Recruitment and Retention
Applications and Processes for an Electronic Age
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Two basic steps will reduce driver turnover.
- Hire more qualified drivers on the front-end.
- Improve driver management practices.
Trends

- Drivers are more “Web-savvy.”
  - Prevalence in online employment applications
    - Data capture offers more advantages.
    - Elimination of rekeying data
  - Automatic scoring and qualification of driver information
  - Leverage the Internet for better communication with drivers.
    - Use driver portals during the hiring process.
    - Establish portals to transact “business” once on-boarded.

Trends (cont.)

- Strong relationship between safety and retention
  - Drivers want to work with companies that are committed to safety.
  - The challenge for management is the amount of data to parse through.

Data Is Good

- Makes driver behavior and activities more visible
- Provides insight into driver preferences
- Allows for more informed decision making
- Improves:
  - Driver relationships
  - Customer service
  - Driver compliance with government and company policies
Information Overload

Too much data to manage effectively!
- Multiple databases, Web sites, and third-party systems from which to retrieve data
  - No standardization
    - Requires a manual review of data
    - What data do you look at first?
    - How do you find the “problematic” issues quickly?
Polling Question

How many different data sources (Web sites, databases, Excel spreadsheets, third-party services, etc.) do you review to get a complete picture of driver behavior?

a. 1-2
b. 3-5
c. More than 5

. . . to Here?

- Manageable information
- Paying attention to and prioritizing "out of standard" behavior
- Reacting to behavior in near-real time
- Complete visibility and transparency of driver information and needs

. . . and Here?

- Standardized correction and reward processes
- Improved driver and customer relationships
- Less turnover
Recruitment
Implemented “Thoughtfully”… Technology Can Help.
- Web-based employment applications
- Job boards
- Social media
- Applicant “processing” systems
- Driver portals

Retention
Implemented “Thoughtfully”……… Technology Can Help
- Driver management software
  - Workflow and process management solutions
- Driver scorecards
  - Window into driver activities and behaviors
- Driver portals
  - Consistent and timely information provided to the driver

Critical Success Factors
- Technology integration standards
  - ODBC
  - Web services
  - XML
  - Internet enabling protocols
Critical Success Factors

- Business process standards
  - Qualification criteria (government & company standards)
  - Immediate visibility and response to out of standard behavior
  - Improve compliance
  - Improve fleet safety
  - Manage by the facts
    - Drivers treated fairly and with respect

Critical Success Factors (cont.)

- Establish key (driver) performance indicators.
Critical Success Factors (cont.)

- Monitor the data to determine if key performance indicators are being met.

- Provide alerts about out of standard behavior.

- Execute corrective or positive activities in response to out of standard behavior.
Critical Success Factors (cont.)

Technology Integration Standards

Business Process Standards

"Structured" Data

Business Process Management Solutions

"Unstructured" Data

Elements of BPM Solutions

- When and how data will be gathered
- When to push data to or pull it from disparate systems
- How data will be displayed — tailored presentation from disparate systems
- When to provide escalations and response workflow based on exceptions
- Managing by exception
Elements of BPM Solutions (cont.)

- Spending more time with drivers…not looking at reports
- Integrated dashboard to provide visibility to exceptions
- Standardized processes executed
- Single window to provide a 360-degree view of all driver activity monitored by disparate systems

Elements of BPM Solutions (cont.)

- Web portal to communicate, present, and complete tasks for the driver
- Better decisions and driver relations

Driver Management Dashboard

- Exception Queues
- Automated/Standardized Task Assignments
### Recruiting

<table>
<thead>
<tr>
<th>Applications</th>
<th>Data Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background report</td>
<td>HireRight, eVerifyle</td>
</tr>
<tr>
<td>Employment verification</td>
<td>DriverFacts, Work#, Carrier web sites</td>
</tr>
<tr>
<td>Predictive modeling</td>
<td>FleetRisk Advisor, Job Behaviors</td>
</tr>
<tr>
<td>Qualification criteria</td>
<td>ProTread, Vertical Alliance, LMS</td>
</tr>
<tr>
<td>Training</td>
<td>Create driver files on-boarding a driver</td>
</tr>
<tr>
<td>Imaging</td>
<td>Foundation for driver qualification files</td>
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<tr>
<td>Accounting</td>
<td>Payroll, I-9, W-4</td>
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<tr>
<td>HR</td>
<td>Benefits enrollment</td>
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</tbody>
</table>

### Safety and Performance

<table>
<thead>
<tr>
<th>Applications</th>
<th>Data Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>MobileComm</td>
<td>Engine Data, MPG, Idle, Hard-braking</td>
</tr>
<tr>
<td>Background report</td>
<td>MVRs, State/Local Citations</td>
</tr>
<tr>
<td>Training</td>
<td>ProTread, Vertical Alliance</td>
</tr>
<tr>
<td>Dispatch</td>
<td>Driver qualification file expirations, On-time delivery, Paperwork Compliance</td>
</tr>
<tr>
<td>Log violation</td>
<td>Log Violation Management, eLogs, OTS, Rair, Rapid Log</td>
</tr>
<tr>
<td>Settlement</td>
<td>ADP - display settlements</td>
</tr>
<tr>
<td>Accounting</td>
<td>Performance Bonuses</td>
</tr>
<tr>
<td>Driver performance</td>
<td>SpeedGauge, GreenRoad</td>
</tr>
<tr>
<td>Fuel compliance</td>
<td>IDSC</td>
</tr>
</tbody>
</table>

### Summary

- Define your business processes first; technology solutions will follow.
- Improved integration tools will continue to extend the value of individual, disparate systems to enhance the overall view of your driver.
- Listen to your driver’s needs and be in a position to react to them.
Content & Process Management Technology can help manage your drivers.

- Managing by exception allows you to spend more time with your drivers.
- Ensures greater compliance and allows knowledge workers to focus on problematic issues.

Integrated dashboards provide real-time data to allow you to make better operational decisions.

Q&A

Jim Angel, CTP

Manager Safety & Compliance Solutions
PeopleNet,
In-Cab Technologies for the Driver

EOBR’s, A Drivers In-Cab Experience

- Form and manner violations go away
- Record of duty status not current go away
- 11, 14, and 70 hour violations are reduced dramatically
These violations represent 42% of driver violations. Driver warnings in-cab:
- 1 hour left for 11, 14, and 70.
- You have XXX remaining for a qualified sleeper berth period.

All of these warnings and calculations result in lower CSA scores, fewer violations, and cleaner inspections.

Safe Mode Idle Screen for driver information while moving:
- Current drive time
- Current on-duty
- Personal Conveyance (PC) miles traveled
- Real-time MPG
  - Drivers love this if company has MPG incentives.
**MPG Management for the Driver**

- Stop information provided to driver in stop order
- Fuel stops routed and navigation provided
- Turn by turn directions

**MPG Management for the Driver**

- In-Cab driver performance
- MPG
- Idle time
- Avg speed
- Over RPM
- Over speed

**Reduced Paper for the Driver**

- In-Cab scanning for receipts, BOL’s, and trip information
- In-Cab printing, PDF files
- Permits
- Signature capture
- Report OS&D with picture capture
Reduced Paper for the Driver

- Embedded forms with limited input from the driver
- Electronic driver vehicle inspection report (eDVIR)
- Add a photo of the inspection defect

Improved Driver Experience In-Cab

- In-Cab training
  - Safety
  - Driving techniques
  - Loading, unloading
- Tractor information
  - Tire pressure
  - Fault codes
- Driver entertainment
  - Netflix
  - Other approved web sites

CSA and EOBR’s

- Speed Monitoring
- Verified Sudden Stop Events
- Sudden Start Events
- Lane Departure Systems

Speeding and following to close
violations comprise 70-80% of
moving violations for most carriers.
Use of Speed Monitoring and
Sudden Stop Alarms allows carriers
to identify problem drivers before
the violation occurs.
Fatigued Driving

- eDriver Logs
  - Form & Manner, Logs Not Current, and Falsification were 34% of total violations in 2010. Electronic logs effectively eliminate these violations leading to an immediate score improvement.

Driver Fitness

- Use forced reply forms to notify drivers of expiring documents
  - Electronic forms reduce phone calls and document the time and date the driver was notified

- Electronic Annual "Driver Violation Certification"
  - Simplifies collection of one of the most troublesome forms in the qualification file

Controlled Substances

- Provide driver random test notifications via forced reply form
  - Drivers can be notified any time they are near a test facility vs being routed to a terminal
  - Electronic form provides documentation of time and date driver actually received notification for compliance purposes
CSA and EOBRR's

Vehicle Maintenance

- Electronic DVIR
- Fault Codes
- PM mileage tracking via PFM
- Mileage Alarm
- Onboard tire monitor

Cargo Related

- In-Cab Securement training
- In-Cab Hazmat training
- Onboard scale (future)

Accident Factor

- Use Onboard Event recorder for root cause analysis
- Prove driver is not at fault
Use of SpeedGauge and Sudden Stop Alarms allows carriers to identify problem drivers before the violation occurs.

Use forced reply forms to notify drivers of expiring documents. Electronic forms reduce phone calls and document the time and date the driver was notified.

Electronic Annual “Driver Violation Certification” simplifies collection of one of the most troublesome forms in the qualification file.

Provide driver random test notifications via forced reply form. Drivers can be notified any time they are near a test facility vs being routed to a terminal. Electronic form provides documentation of time and date driver actually received notification for compliance purposes.
What Is the Problem?

- Do we have a driver shortage problem?
- or
- Do we have a driver recruiting and retention problem?

Answer: Both!

Driver Shortage

We have no control over this!

Contributing Factors
Who Is Our Competition for Drivers?

- We are no longer competing with each other.
- We are competing with other industries.

Fast Facts

- Trucking industry exceeds capacity for the next 15 years.
- The trend of joining the “trucking family” is deteriorating.
- Baby Boomers and Generation X truck drivers are retiring.
- Generation Y wants nothing to do with us.
- The 9-5 job is becoming more alluring.

Yesterday’s Driver

“Truck drivers were glorified as modern day cowboys, outlaws, and rebels during the peak of trucker culture in the 1970s.”

Wikipedia
Today’s Truck Driver Image

“During the latter portion of the 20th century, the trucking industry’s image began to wane. More recent portrayals of truckers have been as male chauvinists or serial killers.”

Wikipedia

What Does Today’s Driver Want?

- Autonomy – They want to know that their opinion counts and they have a choice in their career path.
- Mastery – They must know we will train them to be professionals in a field they can be proud of.
- Professionalism – They must be given the technology and resources to operate with the same professional responsibility as pilots.

What Does Today’s Driver Want? (cont.)

- Purpose – They must understand how dependent society is on them.
- Achievement – Over the course of a year, the loads one driver delivers could provide for millions of people.
How Do We Attract Talent?
- Catch them early and groom them to be driving professionals.
- Sell them on the industry first and where it is going – not where it has been.
- Then sell them on your company’s resources and technological advances.
- Create a culture that fits the new age driver.

How Do We Keep the Talent?
- Train them to be professionals.
- Measure them.
- Show them upward mobility.
- Commit resources and technology to promoting safety.
- Introduce technology into your culture now – or get left behind.

Things We Can Control

INTEGRATED RECRUITING PROCESSES + INTEGRATED RETENTION PROGRAMS =
The Manual Recruiting Process

- Advertise Position
- Structured Telephone/Walk-in Interview
- Answer Application
- Background Checks
- Motor Vehicle Reports
- Written Exam
- Driver Profile
- Structured Personal Interview
- Drug Test
- Road Test
- DOT Phys. Exam

SUCCESS: HIRE

The Integrated Recruiting Process

Outlets to Recruit Drivers

- Working Today
- Outdated & Expensive

Facebook
Twitter
Recruiting Websites
Company Websites
Newspaper
Truck Stop Advertising
Radio Spots
TV Commercials
Results

MORE QUALIFIED DRIVERS

NOT

MORE RECRUITERS

Cost of Turnover

How much does it cost?

Every driver you lose costs your company $5,000 to replace. Replacing a good one could be THREE TIMES that amount.

Retention

Manage the drivers' life cycle through integration and workflow
On Board Event Recording

- At Vickers, the PeopleNet System records all our events.
- When an event is recorded outside of the company’s acceptable standards, the system sends a message to the EBE driver portal, triggering a workflow process.

Event Triggers

- Speeding
- Over RPM shifting
- Idling
- Hard brakes
- Sudden starts
- MPG
- Out of route mileage
- ETA
- Detention
- DVIR’s
- ELOG’s
- Messaging
- PTO time
- Moving time
- Start stop reporting
- Fuel levels
- Fuel taxes
- Fault Codes

Workflow

- The driver portal auto starts a workflow process.
- Driver portal sends a message to the driver, driver manager and safety director.
- The driver is given three days to complete a corrective action class online.
The next step in the workflow process: the driver portal sends the online class to the truck via PeopleNet.

This is so the driver can take the class when it is convenient.

- Web Portal

Targeted Training

- Fatigued Driving
- Improper Loading/ Cargo Securement
- Unsafe Driving
- Controlled Substances/ Alcohol
- Vehicle Maintenance
- Crash Indicator
- Driver Fitness
- Expenses

Online Class

- Step 2 – Most videos are 3-7 minutes long.
Completing the Class

Certificate of Completion

Is Hereby Granted To: John Smith
To Certify That They Have Completed To Satisfaction

Hours Of Service

Granted: Date – Completion Time
John Gambill, Safety Director

Measurements

- Driver scorecards bring results:
  - Improved CSA scores
  - Improved on time percentages
  - Improved out of route mileage
  - Improved MPG’s
  - Improved utilization
- Create competition with scorecards

Driver Scorecard
Idle Reduction Sweepstakes

Technology Road Blocks
- Driver push back
- Compliance with hours of service regulations
- Costs of technology

Implementation Tips
- You have to be on board!
- Handle this announcement in small groups to avoid the “soap box.”
- Remind them that if they are doing what they are supposed to anyway, then it is no big deal.
- Explain this will help you coach them to be better professional drivers.
Addendum

Full-sized Charts and Graphs
Driver Management Dashboard

Exception Queues

Automated/Standardized Task Assignments
Driver Management Dashboard

Driver Scorecard
Driver Portal
Driver Portal

Electronic Signature

Moline Trucking Company

Driver Portal

Driver Dashboard
Safety Center
Driver Performance
Company Information
Driver Settlements
Personal Correspondence
Driver Profile
Items Pending
Print Forms

Safety Center

Activity

- Sign Violation Letter
- CDL Renewal
- Review and Sign MVR
- Physical Renewal
- Training Session Scheduled
- COV
- Safety Forms Center - E-Forms

Dear Kevin,

Larry, in auditing your daily logs, we found the following violations. Please sign this notice. (Note: this is not an admission of guilt, rather documentation that you have been notified of these violations.) If you do not understand why you were in violation, or if you feel you have been cited in error, please call Teresa at 555-555-5531 ext.33.

Date | Description | Comment | Sv | Pts
--- | --- | --- | --- | ---
07/02 | Duty Change | Location Missing city and or State | 1 | 1
07/02 | Inception | Missing pre-trip or post trip Inception on grid | 1 | 1
07/13 | Duty Status Totals | Missing or Incorrect | 1 | 1

THANK YOU!

If you have any question please call; Drive Safely.

Sincerely Yours,
MOLINE TRUCKING COMPANY.

Please Use Your Mouse Or Stylus To Provide A Signature.
Electronic Hours of Service

- Form and manner violations go away
- Record of duty status not current go away
- 11, 14, and 70 hour violations are reduced dramatically
These violations represent 42% of driver violations

- driver warnings in-cab
  - 1 hour left for 11, 14, and 70
  - You have XXX remaining for a qualified sleeper berth period
Electronic Hours of Service

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- Add a photo of the inspection defect
In-Cab training
- Safety
- Driving technics
- Loading, unloading

Tractor information
- Tire pressure
- Fault codes

Driver entertainment
- NetFlix
- Other approved web sites
Driver Shortage

We have no control over this!
Contributing Factors

**Perfect Storm for Capacity Shortage**

- **Cost of Healthcare**
  - Will deter new employers in the trucking industry

- **Credit Markets**
  - "frozen credit"
  - Lack of available credit will keep fleets small

- **Gen-X Drivers Retiring**
  - CSA ★ 2010
  - New safety restrictions will remove capacity

- **2008 and lingering recession**
  - 800 trucking companies went out of business in 2009 alone. Drivers have left the industry to find another line of work

- **Cost of equipment up 20%**
  - Power Unit:
    - 2007: $108,000
    - 2011: $133,000

- **Fuel Costs**
  - Fuel Costs driving down (source: owner operators)

- **Hours of Service Restrictions**
  - 11 to 10 hours
Things We Can Control

INTEGRATED RECRUITING PROCESSES + INTEGRATED RETENTION PROGRAMS =
The Manual Recruiting Process

Advertise Position
Structured Telephone/Walk-in Interview
Driver Application
Background Checks
Motor Vehicle Reports
Written Exam
Driver Profile
Structured Personal Interview
Drug Test
Road Test
DOT Phy. Exam

SUCCESSFUL HIRE
The Integrated Recruiting Process

1. Online Application
2. Employment Verification
3. EBE Automated Portal
4. Meet Minimum Standards
5. Run Background Check
6. Driver Takes Online Jobbehaviors Test
7. Driver Scores 3 Stars or Better
8. Auto File Imaging Server
9. Driver Comes In For An Interview
10. Onboarding DQ Files
11. Negative
12. Driver Takes Drug Screen
13. Yes / No
Outlets to Recruit Drivers

Working Today

- Facebook
- Twitter
- Company Websites
- Recruiting Websites

Outdated & Expensive

- Newspaper
- Truck Stop Advertising
- Radio Spots
- TV Commercials
Retention

Manage the drivers’ life cycle through integration and workflow
Targeted Training

- Fatigued Driving
- Improper Loading/Cargo Securement
- Unsafe Driving
- Controlled Substances/Alcohol
- Vehicle Maintenance
- Crash Indicator
- Driver Fitness
- Expenses
Online Class

- Step 2 – Most videos are 3-7 minutes long.

134 – Railroad Crossing
Explains proper procedures for crossing railroad crossings; demonstrates the importance of observing railroad crossings; emphasizes the dangers of ignoring railroad markings and of stopping on railroad tracks (3:31min).

135 – Seatbelts
Defines the seat belt and explains its intended uses; illustrates how seat belts prevent wearers from being thrown from the vehicle; warns against failure to wear or wear the seatbelt properly; provides statistics on fatalities caused from not wearing a seatbelt; examines seatbelt technology (4:43min).

136 – Stop and Traffic Signs
Demonstrates various stop and traffic signs seen while in transit; explains right of way rules regarding various types of stop sign; briefly covers speed limits and commercial vehicle traffic regulations; provides statistics on fatalities caused from not wearing a seatbelt; examines seatbelt technology (5:37min).
## Driver Scorecard

<table>
<thead>
<tr>
<th>Goal</th>
<th>7.5</th>
<th>10</th>
<th>6.8</th>
<th>10</th>
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<th>0</th>
<th>10</th>
<th>0</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver Name</td>
<td>Driver ID</td>
<td>MPG</td>
<td>MPG Score</td>
<td>Moving MPG</td>
<td>Moving MPG Score</td>
<td>Over RPM %</td>
<td>Over RPM Score</td>
<td>Long Idle %</td>
<td>Long Idle Score</td>
<td>Over Speed %</td>
<td>Over Speed % Score</td>
<td>Excess Speed %</td>
<td>Excess Speed % Score</td>
<td>Sudden Start Alarms</td>
<td>Sudden Start Alarms Score</td>
<td>Sudden Stop Alarms</td>
<td>Sudden Stop Alarms Score</td>
<td>Over Speed Alarms</td>
<td>Over Speed Alarms Score</td>
<td>Driver Violations</td>
</tr>
<tr>
<td>WINGET, EDWARD</td>
<td>WINEDW</td>
<td>7.2</td>
<td>9.7</td>
<td>7.3</td>
<td>10.0</td>
<td>74.4%</td>
<td>0.7</td>
<td>0.0%</td>
<td>10.0</td>
<td>2.1%</td>
<td>10.0</td>
<td>0.0%</td>
<td>10.0</td>
<td>0.0%</td>
<td>10.0</td>
<td>0.0%</td>
<td>10.0</td>
<td>0.0%</td>
<td>10.0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### Graphs

1. **Miles Per Gallon**
2. **Moving Miles Per Gallon**
3. **Driver Violation Count**
4. **Over RPM %**
5. **Long Idle %**
6. **Over Speed %**
7. **Excess Speed %**
8. **Sudden Start Alarm Count**
9. **Sudden Stop Alarm Count**
10. **Over Speed Alarm Count**

### Chart Legend

- **Driver Actual**
- **Goal**
- **Terminal Average**

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**Supervisor Signature**

**Date**