Developing Effective Driver Onboarding Practices

October 13th, 2016  10 AM CST

Webcast Logistics

• Please note the start time of today’s webcast:

  Developing Effective Driver Onboarding Practices

  11:00 AM Eastern Time (New York)
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• The handout is available to print. You’ll find it in the “Webcast Handouts” box on the lower right-hand side of your screen.

Webcast Logistics

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Developing Effective Driver Onboarding Practices

Gary Petty
President & CEO
National Private Truck Council

Webcast Logistics

- The webcast will be recorded and posted within 7 days at: www.jjkeller.com/nptcinfo
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Driver Onboarding Protocols

This webinar will cover...
• A regulatory overview
• Best practices in compliance
• A case study in implementation
• Question & Answer

Housekeeping issues:
• You will be muted during the event. Please use the Q&A feature to send questions us. We’ll try to answer them during the Q&A period if they are not covered in the presentation.

Meet Your Presenters

Gary Petty
President & CEO
National Private Truck Council

Tom Moore, CTP
Senior Vice President
National Private Truck Council

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Logistics Safety & Compliance
Manager
Alliance Healthcare Radiology

Tom Bray
Senior Transportation Management Editor
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Driver Onboarding
Regulatory Training Requirements

Thomas Bray
Sr. Editor, Transportation Management
J. J. Keller & Associates, Inc.

Required Training

- Part 380: Entry-level and LCV (clearly defined requirements)
- Part 382:
  - Driver’s policy requirement (vague requirement)
  - Supervisors to be trained on “reasonable suspicion” (clearly defined requirement)
- Part 390: Instruction on the regulations (specific requirement, but vague as to what training is actually required)
- Part 391: Driver must be able to safely operate the vehicle (vague requirements)
- Parts 172 and 177: Hazardous Materials (clearly defined requirements)

Part 380

- LCV drivers
  - Specific training requirements
  - Only applies to driver that operate multiple-trailer configurations that exceed normal limits
- Entry-level driver training
  - Training on driver qualifications, hours of service and fatigue, health and wellness, and whistleblower protections
  - Required for any driver a carrier hires that has less than one year of experience driving a CDL vehicle
  - Changing in the next few years

Part 382

- Driver requirements
  - Provide driver with copy of drug and alcohol policy
  - Must get signed receipt from the driver
  - While not required, training in this area is important!
- Supervisors
  - One hour recognition of drug use and one hour on alcohol use
  - No refresher requirement, however...
Part 390

- Drivers must be instructed on, and obey, the safety regulations
- Key areas:
  - Part 391 Driver qualifications
  - Part 392 Safe driving
  - Part 393 Required parts and accessories
  - Part 395 Hours of service
  - Part 396 Inspections

Part 391

- By virtue of “training or experience”, driver must be able to safely operate the vehicle and road test requirements
  - Experience verified on the application
  - If no experience, what was the driver’s training
  - Road test is where the proof is found
  - All new drivers should be road tested during onboarding

Hazardous Materials

- Driver must be trained on:
  - General awareness
  - Function specific
  - Safety
  - Security awareness
  - In-depth security training (if required)
  - Mode specific (vehicle inspection, driving, etc.)
- Training must be done within 90 days and every 3 years thereafter
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Beyond Compliance

Tom Moore CTP
Sr. Vice President
National Private Truck Council

Purpose

• Ensuring the new hire is right for the job
• Creating a positive experience for drivers
• Setting the right tone
• Review DQ file and “fill in any blanks”
• Train driver on policies, procedures, and practices used to comply with the regulations

Successful Onboarding Programs…

• Commitment from the top
• Structured program/curriculum
• Disciplined delivery
• Tailored to the audience
• Continuous improvement
• Start before the first day of orientation!
How Does Onboarding Fail?

- No support from the top
- Lack of buy-in
- Lack of focus/trying to do too many things
- Poor execution
- Rushing: trying to do too much in too short a period of time
- No tracking of results

Orientation: A Critical Investment

- Consider orientation a process not an event
- Clarify expectations up front
- Share details about company culture
- Provide the big picture – goals, values and strategy
- Outline helpful details
- Don’t assume qualifications will equal success
- Establish a professional relationship
- Should include meetings with company personnel

What Should be Covered?

- Company Specifics
  - History
  - Mission and Vision
  - Values
  - Goals
  - Company
  - Division
  - Org Chart
  - Expectations
  - Company
  - Driver

- Regulatory Compliance
  - FMCSA
  - OSHA
  - EPA
  - State & Local

- Company Policies and Procedures
  - Drug and Alcohol
  - Safety Orientation
  - Payroll
  - Cell Phones
  - Safety Belts
  - R/R Grade Crossing
  - Smoking
  - Probationary Period
  - Seniority
  - Safety Meeting Attendance
  - CDL
  - Violations
  - Renewals
  - Physicals

- Defensive Driving
  - Road Rage
  - Following Distance
  - Speed
  - Leaving an Out
  - Avoiding Rollover/Jackknife
  - Blind Spots/Mirrors
  - Adverse Weather

- Compensation
  - Incentives
  - Bonuses
  - Annual and/or Mileage
  - Trinkets
  - Dinners/Picnics
  - Outside Recognition
  - State and National Association
  - State and National Association Recognition
Mentoring

THE FOUR PRIMARY TYPES OF MENTORING

INFORMAL: This takes place when an experienced person decides to take someone less experienced under his or her wing, often to give career advice.

POSITIONAL: This occurs when the mentor supervises the new employee.

FORMAL: This is an attempt to gain the advantages of an informal relationship while recognizing the limitations of positional mentoring.

SITUATIONAL: This provides advice for a specific circumstance.

The Fleet Perspective

Dennis Updike, CTP
Logistics Safety & Compliance Manager
Alliance Healthcare Radiology

Curriculum Continued

Accident Procedures
- Accidents and Injury Reporting
- Communications
- Working with law enforcement

Equipment
- PrePass Trip
- Inspections
- Vehicle
- Breakdowns
- Repairs
- Cab cleanliness

Personal Equipment
- Safety Equipment
- Gloves
- Special for business

Mentorship
- Fatigue and Wellness
- Extreme Driving Conditions
- Injuries
- Team Building
- Communications
- Leadership
- Coaching
- Customer Service
- Roadside Assistance
- Maintenance
- Cab Cleaning

Personal Equipment
- Safety Equipment
- Uniforms and Hygiene
- Shoes/Boots
- Gloves
- Flashlights
- Special for business

Miscellaneous
- Fatigue and Wellness
- Extreme Driving Conditions
- Injuries
- Team Building
- Communications
- Leadership
- Coaching
- Customer Service
- Roadside Assistance
- Maintenance
- Cab Cleaning
- Customer Service/Relations
- Route Sales (If Appropriate)
- Connect/Disconnect (5th Wheel)
- Loading/Unloading
- Ergonomics/Lifting
- Behavior Based Safety Training
- Hours of Service
- Bloodborne Pathogens
- Slips, Trips, and Falls
Fleet Operations

- 150 CDL Drivers, a mix of full- and part-time
- Operations in 46 states
- Internal Logistics and Maintenance Managers supporting the fleet
  - Use of onboard telematics since 2010, DOT logs, DVR, and custom reporting used today
- Centralized Routing Dept. with automated optimization
- All Drivers are paid by the hour, overtime after 40 hours worked
- Fleet is fully dedicated to Internal Customer
  - Very limited backhaul opportunities with hospital-owned imaging equipment
  - Selective areas of contracted outsourcing used

Customer Support

Turn key radiology solutions

Full support options
  - Technician staffing
  - Marketing and advertising
  - Scheduling services
  - Billing with health system payors

Short term – interim - 6 months or less
  - To cover down times for in-house system upgrades
  - Disaster recovery
  - To allow for in-house staff training

Long term – 3-5 years – joint ventures – brick and mortar
  - Strategic planning
  - Expertise – 30 plus years in the radiology industry
  - Variable equipment options available
**Our Driver**

- Turnover rate is currently at 8.9%
- Recruiting profile
- Minimum 25 years old with 3 years of experience in same vehicle type (verified)
- No more than 1 moving violation in the last 12 months
- No more 2 moving violations over the last 3 years, and no serious traffic violations in the last 5 years
- No more than 1 preventable crash in the last 3 years

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**Overview of the Program**

- Orientation timeline covers 2 days
- The program has changed to more online training for ease and better documentation
- Success of the program has allowed for an earlier completion and release into training
- From date of hire to solo is approximately 3-4 weeks with more follow up training on an as needed basis

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**Human Resources**

- Human Resources Department guidelines
  - Benefit coverage, direct deposit, tax withholding
  - Team Member website login process (virtual)
  - Federal and state compliance paperwork
  - Company (HR) Policy documents
  - Mandated training modules
  - Logistics operations
  - Regulatory – industry specific – healthcare
  - Safety history
Driver Qualification (DQ) File

- Know what paperwork is required for a DQ file
- Key Items
- Road Test - follow up on any notes or comments from the person conducting the test
- Medical card and MO national registry verification inter- or intra-state
- CDL copy and needed endorsements are in place
- Previous employer safety history, drug testing forms
- Review PSP and MVR documents

Driver Policies and Regulations

- Fleet Safety – keep updated
- Drug and Alcohol - incorporate changes
- Accident Reporting
- FMCSR
- HOS
- Telecommunications
- HazMat regulations
- Travel and Entertainment - expenses
- Industry specific by company
- Acknowledgement and sign off pages on file

Driver Training

- Select a Driver Mentor to train newly hired drivers, a safe, highly skilled person who understands the culture of the company
- A Driver Trainer or Lead Driver
- Transportation Supervisor
- Shop foreman (in-house maintenance)
- Training documentation for company specific areas
- Customer service expectations at delivery points
- Entry level drivers will require more time to bring up to your standards while still learning to drive
Driver Training

- Different types of equipment will require specific training
- Site location training
- Cross training with other selected drivers
- Long Haul
- Team Drivers
- Driver - salesman
- Other certifications required

Summary

- Onboarding new drivers is a cross-functional tedious process
- Selecting the right candidate from the start is most important
- Taking care of the candidate needs and priorities through the process is most important of all.
- The end result being a well trained customer service agent of the company that will allow for safe operations and continued growth

Question & Answer Session

Please continue to submit your questions.
Thank you for participating!
Join us next year
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