

Journey Management

While they are driving, your employees encounter countless hazards, making driving one of the most risky activities your employees will undertake. This section provides several journey management resources to help your organization eliminate or minimize exposure to those hazards, manage the associated risks and reduce the likelihood any of your employees will be injured in a work-related crash.

The Journey Management Tool Kit includes the following resources:

1. Get Started

This section explains what journey management is and why it is important to workplace safety.

2. Put Journey Management to Work

Learn how to apply the three key steps of journey management, and how to build effective trip plans.

3. Establish A Check-In System

Understand the value of having a check-in system built into your journey management process.

4. Resources

Access links and downloads for all of the journey management resources we offer.



1. Get Started

What Is Journey Management?

Journey management is a two-part process aimed at minimizing exposure to driving-related hazards, and preventing crashes and injuries. First, it's a decision-making process used to avoid unnecessary driving. Second, for driving that is necessary, journey management procedures help manage the risks employees face while they are "on the road".

Why Is Journey Management Important?

There are several powerful reasons for implementing a journey management process (JMP).

Reduce Motor Vehicle Incidents

Effective journey management reduces the likelihood your employees (and others) will be involved in a costly crash. Fewer crashes mean fewer injuries to employees, lower property damage and environmental costs, reduced administrative costs, and lower insurance premiums.

Address Legal Requirements

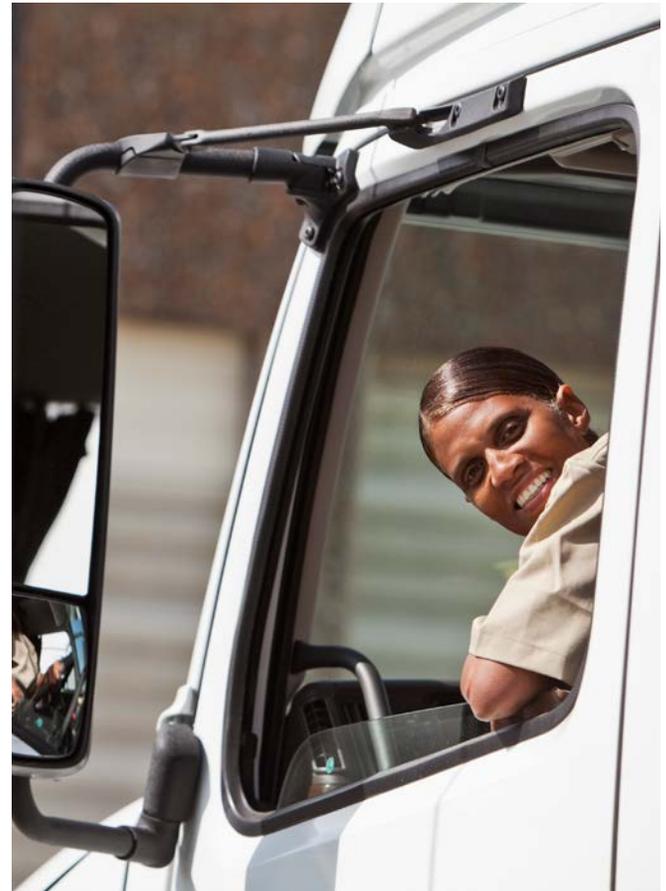
Practices in an active JMP help employers address their legal obligations to make employees aware of hazards, evaluate risks, and implement measures that eliminate or minimize those risks. Other parts of a JMP speak to requirements around driver qualifications, working (driving) alone and others. As well, documented trip plans, check-ins and related records contribute to an organization's due diligence.

Capitalize On Valuable Spin-Offs

Journey management provides several other valuable benefits.

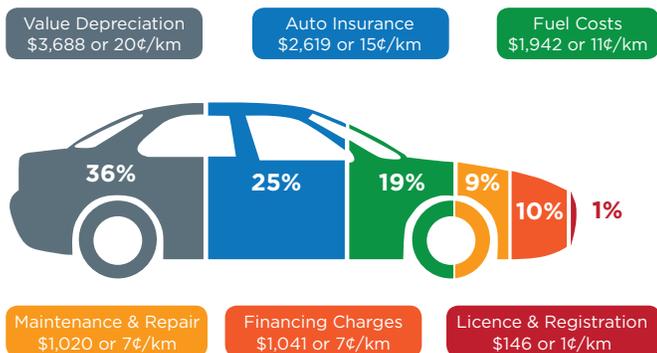
Reduce costs

A journey avoided means less money spent on airfare, bus fare, fuel, meals, accommodations or other travel-related costs. Fewer trips that involve driving means that, over time, your organization can reduce the number of vehicles they have to purchase, insure, operate and maintain. Plus, it means reducing the costs of reimbursing employees who use their own vehicle for work.



Average Annual Cost of Owning a Car: \$10,456

Based on 18,000 km of driving per year
Total cost per kilometre = \$0.61/km



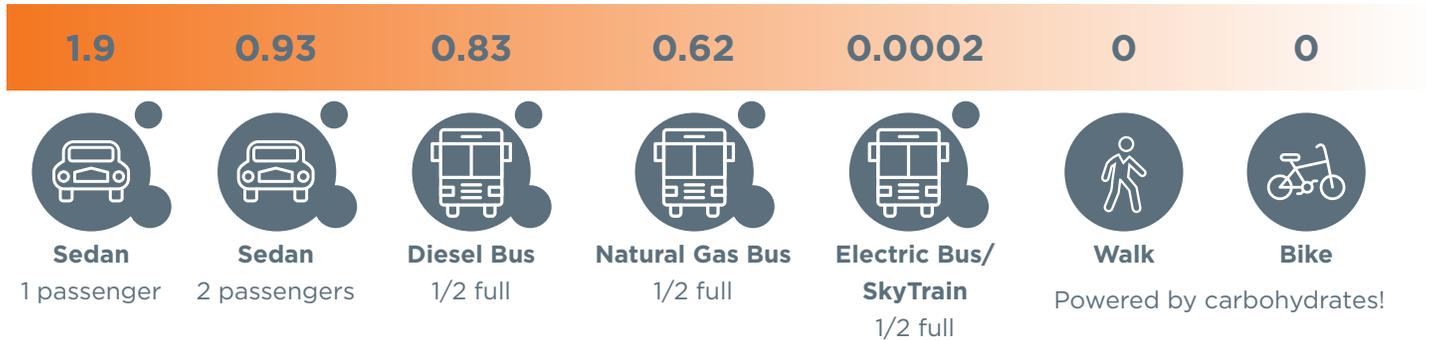
Based on Canadian Automobile Association 2014 Driving Costs

Contribute to a healthier workplace

Reducing work-related travel lowers the likelihood employees will be injured or suffer other harm in a work-related crash. Many people find driving quite stressful; reducing how often they have to battle traffic on August afternoons or brave icy winter roads is less taxing on their mental health. Plus, replacing those driving stressors with an energizing walk or cycle releases tension and improves well-being.

Average CO₂ Emissions by kilogram per person for a 10km trip*

*Less is better!



GreenCare (Provincial Health Services Authority). At Work Travel Alternatives Tool

Improve the company's carbon footprint

Less fuel consumption for any means of travel demonstrates the organization cares about a healthy planet - and safe and healthy employees.

Enhance productivity

Even if the trip involves only 20 or 30 minutes of driving, one must add the time it takes to prepare for the trip, get to the car, inspect it, get underway, find parking and get into the meeting. That's valuable time they could have applied to their work. And while they are driving, your employee has to focus on driving responsibilities, so they aren't contributing mental or physical energy to non-driving work duties. Less time spent driving means more time for productive work.

2. Put Journey Management to Work

Effective journey management relies on conscientiously answering three questions.

1. Is travel necessary?

Increasingly, the answer to the first question is, "No!" These days, there are ways to communicate with customers, clients, patients, suppliers and employees, and get work done without being

there in person. Here are a few tools you can use to avoid travel.

- Working from home
- Telephone
- Emails
- Video-conferencing
- Online meetings
- Courier or delivery service

Using any of these alternatives eliminates exposure to driving-related hazards; there is zero likelihood that an employee will be injured in a vehicle crash while they are in an online meeting.

2. If travel is necessary, are there alternatives to driving?

If it is necessary to travel to another location, choosing a travel mode other than driving reduces exposure to driving-related hazards. The list of options includes:

- Public Transit, buses and trains - scheduled, reliable, cost-effective and often quicker than driving, plus avoids the cost and trouble of parking
- Taxis - you control pick-up and drop-off locations as well as departure and arrival times
- Walking or cycling - good for you and good for the environment

- Planes – flights involve far less time, effort and risk than driving hundreds of kilometres

Any of these alternatives eliminates exposure to the driving-related hazards. Instead, they substitute exposure to lesser hazards. Your employee might be injured if the bus or taxi crashes, or if they are struck by a motorist while cycling to a meeting. However, the probability of any of those events occurring is, on average, considerably lower than being involved in a vehicle crash.

3. If driving is necessary, what controls will be put in place to minimize associated risks?

Let's face it - driving is simply a necessary part of many work functions. That's why the second part of journey management is important - looking for and deciding on the controls and actions that will be put in place to reduce the likelihood an employee will experience a crash, injury or other negative consequence. There are three easy steps.

Step one - identify potential hazards



Thinking about the trip ahead, the supervisor, driver and passenger (if any) can reasonably anticipate the hazards they might encounter. Use the driver / journey / vehicle framework to methodically identify potential hazards. You can also refer to the comprehensive list of driving-related hazards in the Road Hazard Inventory.

If you have made the same trip before, think back to what you experienced. Think ahead to changed circumstances (such as traffic patterns) or conditions (such as winter weather) that are likely to present new or unusual hazards.

If you haven't made that trip before, talk to a co-worker or someone else who has. Listen to their suggestions on how you can avoid the hazards they encountered. Gather information through sources such as 511 or online map services.

Step two - decide what will be done to avoid or minimize exposure



For each hazard identified, determine what measures or controls will be implemented to reduce anticipated risks. Seek first to eliminate exposure to that hazard. If that can't be accomplished, seek to reduce exposure. Certainly, the company's safe work practices and procedures should provide answers. Experienced supervisors and drivers should be able to recommend effective solutions. If those resources can't provide satisfactory controls or sufficiently minimize exposure, think in terms of the following questions.

- How do we ensure the driver is prepared for the trip? What can the driver do to minimize exposure to expected hazards?
- Can we reduce risks by changing the route, timing or other aspect of the journey?
- Is this the right vehicle for this trip? Does it have appropriate safety features? Has it been properly inspected and maintained?

Step three - build the trip plan



A documented trip plan is a key part of journey management. It has essential information to help busy managers keep track of employee whereabouts. Combined with a check-in system, it enables the employer to verify the location and continued well-being of employees, whether they are working alone, or not. That combination provides early warning if problems occur during a trip, enabling the employer to mobilize a prompt response or emergency assistance, as required.

The act of building the trip plan should cause employees to anticipate and be mindful of hazards as they drive. Plus, a trip plan is a record that contributes to due diligence and compliance.

A) Employees must prepare and submit a trip plan for all work-related trips, whether he or she is driving or is a passenger in a vehicle.

or

B) Employees must prepare and submit a trip plan for all work-related trips that involve driving more than 50 km, or have an anticipated duration of more than one hour.

or

C) Employees must prepare and submit a trip plan for all work-related trips that score more than (insert your threshold value) using our Journey Risk Ranking Matrix.

To fulfill its purpose, an effective trip plan includes:

1. The name of the driver and passengers (if any)
2. Information to identify the vehicle. Include the vehicle make, model, colour, year and licence number so that if the employee goes “missing” during their trip and you need to involve assistance to locate them, the searchers know what vehicle they are looking for.
3. The travel route(s)
 - a. Identify potential routes - there is usually more than one way to get to a destination, but the most direct route is not necessarily the safest.
 - b. For each route, identify hazards and compare risks. Think about traffic volume, road conditions, construction delays, high crash frequency intersections, etc.
 - c. Choose the preferred route. Typically, that’s the route that avoids the most hazards and has the lowest overall risk. Identify an alternate route you will use if you encounter delays or difficulties along the preferred route.
 - d. Write down the names of the roads you plan to use; include the alternate route.
4. The address(es) of planned destination(s): Include planned stops along the way, and your final destination for the day.
5. Driver and destination contact information: Write down the number for the cell phone (or other device) you will carry during the trip, and the names and numbers for people you plan to meet during the trip.
6. A check-in system.



3. Establish a Check-In System

The main purpose of a check-in system is to verify the well-being of employees. It’s a quick process in which the employer communicates with the driver or their passenger to verify their location, and that the trip is going as planned.

Check-ins are a best practice to apply whenever one or more of your employees are travelling in a vehicle. That includes whenever they are driving alone.

Check-In Contacts

The check-in contact is the person with whom the travelling employee communicates. In some organizations, a supervisor, co-worker or admin assistant regularly acts as the check-in contact. There are several third-party check-in service providers available to organize and implement check-ins. Although these services come at a cost, their experienced staff can often do a better job of managing the process, and they release managers and supervisors of having to worry about being available for check-in calls. Search the web using “worker monitoring” or “journey management” or check the Yellow Pages under “answering services”.

An essential criteria to consider when designating a check-in contact is that they must remember when to expect check-in calls (a reminder alarm on a phone or computer is



helpful), they must be available to receive check-ins (near their phone) for the duration of the trip and they know what to do if the traveller does not contact them as planned. Check-in contacts must have a copy of the trip plan.

Check-In Intervals

How often the employer verifies the well-being of travelling employees should hinge on the level of risk - the greater the risk, the more frequent the check-in calls. A common default interval is every two hours. Below are a few scenarios of how employers have adjusted check-in frequency to recognize riskier driving circumstances.



1. Chris works as a registered nurse providing mobile patient care.

Today she will be transporting a client to the hospital. This client has a history of sometimes becoming agitated and aggressive. The drive should take about 75 minutes. Chris and her supervisor agree that Chris will check-in when she arrives at the client's house (should be about 9:30), just before they start the drive (about 9:45), every half-hour during the drive (while Chris is pulled over) and when she and the patient arrive at the hospital (about 11:00).

2. Tan regularly drives between northern ON communities selling heavy equipment products.

Normally, Tan checks-in every two hours. In winter, because of risky driving conditions, he checks-in every hour. However, there are a few places where Tan knows the cell coverage is unreliable or non-existent. Tan arranges with their service provider that he will contact them just before he leaves the reliable cell service area (call by 7:00) and then check-in when he is back in range (expect call by 8:45). Tan and his manager

have also agreed to purchase a satellite phone to avoid this gap in the future.

3. Chandar is a municipal employee responsible for maintaining trees and plants along city streets.

The service truck he drives is bulky and difficult to park, so to avoid conflicts with busy traffic during the day Chandar works during the evening and night. Some of the streets Chandar works along go through risky neighbourhoods. After discussing with his manager, they agreed that while he is driving / working in those known risky locations, Chandar will check-in every half-hour.



Reliable Communications

Check-ins can be completed using a variety of means - using landlines, cell phones or satellite phones, emails, text messages or two-way radios. The crucial factor in making check-ins work is that the chosen means of communication must reliably enable the worker to initiate and receive communications. When you are planning a trip, consider limitations that could create gaps - poor cell service or wifi availability, satellite and repeater dead zones. Accommodate those inconsistencies in the trip plan and check-in process.

Response Procedure

Most of the time, check-ins simply verify the traveller is fine and the trip is proceeding as planned. However, in the event that the check-in call doesn't arrive, or that it arrives but it's a passenger saying they have been involved in a crash, the organization must have a procedure in place to initiate action. And, it's essential that check-in contacts and travellers alike know what steps they are to take...and do so. See the Journey Management Policy for an example of such measures.