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GENERATIONAL LEADERSHIP FOR A DIVERSE WORKFORCE

Motor carriers are not strangers to the challenges of leading a multi-generational workforce. Each group of workers has its own unique set of characteristics and values, which are reflected in the group's likes, dislikes, and attitude towards work. Because of each group's uniqueness, a one-size-fits-all leadership style may not produce the best results. Leaders must be dynamic in their approaches and apply the appropriate leadership style to the person in front of them. A key to success is engaging all employees and building individual relationships to better understand what motivates each employee to perform at his or her best. This approach will not only help improve communication and operational effectiveness but also help you grow as a leader. Below is some brief insight into each generation and some leadership tips to consider.

BABY BOOMERS (1944-1964)

Baby boomers tend to be goal-oriented and loyal workaholics. However, one misconception about Baby Boomers is their perceived lack of tech savvy. Baby Boomers have adapted to technology to stay in touch with family members and reconnect with old friends. Try using social media as a means to communicate regularly with Boomers and keep them engaged.

GENERATION X (1965-1979)

Generation Xers are the first technology-era generation. They are willing to put in long hours to get the job done but value work-life balance. Family and friends matter to Gen Xers, who saw a decline in civic community. To combat this loss of community, Conger states, "Workplaces that are able to create a true sense of community become the preferred work environments for this generation, and teamwork is a favored way of creating momentary communities."¹

GENERATION Y/MILLENNIALS (1980-1994)

Millennials are achievement-oriented and may be more willing to take risks. One misconception is that they do not like to work. Au contraire—Millennials want to be challenged, and if they cannot find a challenge with one job, they will not hesitate

to look elsewhere. Their loyalty tends to be to their profession and less to an employer. They are also family-oriented and desire a flexible work schedule. Look for ways to keep Millennials challenged with special projects, like serving on the safety committee, and provide opportunities for advancement.

GENERATION Z (1995-PRESENT)

Generation Zers are those tech-savvy young adults who could use a smartphone before they learned to tie their shoes. This group makes up the young workers the trucking industry is trying to entice. To do so, understand that Gen Zers respond well to coaching and mentoring. Remember, they are used to communicating with emojis and short texts, so be patient and help them develop interpersonal skills by making them feel accepted and valued.

CALL TO ACTION

- Identify three ways you can better lead the different generations represented in your workforce.
- Engage workers on a regular basis to build relationships (ex. walking the lot, safety meetings, etc.).
- Discuss generational leadership styles at your next management meeting.
- Survey employees and ask how the company can improve.

Submitted by:

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¹Conger, J (1998). How 'Gen X' Managers Manage. *Strategy+Business*. Retrieved from <https://www.strategy-business.com/article/9760?gko=d1b19>

FALL DRIVING HAZARDS

Driving in the fall creates a new set of seasonal risks for drivers. From shorter days to increased road obstacles, drivers need to be on guard for fall-related hazards and know how to prevent a crash. Read the information below about various fall driving hazards and decide how you can improve your driving techniques.

REDUCED VISIBILITY

The fall season brings shorter days and reduced visibility while driving. This can affect your depth perception, sensitivity to oncoming headlights, visual acuity, and color recognition. Driving tips to consider:

- Avoid driving in the dark when possible.
- Keep windows and mirrors clean.
- Slow down to increase perception and reaction times.



FARM EQUIPMENT

Truck drivers encounter farm equipment on roads more during harvest season. Farm equipment is slow moving and difficult to see around. They have fewer lights, warning triangles, and reflectors that make them less conspicuous. Farm equipment drivers are known to make sudden movements off-road or into fields. When encountering an oncoming, extra-wide farm vehicle straddling the center line, remember, it cannot easily make room. Proceed with caution, and consider the following driving tips around farm vehicles:

- Watch for highway warning signs indicating a farm crossing.
- Slow down to avoid a rear-end crash.
- Be patient and do not pass unless it is safe and legal to do so.
- Avoid distractions and be vigilant toward the appearance of farm equipment in agricultural areas.



BACK TO SCHOOL

Be mindful of school zones, bus stops, and buses on the roadway, especially in rural areas. Also, look out for parents dropping off and picking up children. Driving tips to consider:

- Slow down and obey all traffic laws.
- Avoid distractions (i.e., texting/talking on the phone, which may be illegal in school zones).
- Use an alternate route to avoid school zones.



ANIMAL STRIKES

Fall brings an increase in deer activity and other animals crossing roads. Remember these safe driving tips:

- Avoid distractions and be attentive to the road ahead.
- Slow down to increase perception and reaction times.
- Do not swerve out of your lane; hit the animal, if needed, to avoid losing control of the truck.



ADVERSE WEATHER

Wet leaves, frost, and freezing rains can make the road slippery and affect the truck's stopping distance. Safe driving tips to consider are:

- Slow down and increase following distance.
- Ensure tires have proper tread depth.
- Keep brakes properly adjusted.



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

Submitted by:

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ARE YOUR DRIVERS READY FOR WINTER DRIVING?

Now is the time to start preparing your drivers for winter and extreme weather conditions. We understand that it may be challenging to get all your drivers together for a fall safety meeting. So consider a more accessible alternative - online training. Online training is often the quickest way to get the message out and is significantly more cost-effective.

All Old Republic Canada insureds have free access to our online video training. Providing drivers access is very simple. Each of our insureds has a user name and password already set up and the training is readily available at <http://orican.infinit-i.net/>. If you are unable to log in, please reach out to our Safety Services team for assistance at safetyservices@orican.com.

I highly recommend that all drivers view the following videos in advance of this winter. These videos are located in our Driving Skills (Advanced) section of the training modules:

- Diving in Extreme Weather Conditions (9.41 minutes in length)
- Jackknifing (4.16 minutes in length)
- Heavy Trucking Breaking Systems & Breaking Techniques (9.41 minutes in length)

These three videos can help you control unnecessary losses, help drivers stay prepared and help them maintain their high degree of professionalism.

Submitted by:

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A KNIGHT'S RULES OF THE ROAD

'Knights of the Road' refers to a period when truck drivers had a knightly reputation for always being helpful and courteous professionals to fellow motorists. While the term may be lost on this generation, the expectation has not changed. A knightly image is a personal choice requiring a daily commitment to safety and professionalism. Below is a collection of unwritten rules of the road that exemplify this code. Read the information below and ask yourself if there are ways you can improve your knightly image.

1. *Be courteous and professional to others at all times.*
2. *Practice personal hygiene and maintain a professional appearance.*
3. *Get plenty of rest and pull over when feeling ill or fatigued.*
4. *Practice healthy eating habits and make time to stretch and exercise.*
5. *Observe all state laws, federal regulations, and company safety policies.*
6. *Conduct a thorough vehicle inspection before, during, and after each trip.*
7. *Use three points of contact when entering, exiting, or climbing on equipment.*
8. *Share the road, especially with motorcyclists, bicyclists, stranded motorists, and emergency vehicles.*
9. *Yield the right of way, especially in intersections, roundabouts, and merging lanes.*
10. *NEVER drive under the influence of alcohol or drugs.*
11. *Avoid distractions while driving (i.e. no talking or texting on the phone).*
12. *Maintain proper following distance and do not tailgate.*

13. *Count seconds to gauge following distance and the speed of oncoming traffic.*
14. *Be attentive to the road ahead.*
15. *Make quick glances to mirrors, and then return your focus to the traffic ahead.*
16. *Observe the proper speed for conditions.*
17. *Do not discuss the specifics of what you are hauling in public or over the radio.*
18. *Get Out And Look before backing (G.O.A.L.).*
19. *Use a spotter and traffic control (if needed) when backing up.*
20. *Maintain one lane as much as possible.*
21. *Always signal a lane change well in advance.*
22. *Know the truck's blind spots and manage the space around the vehicle.*
23. *Use the 'Lean and Look' method to check the tractor's right-front blind spot.*
24. *Prevent rollovers by slowing down below the posted speed limit before entering a ramp, curve, or turn.*
25. *If a jackknife occurs, disengage the clutch or shift to neutral, steer into the skid, and avoid using the brakes.*

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

Submitted by:

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PROTECT PARKED EQUIPMENT FROM FIRES

A fire can be a devastating financial event for a trucking company or a driver. Modern trucks and trailers are manufactured to be as light as possible, which means they are constructed using a variety of potentially dangerous materials; that construction can become extremely hazardous should a fire occur. The dangers of today's truck fires include extreme heat, very rapid spreading of flames, and potentially toxic fumes.

Motor carriers should consider the risks of truck fires and loaded trailers that are parked in their yards. It is quite common for carriers to park loaded and unloaded trailers in separate, specifically designated areas of the yard. Whether hooked or unhooked, parking equipment in close proximity to one another increases the risk of a greater loss if a fire should break out and engulf multiple tractors or trailers. Below are several tips to help manage this risk and avoid a catastrophic loss to your fleet or facilities.

- Consider leaving at least 20 feet between all trucks and loaded trailers in your yard.
- Always be aware of the products loaded in your trailers and ensure that other loaded trailers will not increase the overall fire risk or an explosion.
- Rethink the yard parking configuration. Can it be done more effectively to avoid a large fire loss?
- Before parking trucks inside, consider how a truck fire could affect the facility and vice versa.
- Make sure your trucks are in top mechanical condition and free of any oil leaks.
- Use approved and damage-free power cords when plugging in trucks during the winter months.
- Use certified installers to install all electrical modifications to the trucks and ensure work is inspected. This includes CB, refrigerators, and inverters, etc.
- Avoid parking on grass and around flammable materials or other debris on the ground.
- Avoid smoking in or around the trucks and especially inside trailers when they are being loaded.
- When trucks are parked for extended periods, consider disconnecting the battery as a power source. This will help prevent truck fires and further hinder theft opportunities.
- Have an up-to-date fire safety plan for your yard and fire suppression equipment available.

- Always have inspected fire extinguishers ready and available for emergency use.
- Ensure that any trailer containing a DOT hazardous material that requires placards must have a fire extinguisher with an Underwriter's Laboratories (UL) rating of 10 B:C or more.



CALL TO ACTION

- **Conduct a risk analysis of trailer parking configurations and correct high-risk exposures.**
- **Evaluate maintenance procedures and ensure each vehicle is properly serviced and maintained.**
- **Conduct a facility inspection to ensure fire extinguishers and fire suppression equipment are readily available, inspected, and properly maintained.**

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