



Hiring and Retention The Safety Correlation

Balance and Focus

Balance

Operations

Recruiting

Safety



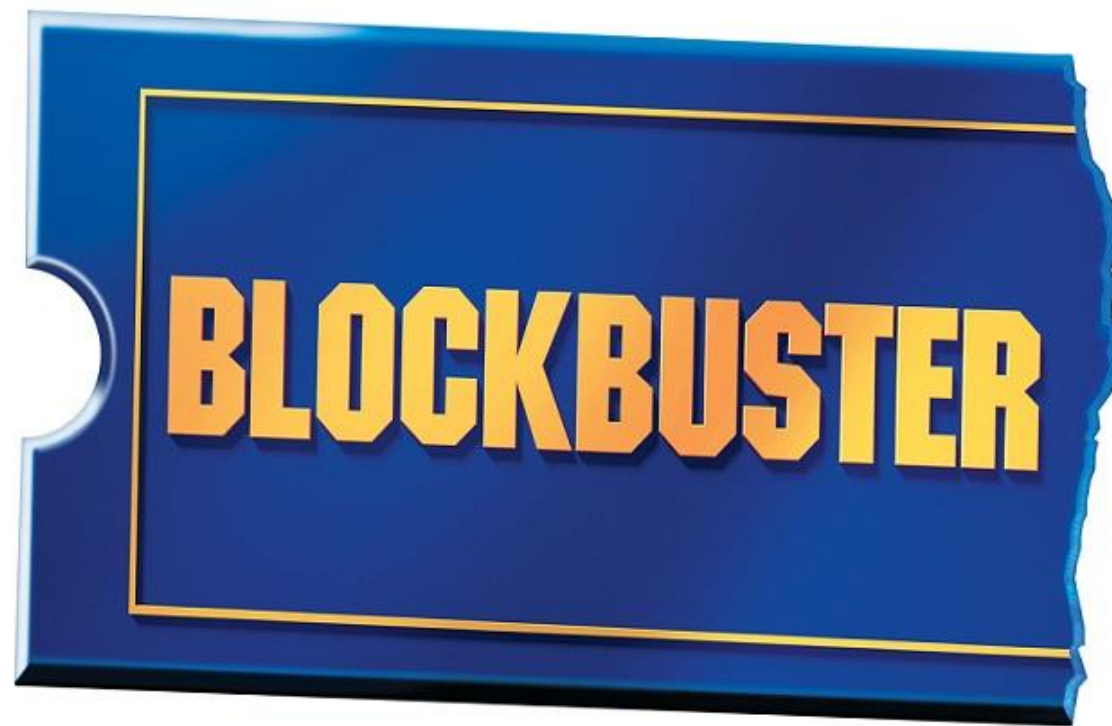
Change

- All around us
- Easy to blame someone else for our new challenges.
- Seem to think one thing is “killed” by another....

Rarely is that the case



NETFLIX









More on this one later.....

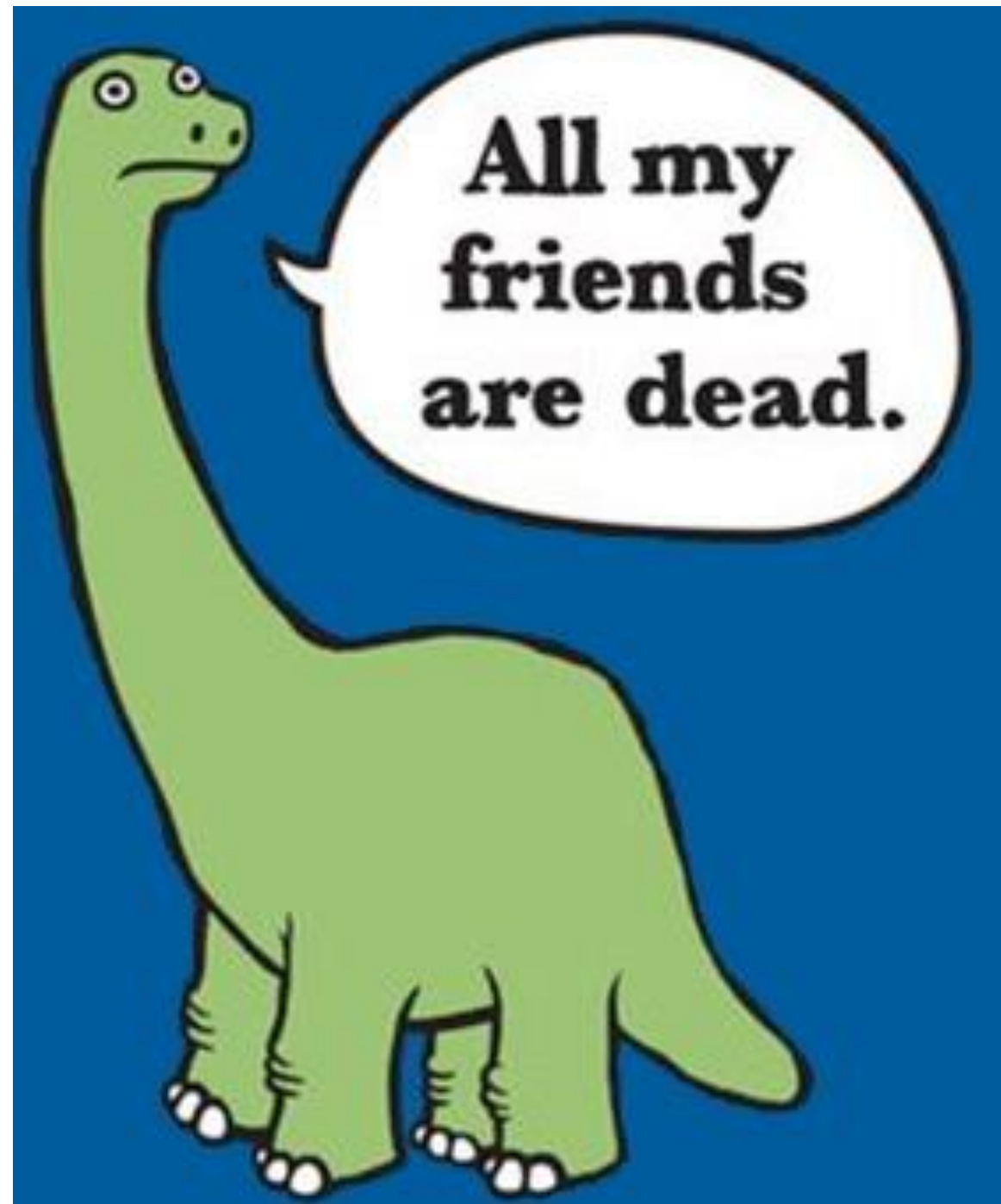
Was there ever any SHORTAGE of

- Home cinema/entertainment
- For hire people transportation
- Music
- For hire lodging



My opinion

- They didn't capitalize on what they already had.
- Didn't adapt to the future.



So why do we say there is a driver shortage when....

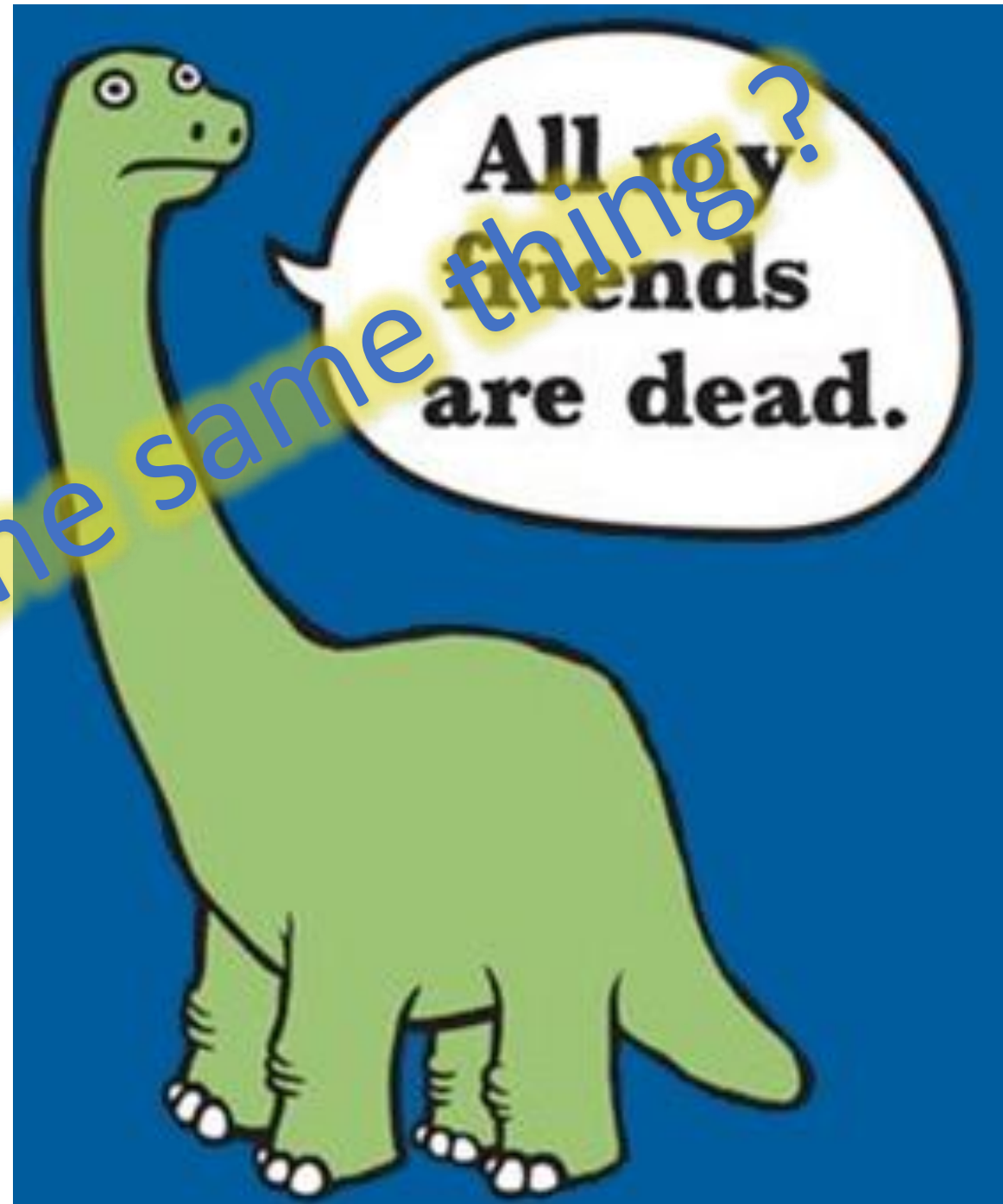
- We cut rates to gain market share
- Reduce prices to “keep” customers
- Treat driver’s time as FREE
- Allow customers to mistreat drivers
- Some companies with lots of drivers are going broke



My opinion

- They didn't capitalize on what they already had.
- Didn't adapt to the future.

Are we just doing the same thing?

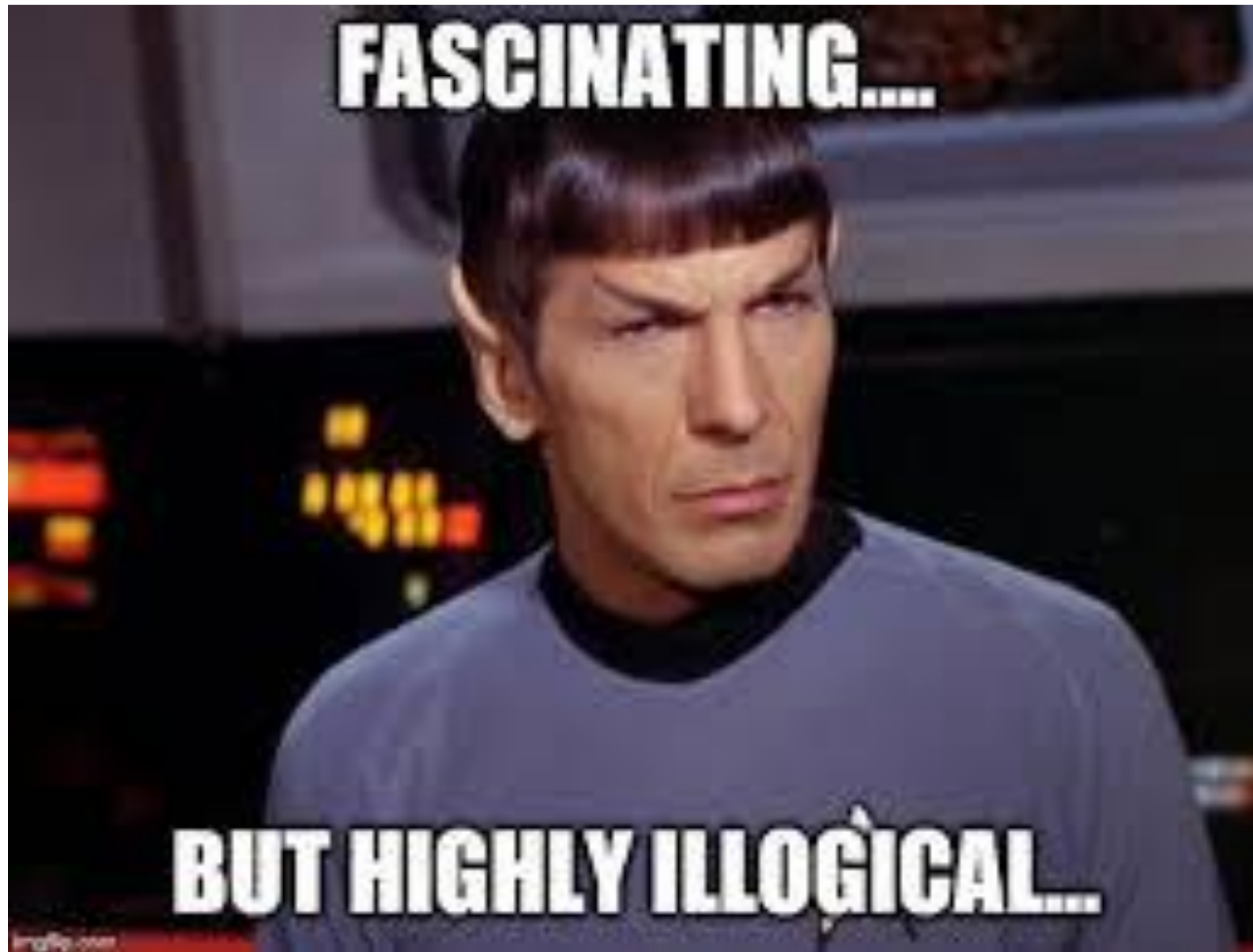


True shortages do exist.....



Think anyone
was offering sale
prices for gas ?

A Driver Shortage ?



Driver Supply Challenge

Blamed it on the “supply” of ready to work drivers.

Reality - We were LAZY !

- Regulations
- Competition – New and emerging
- Social evolution
- Aging workforce



Driver Shortage ?

After 20 years.....“Shortage ?”

- **Inefficient** use of drivers
Commodity vs Resource.
- **Harder** to find them
Recruiting will be harder
- **Longer training** time
Investment will be greater



“Resource Supply Issue”

Advantage



Disadvantage



Il.....

A black and white woodcut-style illustration of a hand with a clenched fist. The hand is shown from a side-on perspective, with the thumb tucked in. The drawing uses heavy black lines and fine hatching to create deep shadows and highlight the musculature and texture of the skin. The overall style is reminiscent of 19th-century political posters or protest art.

- The good news – If it is our fault, it is ours to solve.
- He who adapts best wins.



The biggest challenge to our industry isn't a driver supply problem, it is not properly adapting to the driver supply challenges.

It starts with the Hiring....

- Don't lower the bar.....
- Increase the effort
- Increase the efficiency
- Improve the process
- Increase the resources
- But for god's sake.....don't lower the bar.....



Hiring Process



GOOD

A+

**Problem Solvers
Expert Drivers
Customer Driven
Safety Conscious**



FAST

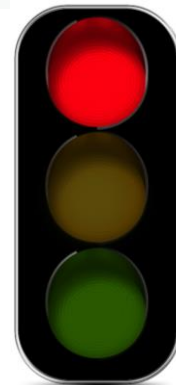
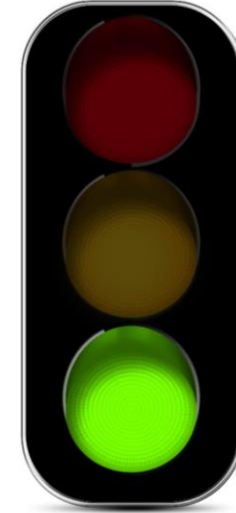
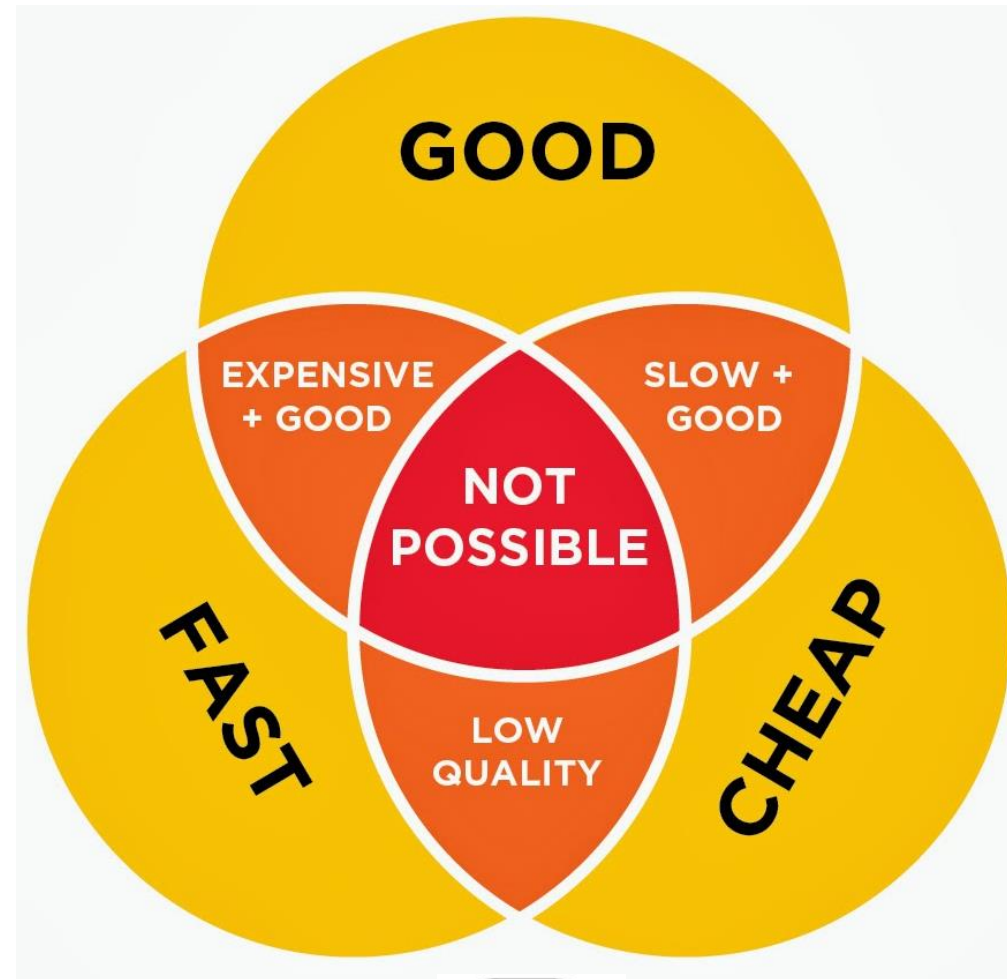
**At the ready
Tomorrow AM start
I want it all and I
want in now.**



CHEAP

**Don't spend a lot
Use social Media –
(that is free)
No \$ Resources**

Hiring Process



Need to adapt to survive





Hiring - Getting “it” right is still absolutely critical.

Everyone has an opinion...

Recruiter

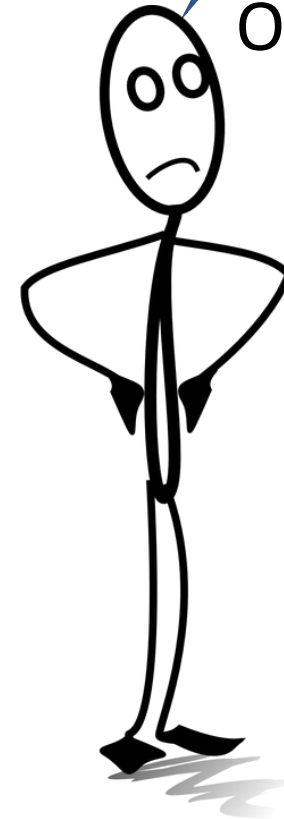
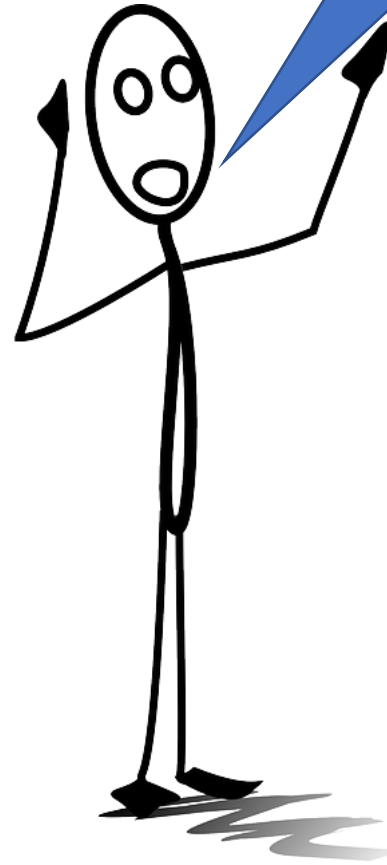
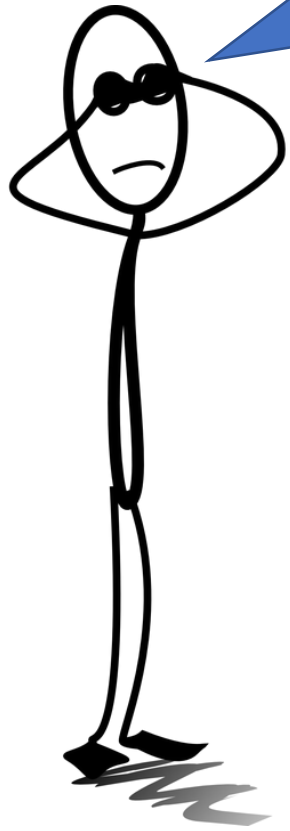
What is taking so long?

Safety

This guy can't drive!

Operations

Why are safety guys so fussy?



Balance – When do we have the best performance?

- Full slate of trained qualified drivers
- Operating at maximum efficiency
- Properly, Safely, Legally.



THANK YOU

CAPTAIN OBVIOUS!



to



TOP

1
2
3

Safety

Operations

Recruiting

Understand your role.

- Less to pick from
 - Not as many interested
- Those that are interested are going to take a lot more work.
 - Get used to it.
 - Teach
 - Mentor
 - Invest
- Your job isn't to find reasons why drivers SHOULDN'T be hired, It is to find how they could be hired and drive safely.



Everything needs a closer look.



- Don't be a victim of bad policies.
- 1 and done in probation period policy ?
- You have already paid the admission....
- Drivers may have had an accident in the early stages.
- Likelihood they will have another one ?
- Nothing to do with the first one and more to do with their ownership of the first one.
- Root cause analysis

It is not just the new drivers.

- 6 to 18
 - 5
 - 10
-
- Do your own analysis – act on your findings
 - A safe fleet with help attract other safe drivers.



Continuous Learning

- Invest in and manage the performance of your people.
- Bad Drivers = lose a customer
- Bad Dispatch = lose a fleet
- When was the last time you gave your dispatchers training and some additional tools to help them communicate ?



Operations



Drivers are SMEs



Operations

- Ask the experts – drivers typically know more about the job you are “managing “ them to do than you possibly ever could.
- Ask for their help, suggestions, contributions – and USE THEM
- Get out of their way
 - Team
 - Technique
 - Task
 - Time



Dispatch - Driver Interaction

- Treat new drivers like NEW DRIVERS !
- Danger for poaching 6 to 18 months
- Treat all drivers as professionals and with respect.
- Expect that your customers do as well
- Bonus dispatch not only on miles, but on retention.



Get over yourself.....

- Tattoos
- Piercings
- Multiple job history
- Needs training
- Doesn't want a forever job
- English as second language
- Doesn't look like you
- Doesn't sound like you

- Any of those make them unsafe ?



Recruiting

Chase two rabbits you will catch neither.



- Don't try to be everything to everyone
 - First in all categories.....
 - What works for you ?
 - Ask your people why they stay.
- Culture
 - Fit isn't just important in clothes.
- Match your job with your person
 - RPRJ



Ask for help.

- Recruit with your total package and total team.
- Referrals can be your best tool.
- Ask your Employees for help and reward (\$) their successes.

Recruiting



Can we measure any of this ?





Indirectly

[illegible]

KPI



Recruiting

- T/O
- CHURN
- Resource / hire

KPI



Safety

- CRASH / MM
- Driver VIOL / MM
- OOS / MM

KPI

An orange circle containing the word "Operations" in white text.

Operations

- Miles / Deliveries per driver/shift
- On time %
- Cost of Delivery

KPI



Safety



Recruiting

Trend KPI's over time

Understand the changes (causation vs correlation)

Positive – repeat

Negative – understand and adapt

Don't lose focus



Operations

- The problem isn't them.
- The solution is us.
- An empty truck is not good, however is better than an unsafe one.
- Don't lower the bar to get a quick short-term fix.
- Marathon not a sprint.





KEEP
CALM

IT'S
Miller
TIME.

A red pushpin is pinned to the top left corner of the white note.

THANK
YOU