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BEWARE THE PITFALLS OF COMPLACENT LEADERSHIP

Leadership is a dynamic and multifaceted role that requires constant vigilance, adaptability, and a commitment to growth. Unfortunately, complacency in leadership can become a silent enemy, leading to stagnation, missed opportunities, and a decline in organizational performance. Complacent leadership refers to a state of satisfaction or contentment with the status quo, often accompanied by a lack of motivation to pursue improvement or change. Complacent leaders become comfortable with their current practices and resist challenging the norms. This can result in a decline in innovation, employee morale, and overall organizational progress. Below are several traits of a complacent leader and ways to overcome these pitfalls.

RESISTANCE TO CHANGE

Complacent leaders are hesitant to embrace change, as they perceive it to be disruption of their established routines. Two ways to overcome this pitfall are to encourage innovation and foster an environment where employees feel empowered to share their ideas, experiment with new approaches, and take calculated risks. Embracing change can be viewed as an opportunity rather than a disruption.

LACK OF VISION

Complacent leaders may neglect their own professional development and that of their team members, leading to skill gaps, limited growth opportunities, and a lack of vision. One way to overcome this pitfall is to promote continuous learning for you and your team. Professional development can open your eyes to new technologies, industry trends, and innovative leadership strategies. Another idea is to start setting ambitious goals for your team and the organization. Visionary leaders are forward thinkers who do not settle for mediocrity. Maintain a clear and compelling vision for the organization's future and challenge the status quo.

RISK AVERSION

Complacent leadership can have far-reaching consequences for organizations; one common pitfall is avoiding risk. Fearing potential failure is natural, but innovation and progress require a certain level of risk-taking. Complacency can also blind leaders to potential opportunities for growth and improvement. As the business landscape evolves, failing to seize these opportunities can leave an organization behind its competitors. One way to overcome risk is to seek the advice of others. Do not make decisions on an island. Inviting input by employees and peers can help you see issues from different angles, anticipate hazards, and develop ways to avoid problems.

Remember that leadership is a journey, not a destination. Stay humble and open to learning from others, regardless of your position. Lead by example and demonstrate your commitment to growth and improvement through your own actions. Model the behavior you want to see in your team.

CALL TO ACTION

- Practice seeking input from others before making critical decisions.
- Sign up for a professional development course, such as servant leadership.
- Encourage new ideas by implementing a suggestion box or similar method to gather employee input.
- Practice active listening to foster innovation and change.

Submitted by:

Aysegul Tuncertan

Vice President | Underwriting and Safety Services

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TIME TO DISCUSS NO TEXTING WHILE DRIVING

Technology inside the cab of the truck can be great for helping to simplify a driver's job and make them safer on the road. However, technology can also be a major distraction while driving. In fact, according to the statistics, distracted driving claimed 3,522 lives in 2021 in North America. One of the most common distractions, for drivers is texting, but that term can be misleading. Drivers may not be aware that "texting" has a broad meaning and if they are not versed on its scope, they may be opening themselves up for trouble. For this reason, it may be a good time to discuss texting with drivers and remind them of the consequences of their actions if they are caught texting while driving. Here are some talking points to share with drivers.

WHAT EXACTLY IS TEXTING?

Texting involves manually entering text into, or reading text from, an electronic device. This includes instant messaging, emailing, logging into a website, and pressing more than one button to start or end a call on a cell phone. Interacting with an electronic logging device (ELD) or other fleet management software can also fall into this definition because texting on a dispatching device may be indistinguishable from texting on another text-capable device.

WHAT DO THE REGULATIONS PROHIBIT?

According to the regulations, no driver may use a hand-held mobile telephone or engage in texting while driving a commercial motor vehicle (CMV). However, using a hand-held mobile telephone is permissible by drivers of a CMV when necessary to communicate with law enforcement officials or other emergency services.

WHAT ARE THE CONSEQUENCES FOR DRIVERS?

Besides the obvious risk of being involved in a vehicle accident that could cause injuries, fatalities, and property damage—not to mention potential civil and criminal charges—drivers expose themselves to additional risk by engaging in this dangerous and prohibited activity. Drivers can face heavy penalties and can

have their driving privileges suspended. If a motor carrier has a written policy forbidding texting while driving, the driver could also face disciplinary action.

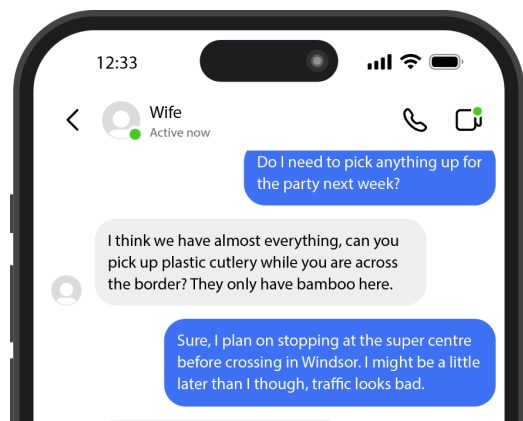
Submitted by:

Rajdeep Singh, CRM, CDS, CDT
Manager, Safety Services

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CALL TO ACTION

- Remind drivers not to interact with mobile devices and fleet management technologies while driving.
- Create a call-in schedule for drivers so dispatchers and family do not disturb the driver while driving.
- Monitor the company's Safety profiles for violations involving distracted driving including but not limited to telematics data.





SET SMART GOALS FOR DRIVER SUCCESS

All motor carriers with a valid US DOT# are required to conduct an annual inquiry and review of a driver's overall driving record to comply with the requirements of section 29 CFR Part 391.25, and is considered a best practice under standard 7 of the Canadian National Safety Code for Canada only Carriers. Typically, this annual task consists of reviewing all known moving violations and motor vehicle accidents. This is a good start, but employers can go a lot further to invest in a driver's success. Sitting a driver down to review their entire performance over the past year is a great opportunity to provide invaluable feedback, praise the good things the driver is doing and call attention to the areas needing improvement.

From roadside inspections and fuel mileage to customer service and training, there are several metrics that can help paint an accurate picture of the driver's overall performance beyond a simple MVR check.

After reviewing the past year, driver managers can use this opportunity to discuss individual goals for the year ahead. One way to do this is by using the SMART model for goal setting. SMART is an acronym for specific, measurable, attainable, relevant, and time-bound. By using this model, performance goals become less nebulous and drivers will have clear guidance on expectations.

"S" IS FOR SPECIFIC.

Goals should state in clear terms the desired end. When developing a goal, consider what you want the driver to achieve in both the short term and long term.

Submitted by:
Belinda Edison, CDS
Safety Services Representative
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"M" IS FOR MEASURABLE.

Measurable goals allow you to track the driver's progress and ultimately determine whether they achieved their goal. The FMCSA's Safety Measurement System (SMS) and Drug and Alcohol Clearinghouse are two tools that can help in this area.

"A" IS FOR ATTAINABLE OR ACHIEVABLE.

Goals should be realistic and set the driver up for success. For example, the driver will attend at least three quarterly safety meetings. Be mindful that unattainable expectations can actually hurt the driver's productivity and morale.

"R" IS FOR RELEVANT.

To be effective, a goal should relate to what is within the scope of the driver's responsibilities and control. In addition, the goal should relate to company results and add value to the organization.

"T" IS FOR TIME BOUND.

Lastly, set a deadline for attaining the goal and perhaps a date for a mid-year review to check the driver's progress.

CALL TO ACTION

- Conduct an annual review with drivers, and evaluate their overall performance.
- Use the SMART method to help drivers set performance goals for the year ahead.
- Regularly monitor the driver's progress and conduct informal updates.



TIPS FOR DRIVERS IN COMBATING UNSCRUPULOUS TOWERS AT ACCIDENT SCENE

DO'S

- Call dispatch and attempt to secure known/approved towing service before police select tower from towing rotation
 - No longer a police ordered tow;
 - Not forced to pay excessive charges of tower selected by the police;
 - Ability to better negotiate release of equipment and cargo;
- Document Tower's Equipment and Personnel on Scene (Who, What, When, and Why; Any Subcontractors?)
- Document Arrival and Departure time in order to compare to time on invoice (Was there any staging time?)
- Document Services Provided by First Responders (Police and Fire) to determine duplication of services provided by tower
- Take Photographs to compare personnel, equipment, and services on invoice to services actually performed
- Activate any Dashcam video/GPS that can document scene and can be used as evidence to corroborate or refute tower's contentions regarding services and/or equipment

Submitted by:

Marg Lefler, FCIP

Vice President / Claims

Written by:

Shahan J. Kapitanian, Esq.

Brand & Tapply, LLC

DONT'S

- Don't agree to have tower's personnel whisk you away from the accident scene
 - Remain on scene to observe tower's services, equipment, and personnel;
 - Have someone else from the company arrive on scene;
 - Secure independent adjuster to remain on scene;
- Don't sign any documentation/authorization presented by tower without authority from dispatch/safety director
 - May be unknowingly binding your company to tower's unreasonable rates;
 - May be unknowingly binding your company to tower's unreasonable services;
 - May be agreeing to allow tower to retain equipment/cargo until all charges are paid in full;
- Don't allow tower to tow equipment that does not need to be towed (i.e. – undamaged trailer that can be picked up)
 - Towers generally do not have a right to hold on to cargo that belongs to someone else;
 - Only reason to tow undamaged equipment back to tower's facility is to charge storage for the equipment;
 - Advise that dispatch is sending someone to pick up undamaged equipment;
 - Document tower's refusal to release undamaged equipment from scene;
- Don't agree to have tower's "sister" remediation/clean-up company perform services
 - Hazmat/remediation services may not be necessary;
 - Cannot ensure that remediation company referred by tower is reputable/certified;
 - May be unknowingly binding company to remediation company's same unreasonable services and rates;

FROM COMPLIANCE TO COMMITMENT: THE EVOLUTION OF SAFETY CULTURE

The evolution of a motor carrier's safety culture is a journey that involves transforming from mere compliance with regulations to a deep-rooted commitment to the well-being of all stakeholders. As the trucking industry continues to change, so does the need for motor carriers to evolve beyond compliance and instill a company culture that can adapt to these changes while still promoting safety at every level. So, how can a motor carrier make this transition?

Read the stages of safety culture evolution below. Consider where your company currently sits and take action to move to where it needs to be.

COMPLIANCE AND REGULATION

Motor carriers in this stage of development often view safety and compliance as synonymous. It is a box to be checked, a set of regulations to be adhered to in order to avoid fines and penalties. At this stage, safety culture is primarily driven by regulatory requirements and is largely reactive. These companies focus on meeting minimum standards, ensuring their vehicles are roadworthy, and maintaining appropriate records.

AWARENESS AND EDUCATION

As a motor carrier matures, it recognizes the financial and reputational costs associated with vehicle accidents and workplace injuries. Safety training becomes more common as the motor carrier realizes that loss prevention is not only cost effective but also essential for maintaining a positive public image.

DATA-DRIVEN DECISION-MAKING

With advancements in technology, metrics and data-driven decision-making become key parts of doing business.

Telematics systems, electronic logging devices (ELDs), and other tools provide real-time data on vehicle performance, driver behavior, and road conditions. This wealth of information enables companies to proactively identify safety risks, implement corrective measures, and refine their operations for greater safety.

INVOLVEMENT OF LEADERSHIP AND EMPLOYEES

An essential turning point in the evolution of a safety culture comes when leadership begins to take ownership of safety as a core value, not just a requirement. CEOs, managers, and other leaders realize that safety should be ingrained in the company's mission and vision. This cultural shift means involving employees at all levels in safety initiatives, encouraging them to contribute their insights and suggestions for improvement.

ENTERPRISE RISK MANAGEMENT

An ideal safety culture goes beyond compliance and prevention. It is an enterprise-wide endeavor to protect the company as a whole, even after an incident occurs. Enterprise risk management involves a holistic examination of all the risks affecting the company and implementing controls to avoid or minimize losses.

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

Submitted by:

Denise Denison, CDS

Safety Services Representative

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CALL TO ACTION

- Ensure all regulatory compliance requirements are being met.
- Conduct regular safety training for all employees.
- Communicate the company's core values, mission, and vision to all employees.
- Conduct a company-wide risk analysis and determine if appropriate controls are needed.

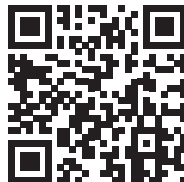


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Old Republic Insurance Company of Canada

100 King St W. Suite 1100 | Hamilton, ON L8P 1A2

Phone: (905) 523-5936 • Fax (905) 523-1471 • Toll Free: (800) 530-5446



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