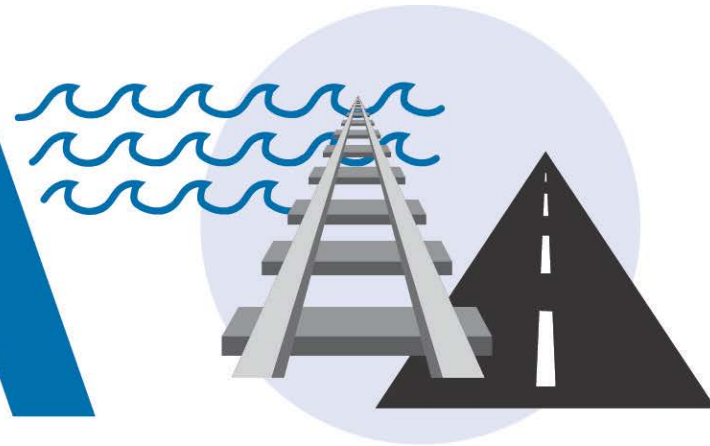


# IANA



**INTERMODAL ASSOCIATION OF NORTH AMERICA**

# *Innovative Approaches to Driver Recruitment and Retention*

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JULY 25<sup>th</sup> 2017, 2:00 PM ET

Sponsored by:



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# Housekeeping

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- Panelist presentations will be followed by audience question and answer session
- Audience audio will be muted
- Submit questions at any time for Q&A session at the end of the webinar presentations



# Our Panel

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Tim Hindes, Chief Operating Officer, Stay Metrics



Priscilla Peters, VP Marketing & Training,  
Conversion Interactive Agency

Ellen Voie, President & CEO, Women in Trucking



# Structure

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- ✓ Introduction
- ✓ Finding the Right Candidates
- ✓ Building a Balanced Workforce
- ✓ Retaining for the Long Haul
- ✓ Q & A







# Recruiting



## DRIVERS ARE MOBILE

**90% of visitors** to driver landing pages in 2016 were from a **mobile device.**

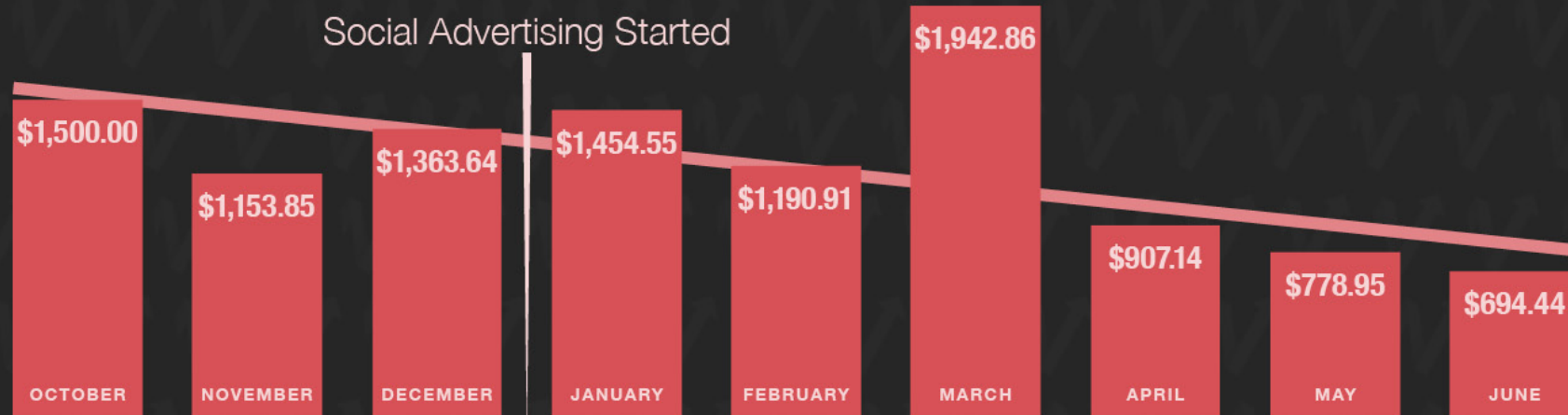
**55%** in  
2014

**85%** in  
2015

**90%+** in  
2016

## IMPACT OF SOCIAL ADVERTISING

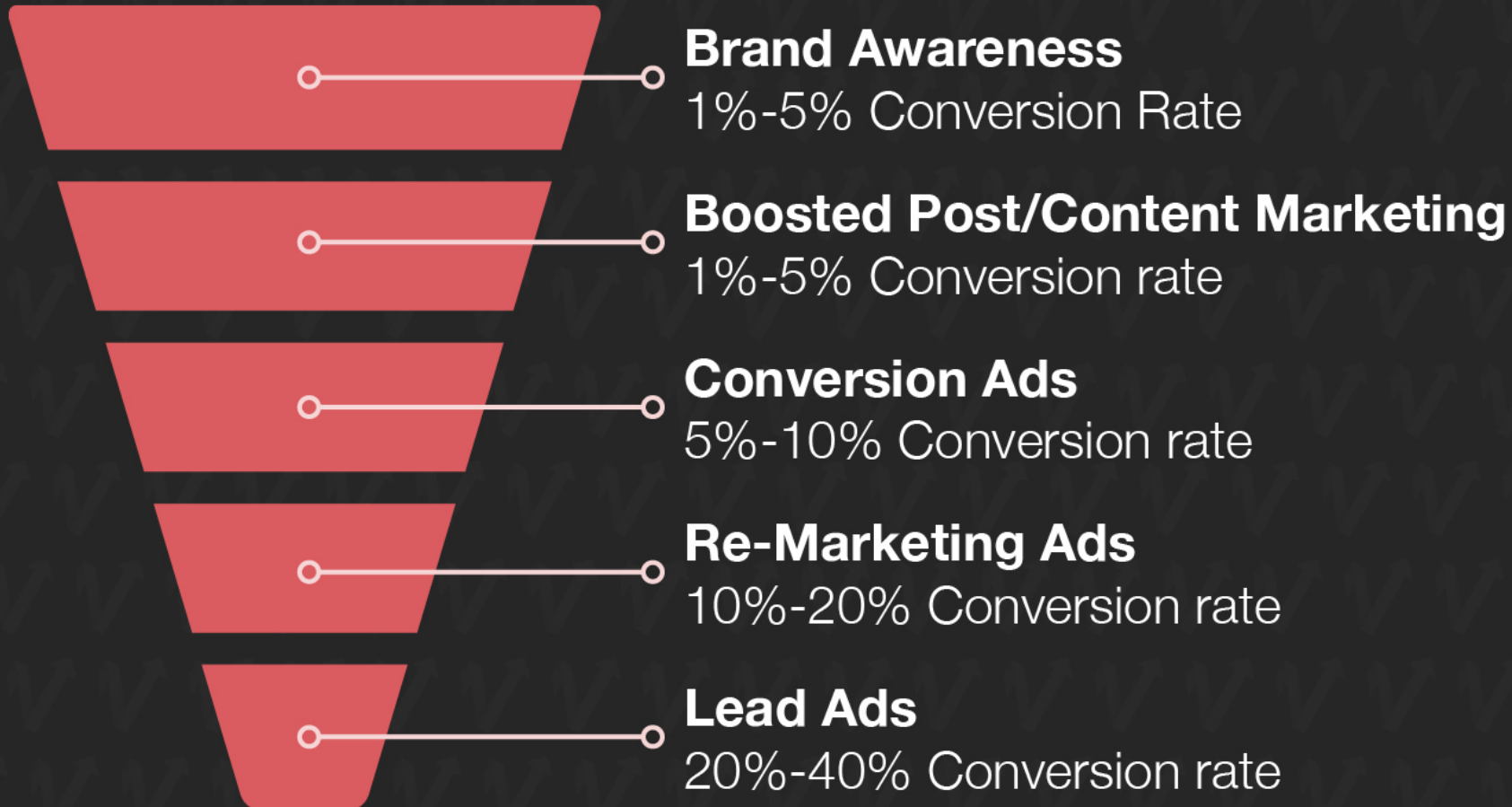
**SEM** enjoys a **lower Cost-Per-Hire** when coupled with **Social Advertising**.



Social & Digital Media Remarketing in tandem = **success.**



## SOCIAL ADVERTISING APPROACH HAS CHANGED

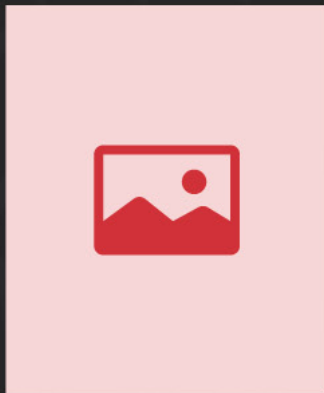


## COMPETITION FOR SOCIAL NEWSFEED SPACE

Competition for  
Social Newsfeed  
space has **TRIPLED**  
since last year.



## VIDEO IN SOCIAL ADVERTISING



**Video ads on Facebook** outperform static ads by **118%** in conversions.

Vice President of Facebook says that in 4 years Facebook **will be primarily video.**





**Balance**





Incorporated as a 501(c)(6) non-profit organization in 2007.

## Mission

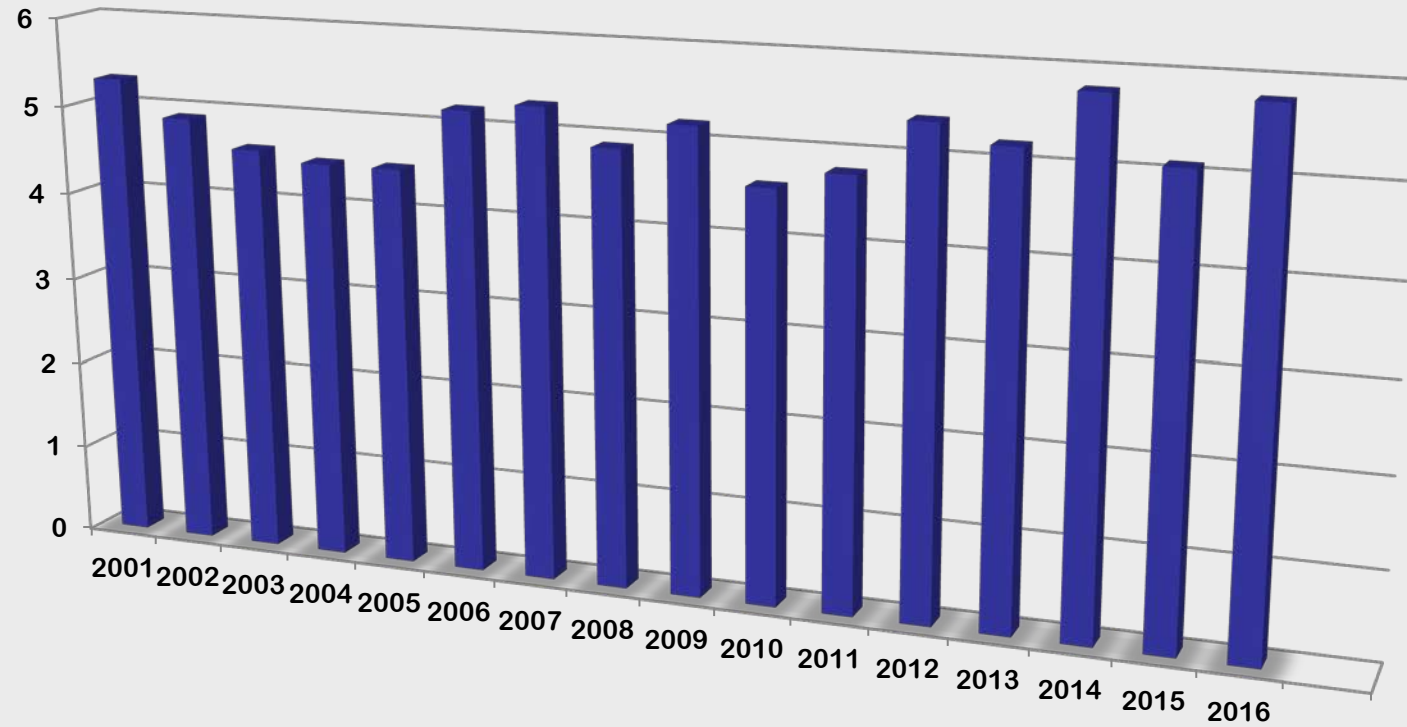
- **Encourage employment** of women in the trucking industry;
- **Promote accomplishments;** and
- **Minimize obstacles** faced by women employed in trucking.

Represents women  
behind the wheel,  
under the hood  
in the corner office

.....as well as men!



# Driver-Industry Imbalance

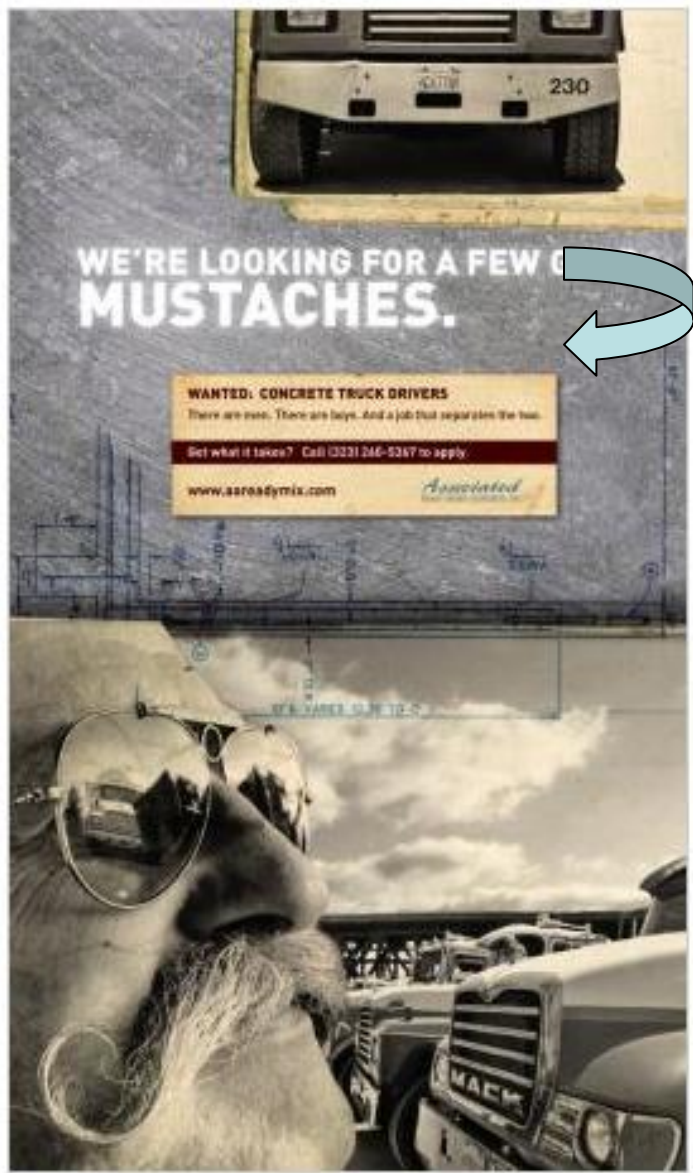


**Historical growth is minimal.**

\* under six percent female drivers.

# Are we really recruiting women?

Review recruiting ads and announcements for unconscious bias.





# Why do we want more women in trucking?



- As drivers, women....take fewer risks.
- Men have twice the number of crashes as women.
- Men are more likely to be involved in crashes that occur on curves, in the dark or while passing other vehicles.
  - › The Social Issues Research Centre
- Accidents involving women occur at slower speeds
- Resulting in less loss of life and less damage to the equipment.
- Male drivers were more likely than female drivers to report each of the aggressive driving behaviors.
  - › AAA Foundation for Traffic Safety
- Women are *reportedly* better at completing their paperwork
- Women are *often* easier to train because they are more eager to learn.

The World Health organization in 2002 reported “Masculinity” may be hazardous to health and cited risky driving as one factor.



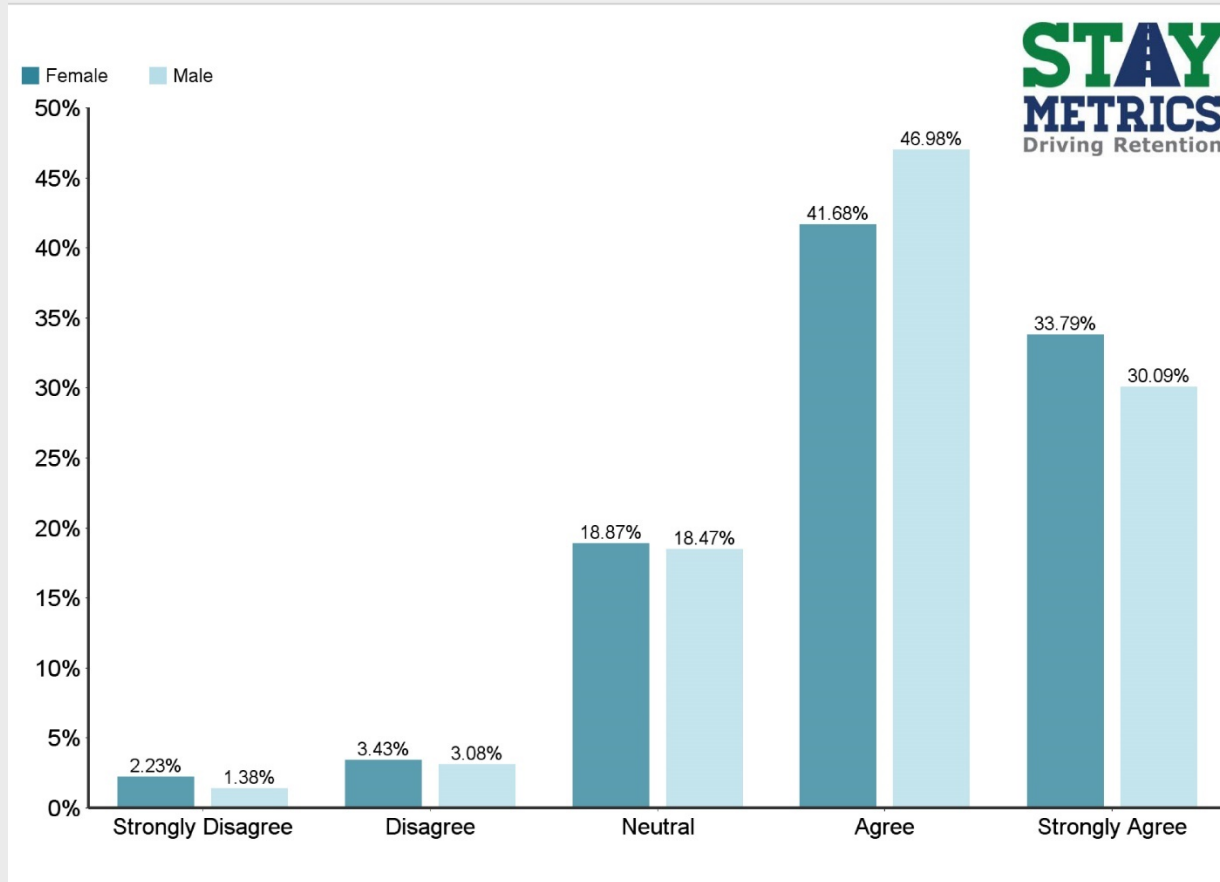
# What attracts women to the trucking industry?

1. Money
2. Independence
3. Travel
4. Family member



# Relationship with dispatchers?

You have a good relationship with your dispatcher.



Women are more likely to leave due to a bad dispatcher relationship, but are also more likely to stay if that relationship is good.



**Retention**

# Stay Metrics

- Mission: Elevate the focus on drivers as key to company success: increase retention/decrease turnover, slow driver churn, increase safety, help clients grow revenue.
  - Insight #1: Lack of sophisticated research into driver satisfaction, retention, turnover; no comparable data between companies; many decisions using conjecture & anecdotes
  - Insight #2: Retail rewards programs influence buyer behavior; gamification.
- Approach:
  - Attitude & Engagement Data
    - Driver Surveys, Advanced Analytics & Predictive Modeling
  - Driver Recognition & Rewards
  - Best-in-Class Training



Founded by Tim Hides, CEO (r) & Kurt LaDow, COO (l)



# Early-Stage Turnover: Critical to Improvement

## □ Definition

- Turnover <90 days
- Turnover <180 days

## □ Stay Metrics research of 100 drivers who started this past Monday:

**33 will leave within 90 days;**  
**22 more will leave within 180 days.**

Source: Stay Metrics Driver Database 22,000+ drivers from 70+ carriers.


33% of new hires leave within 90 days



55% of new hires leave within 180 days



# Tale of Two Carriers

 = driver who left

**50%** turnover at 180 days

**25%** turnover at 180 days



Class 1



Class 2



Class 3



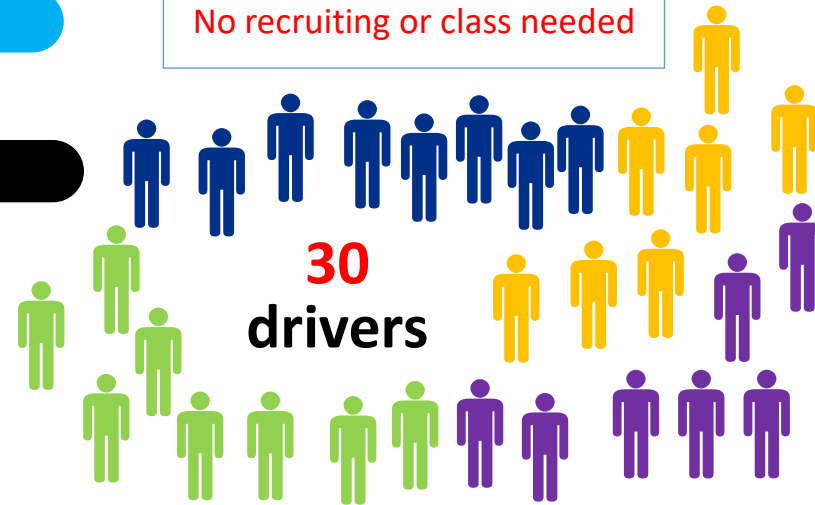
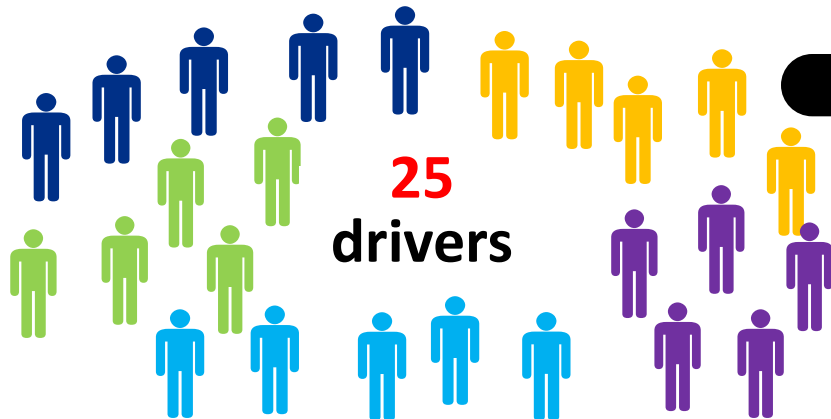
Class 4



Class 5

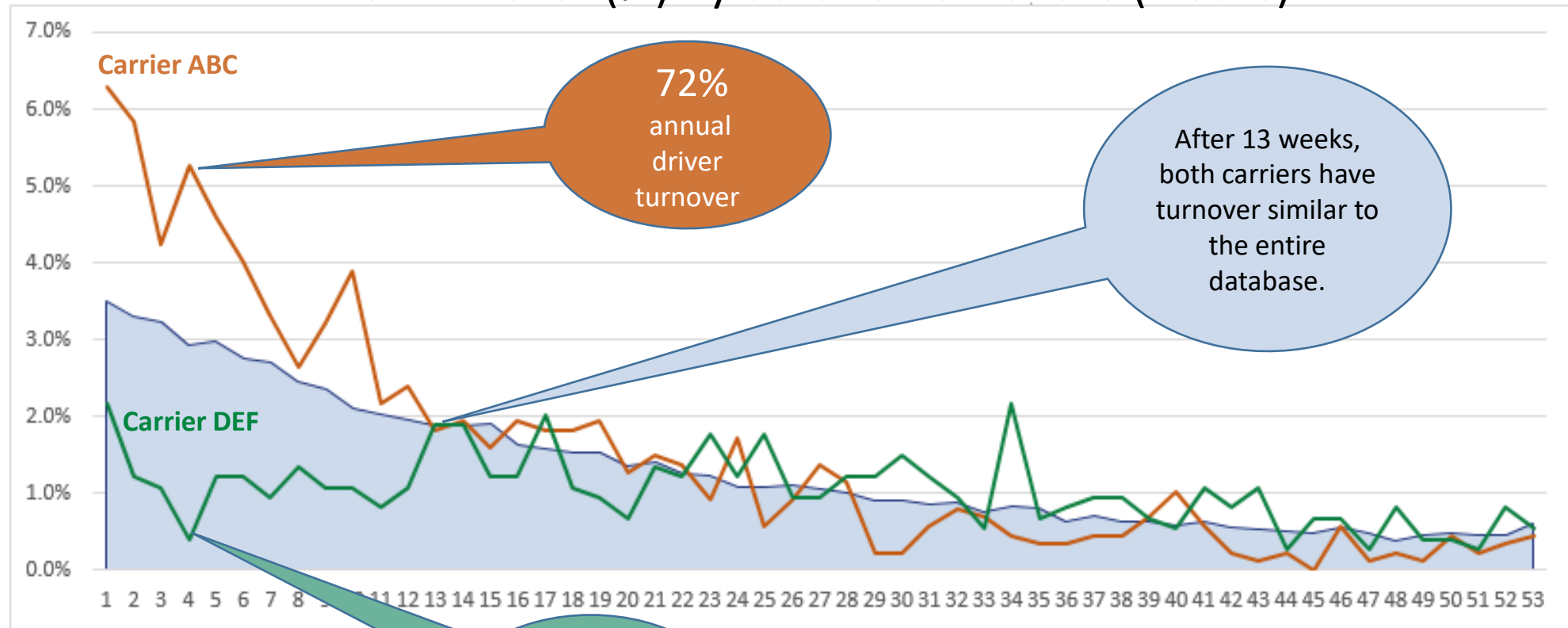
No recruiting or class needed

6 months later



# Manage early turnover for better retention

Driver turnover (%) by duration of tenure (weeks)



42%  
annual  
driver  
turnover

72%  
annual  
driver  
turnover

After 13 weeks,  
both carriers have  
turnover similar to  
the entire  
database.

Shaded blue = Stay Metrics Driver Database – all drivers, all carriers turnover by week of tenure .



# Latest Research: Top Predictors of Turnover (M/F)

## □ Top Predictors Men Drivers

- Dissatisfaction with home time
- Lack of desire for career at this carrier
- Dissatisfaction with deadhead miles
- Dissatisfaction with frequency of maintenance done on equipment
- Desire to switch dispatcher
- Bad relationship with dispatcher
- Unclear expectations from dispatcher
- Lack of trust in dispatcher
- Dissatisfaction with run types
- Lack of dispatcher responsiveness to my concerns
- Dissatisfaction with dispatcher
- Perceived ease of quitting this carrier
- Lack of recognition from dispatcher

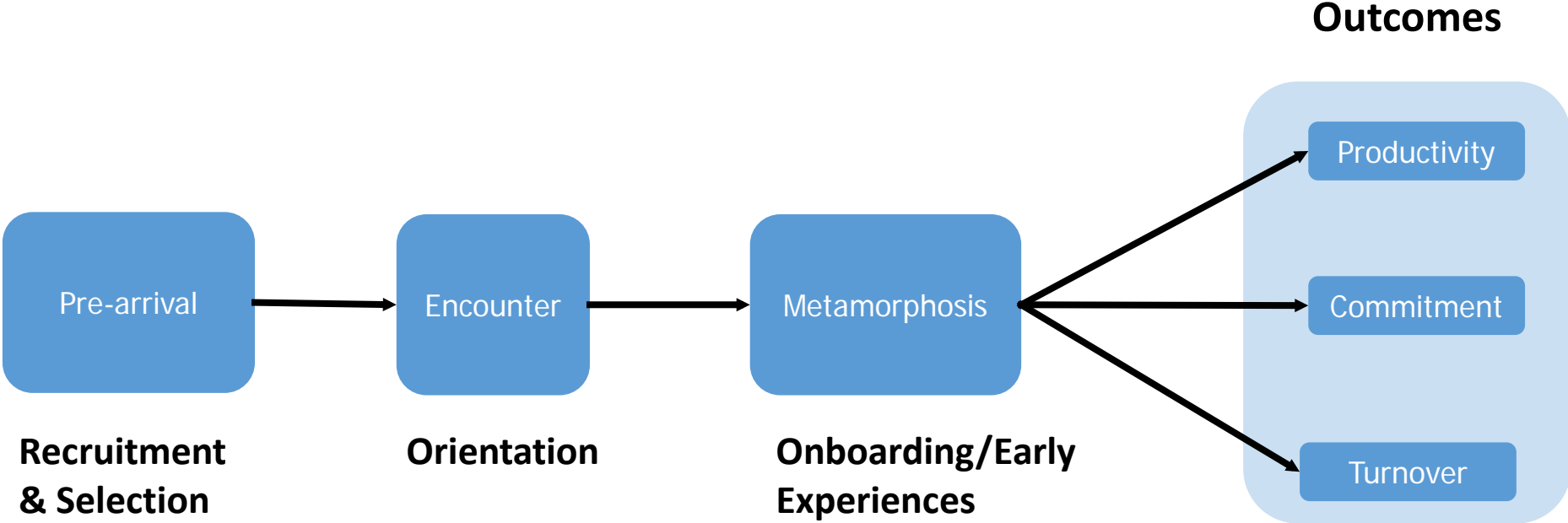
## □ Top Predictors Women Drivers

- Dissatisfaction with tractor
- Dissatisfaction with compensation for deadhead miles
- Dissatisfaction with hours worked
- Inadequate preparation during orientation for driving at this carrier
- Lack of respect at carrier's facilities
- Dissatisfaction with Maintenance Department
- My work experiences match the expectations I had when I signed up for this job
- Dissatisfaction with frequency of maintenance done on equipment
- Dissatisfaction with dispatcher
- Dissatisfaction with pay
- Not getting enough miles
- Dissatisfaction with the respect my carrier shows me
- Work is not steady enough
- Desire to switch my dispatcher

Source: Stay Metrics Driver Database.  
N=78 carriers n=12,502 drivers. 3/17.



# Socialization: Becoming an Organizational Member



Model developed by John Kammeyer-Mueller, PhD;  
University of Minnesota. Member Stay Metrics Scientific Advisory Board.

# Solutions & Interventions

- ❑ **Comprehensive Strategy**
  - Improved communications
  - Consistent communications
    - Aligned messages, truth-telling
- ❑ **Five Key Areas for Intervention**
  - During the recruiting process
  - During selection process
  - During orientation
  - During onboarding/initial socialization
  - Ongoing throughout the driver's tenure



A green semi-truck is driving on a multi-lane highway. The truck is pulling a long, empty flatbed trailer. The background is filled with stacks of colorful shipping containers (blue, red, grey) and a blurred white car, suggesting motion. The word "Questions?" is overlaid in large white text in the center of the image.

# Questions?

Enter your questions in the control panel

# Thank You!

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or e-mail: [info@intermodal.org](mailto:info@intermodal.org)



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