

Driving For Work - Case Study

Through driver training and initiatives, Iron Mountain Ireland has been able to reduce vehicle incidents and fuel. To address work-related road safety, Iron Mountain has established a Fleet Safety Forum made up of transport specialists, risk managers, health and safety representatives, driver trainers, drivers and senior management.

Benefits seen over 9 years



Road safety is high on the agenda at Iron Mountain. Senior executives have supported the work-related road risk programme right from the start. The company has a Fleet Safety Policy which underpins all activity designed to reduce risk and promote road safety. It is complemented by a suite of global standards and policies. After the rigorous introduction of robust auditing techniques, carefully structured driver training programmes, a new, frequently updated driver handbook, regular bulletins keeping drivers in touch and the roll-out of state-of-the-art telematics.

Lessons Learned

The basics are relatively easy and not cost or resource prohibitive. Work on getting the fundamentals right first and see the benefits before increasing investment. If you do decide to invest in driver behaviour telematics, do NOT consider it a 'silver bullet'. The system will not solve all ills on its own and employers have to learn to use and work with the data reported. Managing work-related road risks is not a short-term fix, and has to be managed on an ongoing basis to ensure that any reductions in claims and collisions are sustainable, and so that further improvements can be made.

With Iron Mountain's investment in in-house driver trainers, and a wide range of risk reduction strategies in place, including the proactive use of driver behaviour telematics, the business remains focused on the issue to ensure that the impressive reductions in incidents and claims continue.

Who we are: Today, Iron Mountain is the global leader in storage and information management services to its 220,000 customers across 45 countries on six continents.

What we do: Iron Mountain manages billions of information assets for organizations of all sizes in every major industry around the world. More than 94% of the FORTUNE 1000 rely on Iron Mountain's solutions for records and information management, data management, document imaging, and secure destruction to help them better use their information for business advantage.

Iron Mountain In Ireland:

- 105 Staff with 6 nationalities
- 6 Records centres
- 3m boxes in storage
- 100,000+ Deliveries
- 400,000 Tapes in Storage
- 27 vehicles - connects/transits/HGV's

Guidance for Drivers

Iron Mountain has invested considerable time and resource into its work-related road risk programme and collaborated closely with its **partners** to design and deliver bespoke solutions that not only mitigate risk but look to reduce it continually. None of this work would have been possible without the trust and co-operation of the drivers, Iron Mountain invests in it's drivers. There is a combination of on-line and in-cab driving assessments undertaken by the dedicated in-house driver trainers.

Work-related road safety policies, procedures and activities

- **Driver Handbook Comprehension Check.** The Iron Mountain Driver Handbook is an important document for all our drivers. It contains all the relevant policies and procedures. Equally important is the robust audit trail it produces, a line manager cannot only prove a driver has received the handbook but also that they have read and understood it.
- **In House Driver Assessment and Training.** Five in-house driver trainers were recruited and trained. The role of the driver trainers is to ensure that practical in-vehicle assessments are carried out, any interventions based on the findings of the 'ride along', and any post-incident analyses, are implemented quickly and effectively. The driver trainers focus on safety and environmental efficiency areas, ensuring that Iron Mountain employees drive as safely and effectively as they can. The number of dedicated driver trainers has reduced to two in recent times supplemented by a network of Transport 'Sentinel coaches' at local level.
- **Developing An On road Safety Culture.** One of the key success factors in any work-related road risk management strategy is to develop the on-road safety culture – driving is a very emotive issue and drivers need to recognise that there may be opportunities to improve their own driving. Iron Mountain recognised the importance of this very early on, and has developed a communication strategy that uses different methods to regularly communicate with its drivers. As an example, the driver handbook is issued to the driver and is also used to communicate any topical issues along with group huddles.

Driver Behaviour Telematics

The system delivered a return on investment within eight months. It has now been installed across most of the European fleet, and is in 12 countries.

The adoption of driver behaviour telemetry, it isn't just a case of fitting the technology and hoping for the best – Iron Mountain not only recognised the power of this tool, but also understood that it would need to be closely managed to be effective in the long term, and that the understanding and support of the drivers would be vital.

It reports on various aspects of driving behaviour including:

Acceleration, Braking, Cornering, Lane handling and Speeding.

- Over 100 different vehicle movements are captured by the system.
 - The driver sees real time alerts in the cab via a small green, yellow and red display. *The objective is to remain in the green during the drive.*
 - Incidents or violations are recorded and a report for the driver provided via a web-based link for the manager to debrief with the driver at the end of his day
- A comprehensive roll-out plan ensured that everyone-drivers and their line managers knew why the company was investing in this technology. **Weekly calls** with the telematics vendor ensure that managers understand the data that is generated and employees who meet the required driving-safety standards are rewarded, further help is provided to any drivers who fall short. The Driver Behaviour Telematics system gives drivers real time alerts in the cab via a small green, yellow and red display so they can monitor their own driving. Incidents and violations are recorded and a driver report compiled via a web-based link for the manager to debrief with the driver.
- Our team hold weekly conference calls to discuss and evaluate daily and weekly reports from our telematics supplier, our risk management team (vehicle incidents) and operational managers.
 - There are numerous key performance indicators related to reducing risk, such as telematics scores and speed-by-speed zone. Personal objectives are tied into bonus schemes to reduce risk.
 - We introduced a 'speed-by-speed zone' daily report for all of our Ireland vehicles, which reports any violation of more than 5 KPH above any posted limit. This represents a remarkable achievement on the part of the drivers given that, collectively, they cover around 200,000 miles per week.

The on-time delivery service KPI of 99.75% has not been affected by the initiative. Consequently, the drivers now realise that they don't have to speed to get the job done and therefore feel more relaxed.

Driver Behaviour Telematics Elite Status

- Driver Behaviour Telematics Elite recognizes drivers who are the best on the road. Each year our Driver Behaviour Telematics Elite is awarded to drivers who have demonstrated sustained excellence in driving performance and safety. This program is an easy-to-implement recognition program designed to help you with driver motivation and retention. Iron Mountain have in each of the years since it commenced, recorded the highest number of Elite drivers (pro-rata).
- How does our Driver Behaviour Telematics select Fleet Elite drivers?
- At the beginning of each year, the criteria for Fleet Elite is set. Drivers are eligible if they have a safety score of 5 or less for the full calendar year, with at least 500 driving hours logged during the year.
- How are Fleet Elite drivers recognized?
- Driver's who make the Fleet Elite receive a formal certificate of achievement, along with a Fleet Elite pin, sticker, badge, or license plate as a symbol of recognition. Most importantly, your drivers earn the prestige of being part of the Fleet Elite, an accomplishment that becomes part of their professional credentials.
- Ireland's Elite Fleet

✓ **2015**, this was over 59% of our Irish drivers.

✓ **2016** this increased to 81%

✓ **2017** again an increase to 82% and we are on course to increase this number in 2018.