

Personnel Management

for the Transportation Industry



Your Guide to
Hiring and Retaining
Quality Drivers

For All Commercial Motor Vehicles



J. J. Keller
& Associates, Inc.
Since 1953


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This publication updates in
March/September

(48543)



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Library of Congress Catalog Card Number: 2016934228

ISBN: 978-1-68008-270-8

Canadian Goods and Services Tax (GST) Number: R123-317687

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Printed in the U.S.A.

Personnel Management for the Transportation Industry

Introduction

There are many changes in the transportation industry directly in front of us that can impact your personnel efforts and therefore, your results, on a daily basis. However, you, as a Personnel or Human Resource Manager in the transportation industry, have control over most, if not all of these changes.

Personnel Management for the Transportation Industry begins by challenging you to take on a more selective and professional philosophy that the future is trending toward.

This philosophy is: **“Accept nothing but the best!”**

The public wants it! The Department of Transportation will enforce it! Management should require it!

Not all trucking companies can employ the **best** driver available, no matter how this rating is scored. However, quality trucking companies can employ the **best drivers** in the industry through their own efforts to provide the **best environment** that, in turn, will attract and retain the **best drivers**.

Whether you are new to the transportation industry or are developing new standards for your company to genuinely compete within the transportation industry, the *Personnel Management for the Transportation Industry* manual will provide the background, guidance, and tools to get you to a more professional level.

Chapter review

Our intention with this manual is to communicate directly from the transportation industry’s point of view. The Department of Transportation requires that employers in the transportation industry follow specific rules with potential and current employees. We explain these rules and offer guidance to assist you in complying with the regulations. We have also included the basic requirements that an HR professional would use in any industry, along with “Real World” transportation scenarios that you can draw from to create your own policies and minimum standards.

- **Who Are the Employees** — This first section is designed to give you a basic understanding of who the Federal Motor Carrier Safety Administration defines as drivers. Descriptions of the people whose main job may not involve driving, yet help to make up the transportation industry, are discussed here.
- **Recruiting and Hiring** — This is the lifeblood of the transportation industry. Techniques to attract quality people, qualifying applicants, creating job descriptions, and reviewing applications make up this section to assist you in finding the best employee available. This section also covers DOT rules and regulations for hiring with discussions on DQ (driver qualification) files, background checks, road tests, and the hiring process itself.
- **Alcohol and Drug Testing** — Before handing over the keys to the truck to the newly hired driver, this section covers DOT rules and regulations on drug and alcohol testing, medical exams, and other requirements.
- **Benefits and Compensation** — This section ties in the transportation industry with the laws and regulations that affect all employees in any setting. Topics covered include wages, Fair Labor Standards Act (FLSA), overtime pay, working hours, and workers compensation.

Personnel Management for the Transportation Industry

- **Discrimination** — Federal laws that are important to the employer as well as the employee are discussed in this section. Investigating the claims of a victim of discrimination, questions to ask the alleged offender, questions to ask a witness or a third party, and the confidentiality needed to keep the event private make up this section.
- **Performance Management** — This section is another integral part of the *Personnel Management for the Transportation Industry* manual. What other industry can support itself when one of its most valuable components realizes a turnover rate that at times exceeds 100%? What causes this and how can this wasteful practice be reduced? Employee development, retention strategies, and the importance of training are discussed, and best practices are offered to help you influence this critical loss of resources.
- **Leaving the Company** — Separation, discharge, layoffs, downsizing in the workforce, exit interviews, and unemployment compensation are all responsibilities that every employer must deal with. Those who fail to have policies and procedures in place for these factors run the risk of far more than simply a reduction in payroll expense.
- **Recordkeeping and Documentation** — This section covers the regulatory requirements of not only the transportation industry, but also the employment laws that apply to all employers. FMCSA requirements on what is required and how long these records need to be retained, government contractor rules, FMLA and USERRA rights under the law, wage and hour standards, entitlements such as COBRA, ERISA, HIPAA, and more are located here for your reference and usage.

The Editors & Publisher
J. J. Keller & Associates, Inc.

Personnel Management for the Transportation Industry

Published & Printed by

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Recruiting and Hiring

Qualifying Applicants

Overview

The purpose of the Federal Motor Carrier Safety Regulations (FMCSRs) is to promote safety of operations on our highways. The use of qualified drivers to operate CMVs is one of the most important steps toward this goal.

This section will assist you in qualifying applicants by either creating or updating your company's driver job description(s).

In a job description, information is provided in a completely objective and factual manner. A thorough job description can help establish or align an applicant's job expectations with reality — a key to driver retention.

Studies have proven that a major cause of driver turnover is when job expectations are not met. A well-written, comprehensive job description can provide valuable job preview information to aid in qualifying applicants and also your retention effort.

Use the information presented here to help you recruit, qualify, and retain your drivers by making sure the job responsibilities and expectations are accurately presented to the candidate before a hiring decision is made.

Key Definitions

ADA: Americans with Disabilities Act

Driver qualifications: A list of minimum standards that all commercial drivers must meet.

Job description: A management tool that defines the role, outlines results to be accomplished, and details tasks to be performed by an employee with a specific job title — in this case your driver.

Motor vehicle report or record (MVR): A driver's driving record showing license type, license status, past traffic convictions, and past accidents, which is available through the licensing agency in the state the driver is (or was) licensed in. Referred to by some states as a "driver's abstract."

Safety performance history (SPH): A detailed check of a driver-applicant's past employment.

In-Depth Information

Your Job Description and the ADA

The primary purpose of the ADA is to protect qualified individuals with disabilities from employment discrimination. The key word is *qualified*. Under ADA there are two basic steps in determining whether a candidate is qualified:

- Determine if the individual meets necessary prerequisites for the job, such as education, work experience, licenses, etc.
- Determine if the individual can perform the *essential functions* of the job with or without *reasonable accommodation*.

The ADA places the burden on employers to identify the essential functions of the job to determine whether the candidate with a disability is qualified. A current, accurate written job description is the best way to satisfy this obligation — even though the ADA does not require an employer to develop or maintain a job description.

Recruiting and Hiring: **Qualifying Applicants**

Why Do You Need a Driver Job Description?

A job description also contains specific information on the knowledge, training, education, and skills required for your driving positions — which can be helpful when recruiting and interviewing candidates because it ensures you're hiring the right person with the right skills and experience.

In addition, a job description is used to:

- **Clarify roles and responsibilities.** It outlines who is responsible for what within the company to help eliminate surprises about job responsibilities. For example, a job description could describe hand load or unload expectations as a percentage of all loads assigned by the company.
- **Define relationships.** It shows the driver how the job relates to others in the organization such as the mechanic, dispatcher, and customer service representative, and identifies how much interaction may be required or expected.
- **Screen job applicants.** The job description helps determine what you're looking for in an employee. Having this information available helps communicate the job and its requirements to your prospective drivers. Therefore, a detailed job description can be an effective screening tool.
- **Determine initial training needs.** A job description helps your driver trainers, and others responsible for orientation and training, adjust and revise their programs according to the demands of the job.
- **Establish career paths.** A job description can show how the education, experience, and skills gained from the current job can lead to advancement within the company. This progression shows the driver that the position is not a dead end job.
- **Evaluate employee performance.** Since a job description should clearly outline the job expectations in measurable terms, use it as a basis for developing your performance standards.

Job Assessment Tools

It is important to note here that assessing a job is not always required. If you have worked in the transportation industry for a motor carrier, you may be familiar enough with the driver's role to accurately write the job description.

However, if you are new to the position and have no previous driving experience, you must collect, analyze, and record important facts about the job. These facts include information related to:

- **Applicable regulations.** Does the job require a hazardous materials endorsement? Are drug and alcohol tests required? Does the employee have to be medically examined and certified?
- **Knowledge requirements.** Is a high school diploma or GED required by the company? Should the employee have knowledge of DOT, OSHA or EPA regulations? How much related experience does the candidate need?
- **Work requirements.** What is the standard work period? How much time away from home can be expected? What does a typical day involve?
- **Physical requirements.** What are the sitting, standing, and walking requirements of the job? Is there a minimum lifting requirement?

Recruiting and Hiring: Qualifying Applicants

- **Environmental factors.** Is the employee exposed to dust, fumes, noise, or extreme weather conditions? Is the employee exposed to chemicals or other potential health hazards?

Gathering the above information is a process known as a *job analysis*, and it can be accomplished through:

- Interviewing current workers performing the job,
- Personal observation of the job being performed,
- Surveying each employee performing the job or the supervising manager, and
- Reviewing what the competition lists in its job descriptions (also known as bench marking).

Hiring Standards for Each Position

See the “References” section of this chapter for sample Job Analysis Checklists to use to determine relevant skills, knowledge, abilities, working conditions, and other requirements for the positions indicated. Information derived from these checklists are used to develop a formal job description.

Writing an Effective Job Description

After you have collected, analyzed, and recorded information about your driving position, you are ready to develop an effective job description.

Use the information gathered in the job analysis checklist to help write the description. Make sure the job description describes and focuses on the job itself, not any specific individual who might fill the job.

Elements of a job description should include, and appear in the following order:

1. Job identification,
2. Job summary or purpose,
3. Job duties and responsibilities,
4. Account abilities, and
5. Job specifications.

Sample Driver Job Descriptions

Provided below are sample job descriptions for an over-the-road and less-than-truckload driving position. Use them to develop or revise your own.



Interactive feature online

Position Description

ABC TRUCKING CO., INC.

JOB TITLE: CMV Driver, Truckload	DATE:
DEPT. OR DIVISION:	STATUS:
REPORTS TO:	JOB CODE:
WRITTEN BY:	APPROVED BY:

Recruiting and Hiring: **Qualifying Applicants**

JOB SUMMARY OR PURPOSE:

To transport and deliver freight by driving gasoline or diesel-powered tractor-trailer combinations long distances.

JOB DUTIES:

- Hook and unhook trailers from the tractor itself or from convertor dollies, including pushing and/or pulling dollies into place and cranking lever to raise and lower landing gear on semi-trailers and/or the front support on convertor dollies.
- Load and unload trailer, either individually or with assistance of dock workers, with or without mechanical freight-handling equipment.
- Perform frequent lifting, pulling, pushing, and carrying of freight.
- Inspect truck for defects and safe operating condition before, during, and after trips and submit a written report on the condition of the truck when required by the regulations and/or company policy.
- Check shipping papers to determine the nature of load and to check for the presence of hazardous materials.
- When hazardous materials are present:
 - Check the proper preparation of shipping papers;
 - Check the agreement between information on shipping papers and markings and labeling on freight; and
 - Ascertain that vehicle is properly placarded.
- Install and remove tire chains as required by weather conditions.
- Drive truck to destination in accordance with federal regulations, normally in periods of up to 11 hours of driving (up to 8 hours of which could be consecutive) followed by an off-duty period of at least ten consecutive hours
- Apply knowledge of commercial driving and skills in maneuvering vehicle at varying speeds in difficult situations, such as heavy traffic, inclement weather, or in tight loading dock areas.
- Ensure that all shipping documentation (e.g., manifest, security seal sheet, bills of lading, shipping orders, or freight bills, etc.) required to move with shipments is available for inspection and that appropriate paperwork accompanies shipment when delivered.
- Maintain records required for compliance with state and federal regulations including drivers' logs, records of fuel purchases, mileage records, and other records required by law.
- Perform all duties in accordance with company policies and procedures, and comply with all federal, state, and local regulations for the safe operation of a C.V.
- Report all accidents involving driver or company equipment.
- Report highway safety hazards noted en route.
- Promptly report any delays due to breakdowns, weather or traffic conditions or other emergencies, or in the event of irregularities relating to pickup or delivery of cargo.

ACCOUNT ABILITIES:

- Safe and legal operation of a C.V.
- Safe and timely transportation of freight from origin to destination.

Recruiting and Hiring: **Qualifying Applicants**

- Proper loading and unloading of freight to assure safety and minimal risk of damage to cargo and danger to people.
- Proper handling and accurate completion of all necessary paperwork related to truck operations and freight movements.
- Professional representation of the company and the trucking industry through responsible driving.

JOB SPECIFICATIONS:

Eligibility requirements:

- Must possess a valid Commercial Driver's License.
- Must have ___ years previous tractor-trailer driving experience.
- Must have the ability to read, write and perform simple mathematical calculations with mental ability to handle receipts, read maps, road signs, maintain logs, etc.
- Must have working knowledge of vehicle safety and control systems.
- Must have knowledge of DOT regulations governing safe driving, hours of service, inspection and maintenance, and transportation of hazardous materials.
- Must be available for around-the-clock trips to accommodate freight movements and must be able to be away from home for extended periods of time.
- Must meet or exceed the medical standards of the U.S. Dept. of Transportation.
- Must satisfactorily pass a drug test.
- Must satisfactorily pass an alcohol test (if applicable).

Physical requirements:

- Must be able to sit and remain alert while driving for an aggregate period of up to 1 hours...up to 8 hours of which could be consecutive.
- Must be able to shift manual transmission and operate foot pedals.
- Must be able to perform occasional squatting to handle and position freight.
- Must be able to perform occasional crouching to handle and position freight.
- Must be able to enter and exit the vehicle's cab eight to 10 times a day. Cab floor level is generally from 36 to 66 inches above ground level, with entry and exit achieved the assistance of various configurations of steps and handholds: also requires occasional bending, twisting, climbing, squatting, crouching, and balancing.
- Must be able to perform frequent pushing of freight weighing up to ___ pounds on a dolly or cart as well as occasional pushing of freight weighing more than ___ pounds with or without a mechanical aid.
- Must be able to perform frequent pulling of freight weighing up to ___ pounds on a dolly or cart as well as occasional pulling of freight weighing more than ___ pounds with or without a mechanical aid.



Recruiting and Hiring: **Qualifying Applicants**

- Must be able to frequently perform carrying freight weighing one pound to ___ pounds of varying size and shape a distance of at least one foot but usually no more than ___ feet.
- Must be able to frequently reach for freight at waist level and occasionally reach for freight above shoulder height or below waist level.
- Must be able to occasionally reach above shoulder level, at waist level, and below waist level for maneuvering and directing the controls to operate the truck.
- Must be able to load and unload full trailers of freight weighing as much as 50,000 pounds. This could involve moving ___ pound containers to and from floor level to carts, stacks, conveyors or platforms, over four feet high, balancing ___ pound drums on their rims and rolling them into position or stowing cartons or other merchandise overhead that weigh as much as ___ pounds each. This type of activity could precede or follow as much as 11 hours of driving...up to 8 hours of which could be consecutive.
- Must be able to install and remove tire chains when required due to inclement weather.
- Must be able to spend at least ___% of the day standing and ___% of the day walking on surfaces such as concrete, wood, and metal, and sometimes on slippery and wet surfaces.
- Must be able to hook/unhook various commercial vehicle combinations, manually lower and raise landing gear, operate the fifth wheel release lever, lock and release pintle-hooks, attach and release safety chains, open and close cargo doors, climb into and out of vehicles, fuel vehicles, and check engine oil and coolant levels.

Work environment:

- Drivers may spend ___% of time out-of-doors, exposed to potentially difficult environmental conditions.
- Drivers may be subject to irregular work schedules, temperature and weather extremes, long trips, short notice for assignment of a trip, tight delivery schedules, delays en route and other stresses and fatigue related to driving a large CMV on crowded streets and highways in all kinds of weather.
- Drivers typically spend ___% of on-duty time in the truck. While driving, operators are exposed to noise and vibration levels which may be higher than those typically experienced in passenger cars.

Statements included in this job description do not necessarily represent an exhaustive list of all responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this is intended to be an accurate reflection of the current job, management reserves the right to revise the job or to require that other or different tasks be performed as circumstances change.

Recruiting and Hiring: **Qualifying Applicants**



Interactive feature online

Position Description

ABC TRUCKING CO., INC.

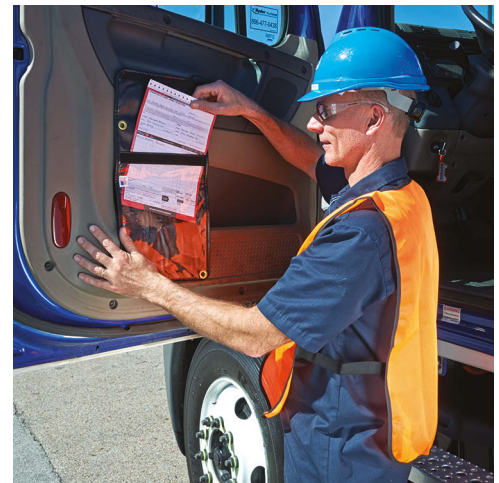
JOB TITLE: CMV Driver, LTL	DATE:
DEPT. OR DIVISION:	STATUS:
REPORTS TO:	JOB CODE:
WRITTEN BY:	APPROVED BY:

JOB SUMMARY OR PURPOSE:

To transport and deliver freight by driving gasoline or diesel-powered tractor-trailer combinations short distances and/or long distances.

JOB DUTIES:

- Hook and unhook trailers from the tractor itself or from convertor dollies, including pushing and/or pulling dollies into place and cranking lever to raise and lower landing gear on semi-trailers and/or the front support on convertor dollies.
- Load and unload trailer, either individually or with assistance of dock workers, with or without mechanical freight-handling equipment, as required
- Perform frequent lifting, pulling, pushing, and carrying of freight of varying weights.
- Secure all shipments by tying down or bracing cargo within trailer, as required.
- Inspect truck for defects and safe operating condition before, during and after trips and submit a written report on the condition of the truck when required by the regulations and/or company policy.
- Check shipping papers to determine the nature of load and to check for the presence of hazardous materials.
- When hazardous materials are present, check:
 - Proper preparation of shipping papers;
 - Agreement between information on shipping papers and markings and labeling on freight; and
 - Ascertain that vehicle is properly placarded.
- Install and remove tire chains as required by weather conditions.
- Drive truck to destination in accordance with federal regulations, normally in periods of up to 11 hours of driving (up to 8 hours of which could be consecutive) followed by an off-duty period of at least ten consecutive hours.
- Apply knowledge of commercial driving and skills in maneuvering vehicle at varying speeds in difficult situations, such as heavy traffic, inclement weather, or in tight loading dock areas.



Recruiting and Hiring: **Qualifying Applicants**

- Ensure that all shipment documentation (e.g., manifest, security seal sheet, bills of lading, shipping orders, or freight bills, etc.) required to move with shipments is available for inspection and that appropriate paperwork accompanies shipment when delivered.
- Maintain records required for compliance with state and federal regulations including drivers' logs, records of fuel purchases, mileage records, and other records required by law.
- Perform all duties in accordance with company policies and procedures, and comply with all federal, state, and local regulations for the safe operation of a CMV.
- Report all accidents involving driver or company equipment. Report highway safety hazards noted en route.
- Promptly report any delays due to breakdowns, weather or traffic conditions or other emergencies, or in the event of irregularities relating to pickup or delivery of cargo.

ACCOUNTABILITIES:

- Safe and legal operation of a CMV.
- Safe and timely transportation of freight from origin to destination.
- Proper loading and unloading of freight to assure safety and minimal risk of damage to cargo and danger to people.
- Proper handling and accurate completion of all necessary paperwork related to truck operations and freight movements.
- Development and maintenance of professional and effective relations between the company and the customer.
- Professional representation of the company and the trucking industry through responsible driving.

JOB SPECIFICATIONS:

Eligibility requirements:

- Must possess a valid Commercial Driver's License.
- Must have an acceptable Motor Vehicle Record.
- Must have ___ years previous tractor-trailer driving experience.
- Must have the ability to read, write, and perform simple mathematical calculations with general mental ability to handle receipts, read maps, roads signs, maintain logs, etc.
- Must have good oral communication skills.
- Must be able to follow instructions and take directions via two-way radio or by phone.
- Must have working knowledge of vehicle safety and control systems.
- Must have knowledge of DOT regulations governing safe driving, hours of service, inspection and maintenance, and transportation of hazardous materials.
- Must meet or exceed the medical standards of the U.S. Dept. of Transportation.
- Must satisfactorily pass a drug test.
- Must satisfactorily pass an alcohol test (if applicable).

Recruiting and Hiring: **Qualifying Applicants**

Physical requirements:

- Must be able to sit and remain alert while driving for an aggregate period of up to 11 hours...up to 8 hours of which could be consecutive.
- Must be able to shift manual transmission and operate foot pedals.
- Must be able to perform frequent squatting to handle, position and secure freight.
- Must be able to perform frequent crouching to handle, position and secure freight.
- Must be able to enter and exit the vehicle's cab as many as 45 times a day or more. Cab floor level is generally from 36 to 66 inches above ground level, with entry and exit achieved with the assistance of various configurations of steps and handholds; also requires frequent bending, twisting, climbing, squatting, crouching, and balancing
- Must be able to perform frequent pushing of freight weighing up to ___ pounds on a dolly or cart as well as occasional pushing of freight weighing more than ___ pounds with or without a mechanical aid.
- Must be able to perform frequent pulling of freight weighing up to ___ pounds on a dolly or cart as well as occasional pulling of freight weighing more than ___ pounds with or without a mechanical aid.
- Must be able to frequently perform carrying freight weighing up to ___ pounds of varying size and shape a distance of at least one foot but usually no more than ___ feet
- Must be able to frequently reach for freight at waist level and frequently reach for freight above shoulder height or below waist level.
- Must be able to occasionally reach above shoulder level, at waist level, and below waist level for maneuvering and directing the controls to operate the truck.
- Must be able to frequently load and unload full trailers of freight weighing as much as 50,000 pounds. This could involve moving ___ pound containers to and from floor level to carts, stacks, conveyors, or platforms, over four feet high, balancing ___ pound drums on their rims and rolling them into position or stowing cartons or other merchandise overhead that weigh as much as ___ pounds each. This type of activity could precede or follow as much as 11 hours of driving.
- Must be able to install and remove tire chains when required due to inclement weather.
- Must be able to spend at least ___% of the day standing and ___% of the day walking on surfaces such as concrete, wood, and metal, and sometimes on slippery and wet surfaces.
- Must be able to hook/unhook various commercial vehicle combinations, manually lower and raise landing gear, operate the fifth wheel release lever, lock and release pintle-hooks, attach and release safety chains, open and close cargo doors, climb into and out of vehicles, fuel vehicles and check engine oil and coolant levels.

Work environment:

- Drivers may spend ___% of time out-of-doors, exposed to potentially difficult environmental conditions.
- Drivers may be subject to irregular work schedules, temperature and weather extremes, long trips, short notice for assignment of a trip, tight delivery schedules, delays en route and other stresses and fatigue related to driving a large CMV on crowded streets and highways in all kinds of weather including icy conditions.

Recruiting and Hiring: **Qualifying Applicants**

- Drivers typically spend ___% of on-duty time in the truck. While driving, operators are exposed to noise and vibration levels which may be higher than those typically experienced in passenger cars.

Statements included in this job description do not necessarily represent an exhaustive list of all responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this is intended to be an accurate reflection of the current job, management reserves the right to revise the job or to require that other or different tasks be performed as circumstances change.

Why Do We Need a Mechanic Job Description?

Formulating a job description

The hiring process is weighted with many variables. To get the best results, you'll need to have a clear picture of the position you plan to fill — its demands, requirements, and expectations. For this reason, the importance of a job description cannot be overstated. A comprehensive, itemized description of the position to be filled will not only help you clarify your own needs, but will also provide the employee with a written list of your expectations and any health or physical risks that may be associated with the job. You'll know just what you're looking for and your technician will know just what he/she is getting into — and whether he/she is qualified. Completing the description is the first step in any successful employee search.

Assessing the needs of the position

Every shop is unique, with different equipment, services, objectives, and hazards. It stands to reason, then, that every shop will have its own unique priorities when it comes to hiring a technician. So, if you're planning on filling a position in your shop — whether you're creating a new opening or hiring to fill an old one — begin by assessing your personnel needs.

What do you expect in a technician and what do you hope for? What kinds of equipment will your technician be required to operate and maintain on a daily basis? What kinds of services must he or she be able to provide? How much physical activity will be involved in his/her duties? Are oral or written communication skills valuable to you or necessary to the position? How much experience would you like your employee to have?

These are just a few of the questions you must ask in order to define your hiring priorities.

At a minimum, a comprehensive job description should include:

- **Job purpose.** Begin your job description with a concise, direct statement of the goal of the position e.g. "To repair company equipment in a safe, timely, cost-effective, and practical manner." This will give both you and your employee a precise idea of what the job will entail.
- **Duties.** In this section, list the specific tasks and duties that make up the job. This is perhaps the most important part of your description, so be thorough and try not to take any essentials for granted. For instance, don't forget to stipulate that your technician should know how to operate your various technical instruments, and should be able to build, maintain, and repair the components of your fleets.
- **Accountabilities.** This is a detailed section in which you list the skills, abilities, and areas of knowledge that your technician will need to possess in order to do his job efficiently and competently. Professional conduct, familiarity with safety procedures and hazardous materials, and timely completion of paper work are examples of accountabilities.

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