

REFERENCE GUIDE

A Loss Control Service from Donegal Insurance Group



Fleet Driver Telematics Root Cause Analysis

Aggressive driving events can occur for a wide range of reasons and include speeding, acceleration, braking, or cornering. Understanding the root cause or causes is a critical step in improving driver performance.

Driver telematics discussions can be used to provide feedback to any driver, however, the discussions are often most beneficial with drivers who have a significantly higher aggressive event rate. The root causes discovered can be related to the driver, routes, compensation system, management practices, safety program, operating policies, or other reasons. The discussion may identify issues useful in developing an action plan for management, the driver, or both.

This document has multiple sections:

- Driver performance comparison
- Organizational impacts
- Driver impacts
- Action summary

Once the potential root causes have been identified, a plan of action should be developed by your management team to address the root cause of aggressive driving.

Driver Performance Comparison

Using this form can help identify the root causes of aggressive driving events, and ultimately, help guide overall system changes that will have the greatest impact on safety.

Driver aggressive event rate comparison (past 10 week snapshot)*

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Driver aggressive event rate comparison (past 10 week snapshot)*

	Aggressive Event Rate for...	Rate
_____ <i>Driver Name</i>	Driver Name: _____	_____
_____ <i>Date of Discussion</i>	Highest Company Driver	_____
	Middle/Average Company Driver (median)	_____
_____ <i>Device/Vehicle Identification Number</i>	Lowest Company Driver	_____

**If the driver compares favorably to the other drivers then no additional discussion or review is needed.*

Aggressive Event Data

Aggressive Driving Events

Briefly describe the aggressive events for this driver and the trend (increasing or decreasing over the past 10 weeks).

Start Date

End Date

Driver Interactive Analysis

Ask the driver these questions. The answers may provide insight into the causes and controls for aggressive driving:

1. Do you believe you are an aggressive driver?
2. Is there any equipment, job design, or work expectations that encourage or require you to drive aggressively? If so, what could be changed?
3. Did your training and experience provide you with the knowledge of motor vehicle laws and our expectations for the operation of motor vehicles?
4. Can you identify anything that could be done to change how you drive to reduce the risk of a motor vehicle crash?
5. Do you agree that having a higher rate of aggressive driving events per 100 miles makes you more likely to be involved in a motor vehicle crash?

Summarize the driver's responses below:

Effectiveness of Past Coaching Discussions and In-Vehicle Observations

If the driver has been coached regarding past driving performance, did it have an effect on performance or the frequency of aggressive driving? Review and comment on past coaching documentation and the performance that followed it.

Organizational Impacts

The following program areas contain questions that should be answered Yes or No. Use the information discovered after each question to help transform your findings into meaningful insights about your fleet safety program, driver performance, and other areas that can impact aggressive driving.

Motor Vehicle Record (MVR)

Yes No

Did the driving record at time of hire indicate that the driver had a history of aggressive driving?

Did the driver meet the company MVR criteria?

If the driver met the criteria and has a history of aggressive driving, then the driver selection, qualification, and hiring process should be considered as one of the root causes.

Driving Expectations

Yes No

Has your fleet safety policy/program established motor vehicle operation expectations?

Do the expectations address the following aspects:

- Following distance

- Compliance with speed limits

- Off road speed limits

- Distractions

- Mirror adjustment

If the fleet safety program does not contain expectations for above aspects then lack of expectations should be considered as a potential root cause. If expectations exist but have not been effectively communicated, addressing the fleet safety program and how it is communicated may be one of the root causes.

Driver Knowledge

Yes No

Can the driver name and explain expectations for vehicle operations?

If the driver cannot explain the expectations and describe their purpose, then the driver orientation and coaching processes should be examined as possible root causes.

If the driver can demonstrate knowledge and understanding of expectation but did not perform as expected, then consequences for not meeting expectations should be examined as possible root causes.

If the performance is not related to a knowledge or understanding deficit, then training may not impact future performance.

Vehicle and Work Experience

Yes No

Can the driver describe situations with the vehicle, operations, routes, or work that get in the way of completing the driving and work tasks?

If the driver does not have the knowledge/experience to operate the vehicle and complete the work, lack of skill and experience should be considered as a potential root cause.

If the driver can describe situations that are barriers to expected driving performance, then these should be examined as potential root causes.

Fatigue

Fatigue can impact decisions making and can occur even when the driver does not fall asleep while driving. Fatigue is independent of hours of service. Second jobs, outside-of-work responsibilities, family issues, and other sources of stress can contribute to fatigue. Longer work days, extensive commute times, and family responsibilities or circumstances can cause stress that results in disrupted sleep patterns. Stress may not directly cause fatigue but it can contribute as a distraction.

Yes **No**

 Does it appear that fatigue may have contributed to the driver performance?

If fatigue appears to have contributed to the driver performance it could be included as a potential root cause. The solution or action may be more challenging and require additional resources like an employee assistance program.

Scheduling

Stops or work task schedules can contribute to aggressive driving. The work schedule and time needed for each task, as well as travel times associated with traffic patterns on routes should be reviewed to verify that the driver has been given adequate time.

Yes **No**

 Does a review of the work scheduling indicate the driver was given unrealistic expectations for achieving the work objective.

Scheduled work that is challenging to complete in the allocated time could be contributing to aggressive driving. Management practices should be considered as a root cause if the work schedule did not allow time for task completion and travel.

Compensation Systems

Some compensation systems reward risk taking. Relationships between aggressive driving and compensation should be explored.

Yes **No**

 Is there evidence that the compensation system is perceived to reward aggressive driving?

Rewards for aggressive driving do not need to be based on actual compensation. Examples may include workers being able to leave early with the same pay by completing duties more quickly.

Data Integrity/Telematics Device Performance

Yes **No**

 Are drivers questioning the integrity of the data from the telematics system?

The most likely cause of higher aggressive event rates is aggressive driving. However, if the data is questioned, the device should be checked with the telematics service provider or have a low aggressive event rate driver use the vehicle to compare results.

Consequences for Performance

Consequences take multiple forms and can work for or against expected driver performance. Employees operating motor vehicles need to understand the consequences for aggressive driving.

Yes **No**

 Are consequences in place to discourage aggressive driving?

If consequences do not exist or are not effective, lack of consequences should be considered as a potential root cause.

Driver Impacts

Outside Work Responsibilities/Situations

Driver responsibilities, situations, or interests outside of work can create stress or be a distraction during the day.

Yes No

Do outside work responsibilities or situations appear to contribute to a higher rate of aggressive driving events?

Outside interests or situations can distract a driver and take time during the work day which could contribute to delays that a driver may try to make up for with aggressive driving. If outside interests or situations appear related to aggressive events, they should be considered a potential root cause.

Multiple Jobs

Employees with multiple jobs or a side business may have a time incentive to drive aggressively. Perhaps they need time to commute to a second job for other business pursuits.

Yes No

Does a second job or outside business pursuit appear to contribute to aggressive driving?

If a second job or other business interest contributes to aggressive driving, it should be considered a potential root cause.

Commuting Times

Some drivers have long travel distances or commute times to get to and from work. Longer travel times and work departure times during periods of heavy traffic can increase the incidence of aggressive driving.

Yes No

Does commuting appear to have an impact on aggressive driving?

Business operations with longer work days should consider commute times and total length of the work day for employees. If commute times appear to impact aggressive driving, it should be considered a potential root cause.

On-Time Departure at Start of Work Day

Employees who start their work day late but are able to get to work or delivery sites on time may be more prone to aggressive driving.

Yes No

Does on-time departure appear to have a relationship with aggressive driving?

Explore the reason workers are not leaving on time. The cause can be a wide range of circumstances ranging from poor planning to child care responsibilities or many other reasons. If late departures are a potential root cause, the cause of starting late should be explored and addressed.

Distractions

Distracted drivers may drive differently. This can include speed fluctuations, changes in following distance, and lane departures. Potential distractions include activities that go beyond texting and talking.

Yes No

Do distractions appear to be a root cause of a higher aggressive driving event rate for the driver?

Management should look at tasks the driver is expected to perform while in the vehicle and eliminate them. If distractions are a potential root cause, the distractions, policies, enforcement, and compliance should be considered a potential root cause.

Vehicle Condition

Vehicle condition is not a likely cause of aggressive driving but should be explored and eliminated as a potential root cause. Mechanical condition, windows, or lights that are not kept clean, or systems like heating or air conditioning that do not work could be a distraction that could contribute to aggressive driving events.

Yes **No**

 Does mechanical condition appear to contribute to aggressive driving events?

Vehicle condition is not likely to be a direct root cause but may indicate other root causes such as inspection and maintenance program effectiveness. If mechanical condition appears related to aggressive driving, it could indicate management programs or policies that need attention. Programs could be considered as a root cause.

Breaks and Lost Time during the Work Day

Delays, personal errands, or extended breaks can put a driver behind schedule and motivate them to drive aggressively to make up for lost time. Patterns apparent over time could also indicate other issues.

Yes **No**

 Do delays, extended breaks, or other schedule deviations appear to contribute to aggressive driving?

Lack of time management or staying focused on the work could contribute to delays which the driver may try to make up for by aggressive driving. There could be multiple causes from work-related delays to personal-related delays. If delays, extended breaks, or not staying focused on work contribute to aggressive driving, then time management should be considered as a potential root cause.

Work Flow or Scheduling Exceptions

Work flow exceptions and how the employee operating the vehicle and/or management addresses them can contribute to aggressive driving. If routes or work, such as special requests from customers or management, change during the day, drivers may be stressed and drive more aggressively to meet perceived expectations. The need to meet a deadline may be self-imposed by the driver and/or influenced by management.

Yes **No**

 Do work flow exceptions appear to contribute to aggressive driving events?

If work flow exceptions are clustered with drivers having higher aggressive event rates, they should be considered as a potential root cause. Addressing work flow exceptions and the driver's reaction to them could have separate action plans.

Health and Wellness

Health and wellness may contribute to aggressive driving events. Fatigue caused by sleeping disorders can impact driving behavior that may be identified as an aggressive event. Medications or conditions can also be contributing factors.

Yes **No**

 Do health or wellness-related issues appear to contribute to aggressive driving?

If wellness or health issues appear to contribute to aggressive events it should be considered as a potential root cause.

Root Cause Summary

Once potential root causes are identified they should be summarized and an action plan developed. The action plan should incorporate as many of the potential root causes as possible and have a follow-up plan to compare results before and after the plan was implemented. An action plan could contain action items for management, the vehicle operator, or both, and could potentially involve your human resources professionals or your company employee assistance program.

The action plan can be formal and written or more informal as long as action items are identified and a follow-up plan is in place. The format shown below can be used to organize potential root causes and assign action items.

Program Area or Topic

Description of Potential Root Cause

Person Responsible for Follow Up

Follow-up Status

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