, be sure to explain what successful completion of the task looks like and be specific about the desired results.

### SET THE DELEGATE UP FOR SUCCESS

Try to delegate tasks that play to your employee's strengths and interests. For example, if your employee is a talented public speaker, ask them to present a safety topic at the next driver's meeting or at new employee orientation. This opportunity can give them valuable experience and company-wide exposure.

### AVOID MICROMANAGING

Once you have provided clear instructions and objectives, give the delegate freedom to carry out the task the way they think best. Trial and error is a powerful learning tool, and allowing the delegate to find the right solutions on their own can only help them get better.

### COMMUNICATE REGULARLY

Establish regular times to sit down and discuss the delegate's progress. You may discover early on that they need help, so be ready to provide coaching and constructive feedback. Remember, patience is a virtue. But if you see they are on the right path, be sure to give credit where credit is due.

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

## CALL TO ACTION

- Identify tasks that you can delegate to others.
- Pick an internal candidate who could benefit from the opportunity to lead certain tasks.
- Specify measurable objectives the delegate is expected to achieve.
- Develop a set of questions for coaching those delegated to lead tasks.

Submitted by:

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# TIPS TO IMPROVE YOUR TRAINING



**T**alent development is one key to the success of a motor carrier's overall risk management strategy. By providing ongoing training and development opportunities as part of their efforts, motor carriers can reduce the financial losses caused by employee turnover, roadside inspections, vehicle accidents, and workplace injuries, to name a few. However, for all the advantages a positive training experience can offer, motor carriers should be mindful of the costs associated with bad training experiences as well.

One of the most common reasons trainings can fail is poor planning. Many trainers put a great deal of effort into planning a training event by scheduling personnel, reserving resources, developing a presentation, and promoting the event. All of these tasks are essential, but the success of training hinges more on what happens after the event, and on the job, than on what happened before or during the actual training.

The goal of training is to transfer new knowledge or a new skill to employees so they are better equipped to perform their jobs and help the organization achieve its business objectives. That is why employers should be intentional about how training is designed and, more importantly, supported by managers and supervisors once the worker returns to their job. According to a study, "Students forget 70% of what they are taught within 24 hours of the training experience." That is not good. So how can you overcome this and realize your return on expectations? Here are some tips to help learners overcome the forgetting and make your training more effective.

## FOCUS ON PERFORMANCE OBJECTIVES

Design the training based on measurable performance objectives rather than learning objectives. Planning curriculum for a training event should start by focusing on what business objective will be met by offering this training. Performance objectives should be quantifiable and measured before and after the training to determine if the objectives were met.

## INVOLVE MANAGERS AND SUPERVISORS

It is crucial that managers and supervisors support the training effort by ensuring their workers apply what they learned to their jobs. If an employee learns a new skill but returns to work and falls back to the old way of doing things, the knowledge or skill will be lost. Involving managers and supervisors on the front end before the training and explaining their roles will help the training be a success.

## OLD REPUBLIC CANADA'S MONTHLY SMART DRIVER BROCHURES - TARGET AUDIENCE

Truck drivers, driver trainers, and driver managers.

## SUGGESTED USE

Distribute one article per month to your drivers and challenge them to read the article and reflect on the hazards and loss prevention techniques presented. Afterward, reinforce the material by assigning each driver the "Test Your Knowledge" activity. Instruct drivers to turn the completed activity into management so the training can be documented.

## CALL TO ACTION

- Follow up with supervisors and managers to ensure learners are applying the training to their jobs.
- Develop performance objectives for training events that can be directly measured on the job.
- Conduct post-training assessments to measure the effectiveness of performance objectives.

## SAFETY CONTESTS (example)

The "Test Your Knowledge" activities are great for safety contests. When drivers turn in the activity, put the names of those who finished it correctly in a prize drawing. At the end of the month, rotate having senior leaders in the company announce the winners. Make it fun, and be as creative as you like!

## WATER COOLER DISCUSSION

After distributing the articles, ask drivers what they thought about the subject, the hazards, and the defensive techniques discussed.

Questions to pose can include:

- Did they find the topics relevant to their jobs?
- Can they relate to the "A Driver's Story" testimonies?
- What can they do to help avoid a loss?

Submitted by:

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# TIME TO DISCUSS WORK ZONES

No matter what time of year it is, there is no escaping the orange work zone barrels and cones. Work zones are essential to maintaining and upgrading our nation's highways, but they may also represent an operational risk to motor carriers. Daily changes in traffic patterns, narrowed rights of way, and other construction activities can play a factor in commercial motor vehicle-related incidents in and around work zones. According to statistics, "Fatal work zone crashes involving commercial motor vehicles increased significantly in 2021—from 210 fatal crashes in 2020 to 291 fatal crashes in 2021. This 39-percent increase is in stark contrast to the 2-percent increase in fatal work zone crashes not involving a large truck or bus."

In addition to serious injuries and fatalities, a work zone-related incident can create excessive delays. Even if a motor carrier's driver is not directly involved in an incident, when roads are closed for emergency services and cleanup, the resulting delays create business interruptions that may result in financial losses such as late deliveries and increased fuel consumption. To help prevent these types of losses, consider the following loss prevention techniques and discuss them with your drivers and operations staff.

## LOSS PREVENTION TECHNIQUES FOR DRIVERS

### KNOW THE ROUTE

Remind drivers to plan their routes in advance and monitor traffic reports periodically for road closures and delays.

### DRIVE DEFENSIVELY

Remind drivers to slow down in work zones and to yield the right of way to merging vehicles.

### AVOID DISTRACTIONS

Remind drivers to be attentive and focus on the task of driving. Drivers should watch for workers and equipment in the work zone and avoid distractions like mobile devices.

### OBEY TRAFFIC SIGNS

Remind drivers to obey all traffic signs and flaggers in and around the work zone.

## LOSS PREVENTION TECHNIQUES FOR DISPATCHERS

### ROUTING

Remind dispatchers to monitor traffic reports and route drivers away from work zones.

### COURTESY CALLS

Remind dispatchers to call shippers and receivers on behalf of the driver and inform them of anticipated delays.

### INSPECTIONS

Instruct dispatchers to remind drivers daily to conduct pre-trip vehicle inspections. Keeping the mirrors properly aligned and windows clear can increase the driver's visibility.

### SUPPORT

Work zone delays can be frustrating for drivers. Remind dispatchers not to add to their stress by calling the driver and creating a distraction. Instead, have dispatchers wait until the driver's designated call-in time and be a good listener.

## CALL TO ACTION

- Distribute the Work Zones article in this edition of Safety Talk to drivers.
- Discuss the loss prevention techniques for dispatchers with your team.
- Train drivers on pre-trip inspections and proper mirror alignment.

Submitted by:  
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# GOVERNMENT OF ONTARIO ANNOUNCES STRATEGY TO COMBAT AUTO THEFT

On May 3, 2023, the Ontario government [announced](#) that it is investing \$51 million in new measures to combat organized crime, including the creation of auto theft prosecution teams to investigate and prosecute criminal organizations profiting from stolen vehicles.

The announcement also includes the creation of an organized crime towing and auto theft team led by the Ontario Provincial Police (OPP), which will work with municipal police services to identify, disrupt and dismantle organized crime networks participating in vehicle theft. Additionally, the government has committed to a community safety grant to which OPP, municipal and First Nations police services can apply for funding for additional resources.

The government is also investing \$1.4 million over three years in the Greater Toronto Area–Greater Golden Horseshoe Investigative Fund to stop the illegal export of stolen vehicles.

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# FIVE WAYS SAFETY CAN PROVIDE A COMPETITIVE ADVANTAGE

**S**afety initiatives can have a big impact on company performance if properly designed and implemented. Top of mind for motor carriers is preventing vehicle accidents and workplace injuries, but there are additional advantages to promoting safety throughout the organization. Below are five lesser-known ways safety can help improve company performance and help gain a competitive advantage.

## PUBLIC IMAGE

Public perception can directly affect revenue. For example, a motor carrier with a clean Carrier Profile will be more competitive for contracts versus other motor carriers who have histories of violations and crashes. Likewise, motor carriers in alert or inspect status are targets for increased roadside inspections, creating business interruptions that can cost their companies valuable time and money.

## EMPLOYEE MORALE

Promoting safety sends a clear signal that the company cares about employee health and well-being. In turn, an emphasis on safety can boost employee morale and have a positive effect on hiring and retention. Decreasing turnover saves the company money in terms of the cost to replace and train replacements.

## CUSTOMER SERVICE

When a high-performing employee is injured, a vacuum impacting customer service may occur as a result. A replacement worker must be recruited, hired, and trained properly. This takes time and could cost the company revenue if the customer takes its business elsewhere. Integrating safety into every employee's role can help reduce the risk of a preventable loss and help avoid any disruptions or service errors affecting your customers.

## MAINTENANCE

Preventive maintenance and pre-trip vehicle inspections are two loss prevention techniques that can help reduce the risk of costly roadside repairs and lengthy out-of-service orders. Conduct regular training with drivers so they know how to identify and report mechanical issues before each trip. Likewise, seek the input of all employees on safety initiatives. For example, mechanics may be able to provide keen insights on ways the company can reduce vehicle downtime and experience lower maintenance costs.

## METRICS

Knowing where you are, where you were, and where you want to be in terms of company objectives relies heavily on accurate recordkeeping. An accident register, maintenance logs, and Carrier Profiles are just a few data collection tools that can help a motor carrier evaluate its current performance and establish goals for improvement.

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

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## CALL TO ACTION

- Implement a preventive maintenance program.
- Ensure drivers conduct pre-trip vehicle inspections.
- Monitor Carrier Profiles regularly to identify negative trends.
- Conduct an employee satisfaction survey to identify areas for improvement.

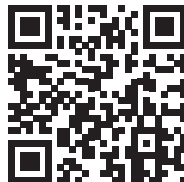


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