Entry Level Driver Training and Onboarding

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Entry Level Driver Training and Onboarding

July 18, 2018
Entry Level Driver Training and Onboarding

This webcast will cover ...

• A regulatory overview
• Best practices in compliance
• A case study in implementation
• Question & Answer

Attention Attendees:

» Thank you for attending!
» You will be muted during the event.
» Please use the Q&A feature to send in questions to us. We'll try to answer them during the Q&A period if they are not covered in the presentation.
» The slides and recording will be posted within 7 days at: www.jjkeller.com/nptcinfo

Meet Your Presenters

Gary Petty
President & CEO
National Private Truck Council

Tom Moore, CTP
Senior Vice President
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Eric Eveslage, CTP
Logistics Manager
Coborn's, Inc.

Entry Level Driver Training & Onboarding

What the Regulations Require
**Driver Training Requirements**

- **General**
  - §385.5: Adequate safety management controls (systems, policies, programs, practices, and procedures used by a motor carrier to ensure compliance)
  - §390.3(e)(2): Every driver and employee shall be instructed regarding, and shall comply with, all applicable regulations

- **Specific:**
  - §391.11(b)(3): ...can, by reason of experience, training, or both, safely operate...
  - §393.1: Every motor carrier and its employees must be knowledgeable of and comply with...
  - §396.1: Every motor carrier, its officers, drivers...must be knowledgeable of and comply with the rules of this part.
  - Entry-level driver training (ELDT)
  - Hazardous materials training

**ELDT Current Requirements**

- Entry-level driver:
  - A CDL driver hired with less than one year of experience operating a vehicle requiring a CDL
- Entry-level driver must be trained on four topics:
  - Driver qualification
  - Hours of service
  - Driver wellness
  - Whistleblower protections
- No minimum time requirements
- Upon completion of training, driver is to be given a certificate of training (see §380.513 for details)
**ELDT Current Requirements**

- If hiring an entry-level driver, the carrier must:
  - Get a copy of the certificate if driver has had the training
  - Provide the driver with the training and issue certificate
  - Place copy of certificate in driver’s file
- Requirement found in Subpart E to Part 380

**ELDT Future Requirements**

- Will require training in specific areas for all new Class A and B drivers and drivers getting certain endorsements
- Training program must include:
  - Theory training (classroom): 31 topics
  - Range training: 7 topics/skills
  - On-the-road training: 12 topics/skills
- Driver must pass assessments (tests on theory and skills)

**ELDT Future Requirements**

- Will require all training entities (carriers and schools) to be listed on the “Training Provider Registry” (TPR)
- To be in TPR, entity must meet requirements on:
  - Curriculum
  - Facilities
  - Equipment
  - Instructors
- Must also meet state and local requirements
- Each training facility must fill out online application and be provided a TPR number
ELDT Future Requirements

- As of February 7, 2020, only drivers that complete a training program at an entity on the TPR will be allowed to take CDL tests
- Carriers will no longer be responsible for verifying that an entry-level driver has had the entry-level training
  - Having CDL will be proof that training was completed
- Requirements found in Subpart F and G of Part 380 and Appendixes A to E to Part 380

Hazardous Materials

- All HM employees must be trained within before working unsupervised or 90 days, and then every three years or when "the job" changes
- Training must include:
  - General awareness training
  - Function-specific training
  - Safety training
  - Security awareness training
  - In-depth security training, if...
  - Mode-specific HM training
- Requirements found in §172.704 and §177.816

Best Practices in Entry Level Driver Training & Onboarding

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Rick Malchow
Editor – Transportation Management
J. J. Keller & Associates, Inc.

Tom Moore, CTP
Senior Vice President
National Private Truck Council
The Case for Training

- The bottom line – properly trained drivers lead to fewer losses including fewer:
  - Accidents
  - Freight claims
  - Injuries
  - Customer complaints
- And...
  - Increased productivity
  - Better morale
  - Lower turnover
  - Image issues
  - Fines/penalties
  - Vehicle downtime
  - Freight claims
  - Fines/penalties
  - Vehicle downtime
  - Customer complaints
  - Improved customer satisfaction
  - Lower insurance costs
  - Better retention results

Identifying the Need

- Government regulations (FMCSA, OSHA, EPA, IRS, Homeland Security, USDA, FDA, etc.)
- Company policies
- Metrics
  - Safety
  - Fuel economy
  - Customer service
- Employee surveys, exit interviews, discipline and social media
- New employee orientation

Training Delivery Options

- Classroom
- Individual
- Web-based training
- On-board computer
- Newsletter
- Safety/operational meetings
- DVD, CD, recorded message
Who Is to Be Trained?

- Know the individual learning type
  - Hands-on
  - Visual
  - Auditory
- Try to use all three for standardized or group training

Elements of Effective Training

- Assess current state (trainee knowledge, job responsibilities, job hazards, policies, standards)
- Set the budget
- Staff skilled trainers and select/develop engaging training materials
- Determine students’ learning style and adapt to the student
- Training events emphasize consistency, focus on basics, help student “relate”, are accessible, create differentiation
- Test for knowledge

Barriers to Effective Training

- No support from top management
- Trying to do too many things
- Poor execution
- No tracking of results
- Lack of training resources
  - Capital and Time
  - Staffing
  - Facilities
### Purpose of Onboarding

- Train driver on policies, procedures, and practices used to comply with the regulations
- Create a positive experience/connection
- Set the right tone
- Review DQ file and “fill in any blanks”
- Ensure the new hire is right for the job – serves as ongoing evaluation

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### Initial Training/Orientation

- Cost = $8,000-$15,000

#### Length of Driver Orientation

- 1-2 days
- 3-5 days
- 1-2 weeks
- 2 weeks or more

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### What Should Be Covered?

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## Curriculum Continued

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What We Do

55 Grocery Stores
- Coborn’s
- Cash Wise
- Marketplace Foods
- Save A Lot

34 Convenience Stores
- Topps Dry Cleaning
- Central Bakery

Coborn’s Delivers
- Home Delivery Service

Fleet Overview

- 72 Drivers
- 30 Class 8 Trucks
- 75 Trailers
- Slip Seat Operation
- 3.5 Million Miles Annually, and growing
- Drivers paid by the Hour
“Safety First, Service Always”

Our Pillars: *Each are key ingredients to our training program*

1) Safety  
2) Customer Service  
3) Cost Efficiency  
4) Being The Best Place to Work

The PRE-Orientation

We want to control the controllable, and get folks off to a good start whenever possible. For us, that means...

- Starting a new hire as close to the end of the month as we can  
  • Save on out of pocket insurance costs before ours kick in  
- Starting people at the beginning of a week, and making sure we’re allocating full time hours right off the bat so the first paycheck looks decent.  
- Have their space and gear ready for them  
  • Mailbox, hat, safety vest, straps, organizer

Orientation Days 1 and 2

These days have a Classroom or Office feel, guided by our New Driver Orientation Checklist  

- HR orientation/Administrative items like uniforms and program sign ups  
- Power Industrial equipment certification  
- Shop tours and equipment training  
- OBC training and credentialing  
- Meetings with Dispatch, Supervisors and Lead Drivers  
- Lunch with a Supervisor
Orientation Checklist

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<th>Need</th>
<th>What</th>
<th>Who</th>
<th>Notes</th>
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<td>Safety Training</td>
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<td>2</td>
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<td>Company Book, Log Book, Assignment</td>
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<td>11</td>
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<td>Driver Training</td>
<td>HI Lead</td>
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Hiring Process Guide

21. Meet with the Logistics Supervisor and the Logistics Operations Lead to plan which driver trainers will be used and which routes the new driver will be trained on.

22. Have the Administrative Assistant to enter the new driver’s employee number in PeopleNet after it is received.

23. Print new driver evaluation forms for driver trainers.

24. Review evaluation forms and get information from driver trainers as the evaluation forms are returned.

25. Upon completion of training, meet with the Logistics Supervisor and the Logistics Operations Lead to determine whether more training is required or if the driver is qualified to drive solo.

26. Once the driver is driving solo, scan the new driver evaluation forms and save them on the shared file in a folder that you create for the driver under Operations/Distribution/Safety-Training/New Driver Training.

Route Training with Lead Drivers

- We plan for two weeks of ride along training so drivers see our more challenging obstacles while being supported by a mentor
- Driver Evaluation and Feedback
Glossary of Terms

- Items that are easily taken for granted by veteran staff
- Given to each driver as a reference

Ongoing Training

- Monthly scorecard and vehicle operations discussions
  - Fuel economy and speed are usually high the first couple of months on the job as people adjust to new equipment
  - Technology is an ongoing process for the first couple of months
    - Dispatch Software not a "need to have" right off the bat. Focus on Safety and Compliance.
    - Logging your inspections and breaks correctly (manual duty status changes)
- Quarterly video based training and safety meetings

Failures to Launch from Training

We really haven’t experienced any of these during the program

- People do pretty well when they’re supervised and learning
- The 2nd or 3rd week after they’re on their own is when we tend to see issues
  - Overconfidence in abilities and not Getting Out to Look (Safety)
  - Cutting corners during deliveries and making errors (Customer Service)
  - Over RPM, Long Idle numbers start going in the wrong direction (Cost Efficiency)
  - Availability suddenly changes, and they can’t work certain days (Best Place to Work)
Dealing with Failures

We don’t have a true probationary period for new hires.

When we begin to feel like we could have issues with a new hire, we proceed as follows:
• Verbally counsel and document
• Written counseling and document
• Performance improvement plan, to include possible reentry into the training program
• Final Counseling with the possibility of Termination

We usually don’t get past the 3rd step, as folks will choose to opt out and move on.

Current Experience

We’re going through an issue with a new hire right now
• No red flags during training
• Driver was qualified with solid work history
• Minor delivery issues coupled with a minor damage incident
  • This driver has reentered the training program
  • 2 possible outcomes, both of which are better than where we were:
    • This driver might opt out; Nobody likes to be put in remedial training
    • This driver might learn and improve, which is the desired outcome

Question & Answer Session

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More Questions?

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Driver Scorecarding & Development 
Thursday, July 19, 2018 at 10 AM CST

Hours of Service and Fatigue Management 
Wednesday, October 17, 2018 at 10 AM CST

How to Survive a DOT Audit 
Thursday, October 18, 2018 at 10 AM CST

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