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**Driver Hiring Protocols**


This webcast will cover ...

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

You will be muted during the event. Please use the Q&A feature to send in questions. 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](http://www.jjkeller.com/nptcinfo)

**Thank you for joining us!**



**Gary Petty**  
President & CEO  
National Private Truck Council

J. J. Keller & Associates, Inc. Since 1963      2021 © All Rights Reserved      **NPTC**  
National Private Truck Council

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**Enhance Your Experience**

- ▶ Clear your browser's cache (Ctrl + Shift + Delete)
- ▶ Viewing experience is best with Chrome or Edge (PC) or Firefox (Mac)
- ▶ Click F5 (refresh) if you experience audio issues or slides are not advancing
- ▶ Download the Note-Taking pages from the handouts box
- ▶ Audio is streamed through your computer speakers (no dial-in number)
- ▶ Click the ? icon if you need tech help



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## Meet Your Presenters



**Gary Petty**

President & CEO  
National Private Truck Council



**Tom Bray**

Sr. Industry Business Advisor  
J. J. Keller & Associates, Inc.



**Tom Moore, CTP**

Sr. Vice President  
National Private Truck Council



**Ellen Ingram, CTP**

Human Resources Director  
America's Service Line, LLC



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## Hiring Regulations

*Tom Bray*



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## The Application - \$391.21

- Specific information required (see §391.21(b))
  - Some of which cannot be on a general employment application
- Used as the base for other required hiring activities
- Verify it's complete and accurate
  - Beware of gaps or missing information
- Must be on file before driver operates CMV for you



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### Is the Driver 'Qualified' - §391.11

- Over 21
- Read and speak English
- Can safely operate the vehicle based on training and/or experience
- Physically qualified
- Current and valid license of the correct type
- Not disqualified (see §391.15)

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### Required Background Checks - §391.23

- Motor Vehicle Records (MVRs)
- Safety Performance History (SPH)

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### MVRs - §391.23

- Required to get an MVR from all states the driver was licensed in over the previous 3 years within 30 days of hire
  - CDL driver: You may need current state MVR before driver operates – MVR is the required proof the driver is medically qualified (other option is a medical card issued within the previous 15 days)
- Verify driver has necessary class and endorsements, and look for restrictions
- Check MVRs closely: Look for other states and compare to what the driver has on application

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### Safety Performance History - §391.23

- Must investigate driver's "safety performance history" with DOT-regulated employers over the previous three years
- Must verify:
  - General employment information
  - Crash history
    - Previous employer only required to provide information on DOT-recordable crashes
  - Drug and alcohol history
- Previous employer can refuse to provide any additional information

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### Safety Performance History - §391.23

- Problems:
  - No longer in business:
    - Document good faith effort
  - Not replying:
    - Document good faith effort
  - Refusing to reply:
    - Verify you sent signed authorization
    - Document refusal – If you are audited it's not your problem, it's theirs

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### Road Test - §391.31

- Must be:
  - Conducted by examiner that is qualified to evaluate the driver (you decide)
  - Cover skills listed in §391.31 (pretrip, coupling, various driving skills, backing, uncoupling, etc.)
- Can use equivalent - §391.33
  - Copy of CDL
  - Road test certificate from another carrier issued in the previous three years
- Form and copy of certificate or equivalent must be on file before driver operates in commerce

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12

### Pre-Employment Drug Test and Clearinghouse

- Before driver can operate a vehicle requiring a CDL to operate:
  - Verified negative pre-employment drug test results in hand - §382.301
    - Exception if driver was in another program and conditions are met, and participation is documented - §382.301(b)
    - Exception for road testing, provided no commerce involved
  - Full query of Drug and Alcohol Clearinghouse complete - §382.701
    - No exception

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### Optional – PSP

- Pre-employment screening program (PSP) provides:
  - All roadside inspections in the previous three years, including:
    - Date and location
    - Carrier
    - Violations
  - DOT-recordable crashes over the previous five years
  - Can be used to:
    - Evaluate driver's performance and/or determine training needs
    - Validate information on driver's application

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### Decision Point

- Before operating:
  - Drug test results and Clearinghouse query results in hand
  - Driver is qualified
    - Correctly licensed
    - Medically qualified
  - DQ file started
    - Application, road test, proof of medical qualifications, and proof medical examiner was on NRCME are all on file

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### Ultimate Decision is Yours

- FMCSA does not tell you what a “good” or “bad” hire is, you must decide
  - Does the driver meet *your* hiring standards?
  - The more variation you accept, the more risk you are accepting
- Tale of two drivers:
  - As far as FMCSA is concerned, both drivers are qualified (both meet §391.11 requirements, have a valid CDL and medical, no Clearinghouse prohibition, and passed pre-employment drug test)
  - **Driver 1** - No accidents and no citations, and one employer in the last three years
  - **Driver 2** - Three accidents, three speeding tickets, seven employers, and gaps in employment in the last three years

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16

### New From J. J. Keller...



#### Hire & Qualify Drivers Faster with NEW Driver Applicant Management Feature!

- Save time creating custom job postings and reviewing applicants
- Integrate forms for background checks into the hiring workflow
- Use the online dashboard for instant visibility of the process
- Comply with the FMCSA requirements for driver hiring



[JKellerDataSense.com/DQservices](http://JKellerDataSense.com/DQservices)



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### Beyond Compliance

*Tom Moore, CTP*



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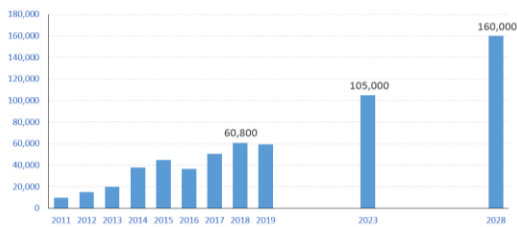
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### Driver Shortage



Source: ATA's Truck Driver Shortage Analysis 2018

<https://www.trucking.org/article/ATA-Releases-Updated-Driver-Shortage-Report-and-Forecast>

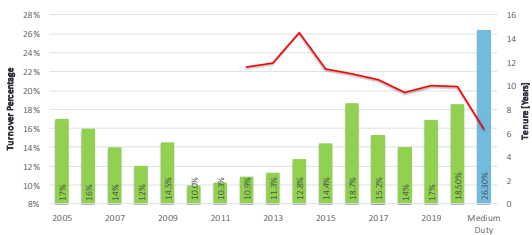


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### Driver Turnover Inching Up

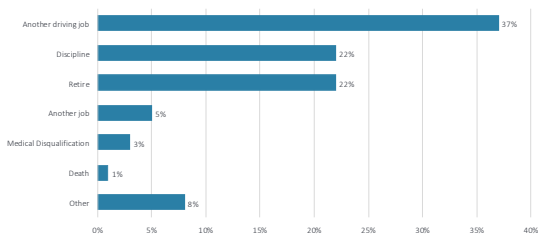


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### Why Drivers Leave

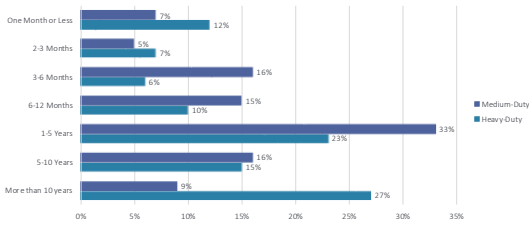


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### When Drivers Leave



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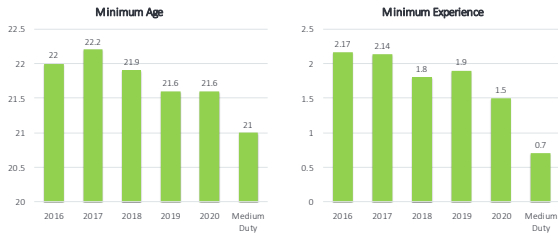
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### Hiring Qualifications



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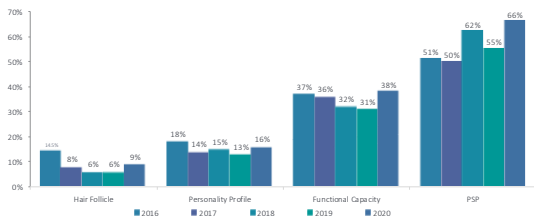
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### Screening Best Practices



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### Hiring Speed

- Average number of candidates you have to review, screen and/or interview to get one driver = 60
- Average time to fill an open personnel requisitions = 41 days
- Time to hire for filled personnel requisitions = 36 days
- Average time to complete background checks = 9 days

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*Ellen Ingram, CTP*

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## AMERICA'S SERVICE LINE®

- Limited Liability Company
- Based out of Green Bay, Wisconsin
- Founded in 1996 by American Foods Group, LLC (AFG)
- Largest Carrier for sister company, America's Logistics (AML)
  - Serving >35% of the shipments
- 65% of America's Service Line's (ASL) shipments are for AML, serving AFG
- About 200 Tractors, 375 Trailers
- High Retention
- Award Winning Safety and Drivers
- Outstanding Service
- Provides a Great Deal of Flexibility to Sales
- Private Fleet and a Trucking Company
- Acquired Midwest Express in November 2019
  - Based out of Grand Island, Nebraska



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## AMERICA'S SERVICE LINE®

**Mission:** *Delivering excellence daily to our customers, employees and stakeholders.*

**Vision Statement:** *It is our vision to be the Shipper of Choice and Carrier of Choice for American Foods Group and our other business partners. To accomplish this, we will also need to be the Employer of Choice to attract and retain the best employees in the industry.*



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## Our Team

- > 37 City/Local Drivers
- > 130 Company Over The Road Drivers
- > 54 Independent Contractor Over The Road Drivers
- > 26 Maintenance
- > 4 Safety
- > 13 Operations (Planning and Driver Management)
- > 3 Business Analytics
- > 5 Human Resources
- > 11 Finance and Accounting



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Talent Acquisition




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Talent Acquisition Process



- POSITION ASSESSMENT / DESCRIPTION
  - Competencies
- LEAD GENERATION and NURTURING
- APPLICATION
- SCREEN
- INTERVIEW
- ONBOARD
- 30, 60, 90 Day Review Process



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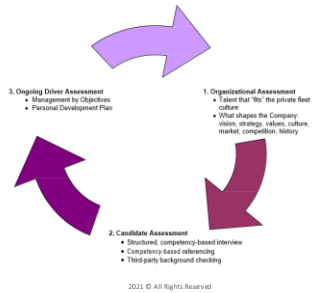
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The Cycle of Talent Assessment



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Since 1963

## Job Description

**NPTC**  
National Private Truck Council

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**Minimum Qualifications for an OTR Driver:**

- Must be at minimum 21 years of age.
- Meets FMCSA medical requirement guidelines.
- Comply with all USDOT and other Governmental Regulations.
- 1 year of verifiable Class A CDL tractor trailer interstate driving experience within the last 3 years.
- Work History - no more than 2 jobs in 1 year period.
- Must be able to pass TMC within 90 days of hire (OTR only).
- MVR - no major violations in most recent 3-year period.
- PSP - no major violations in most recent 3-year period.
- Accident history - no preventable DOT reportable accidents in 3-year period.
- Ability to bend, squat, twist and get under trailer to check components.

**Additional preferences for an OTR Driver:**

- The right kind of Class A CDL tractor trailer driving experience includes: good miles over the road, major metro areas and winter driving.
- 5+ van experience.
- Good stability in work history - no more than 2 jobs in 3-year period; shows longevity in history.
- Clean MVR - no violations in 3-year period.
- Clean PSP - no violations in 3-year period.

**Knowledge, Skills and Ability:**

- Does paperwork well - timeliness and accuracy.
- Ability to use technology.
- Lives close to or willing to park close to a terminal or customer location.
- Trip planning, understand HDS and time management.
- Reliable/dependable - do what they say they are going to do.
- Demonstrates willingness to pull together in times of personal or professional crisis or need.
- Restrictions - they can drive day or night, they will go anywhere, they are flexible enough to enable options for operations (A). Or do they need to be on an engineered load with clear expectations (B).
- Takes direction well.
- Ability to listen.
- Accountable: Take responsibility for the truck, the freight that they are hauling and service they provide. Good inspection. Cleanliness (of self and equipment). A sense of pride. Attention to detail, ask questions, engaged, attentive.
- Courteous, professional, and proactive in communication - interact with other drivers, co-workers and customers with tact and respect. They use please and thank you.
- Stress management: deal with stress by proactively communicating frustration or problems. They offer ideas and suggestions.
- Positive attitude, open and forthcoming.
- Truthful.
- Courtesy to other motorists and drivers on the road.
- Understanding temperature control.

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**J. J. Keller & Associates, Inc.**  
Since 1963

## Job Description

**NPTC**  
National Private Truck Council

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## Marketing

**NPTC**  
National Private Truck Council

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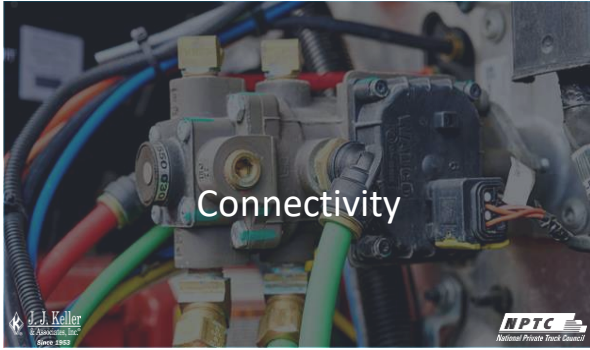
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*Drivers are our best recruiters*

*Giving tools to our drivers to actively recruit on our behalf*

*Driver referrals are most often our best hires*

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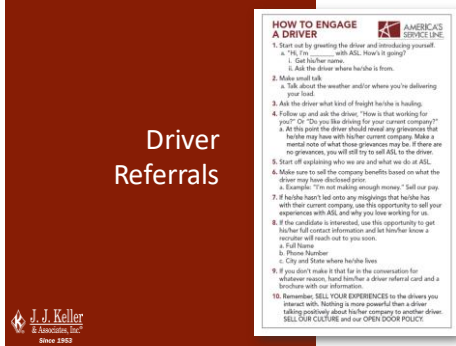
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**Driver Referrals**

**HOW TO ENGAGE A DRIVER** 

1. Start out by greeting the driver and introducing yourself.
  - a. "Hi, I'm \_\_\_\_\_ with ASL. How is going?"
  1. Get his/her name.
  2. Ask the driver where he/she is from.
2. Make small talk.
  - a. Talk about the weather and/or where you're delivering your load.
3. Ask the driver what level of freight he/she is hauling.
4. Follow up and ask the driver, "How is that working for you?" Or "Do you like the driving for your current company?"
  - a. At this point the driver should reveal any grievances that he/she may have with his/her current company. Make a mental note of what those grievances may be. If there are no grievances, you will still try to sell ASL to the driver.
5. Start off explaining who we are and what we do at ASL.
6. Make sure to sell the company benefits based on what the driver may have disclosed earlier.
  - a. Examples: "I'm not making enough money," "I don't pay my..."
7. If he/she hasn't had onto any engagements that he/she has with their current company, use this opportunity to sell your experience with ASL and why you love working for us.
8. If the candidate is interested, use this opportunity to get his/her full contact information and let him/her know a recruiter will reach out to you soon.
  - a. Full Name
  - b. Phone Number
  - c. City and State where he/she lives
9. If you don't make it that far in the conversation for whatever reason, hand him/her a driver referral card and a brochure with our information.
10. Remember **SELL YOUR EXPERIENCE** to the drivers you interact with. Nothing is more powerful than a driver talking positively about his/her company to another driver. **SELL OUR CULTURE** and our **OPEN DOOR POLICY!**

 Since 1963



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### Referred by One of Our Drivers

2020 - 28%

2019 - 46%



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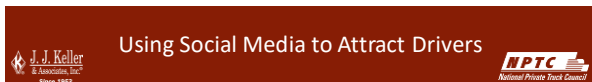
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Social media is the best way to market our company to potential employees and the public.

Social media gives us the opportunity to showcase our company culture.

Engagement on our page leads to FREE advertising to potential drivers.



**Using Social Media to Attract Drivers**

 Since 1963



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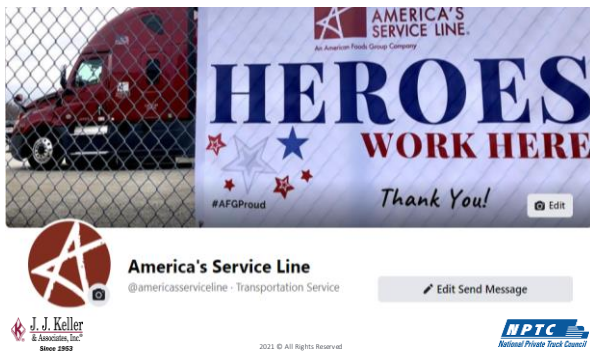
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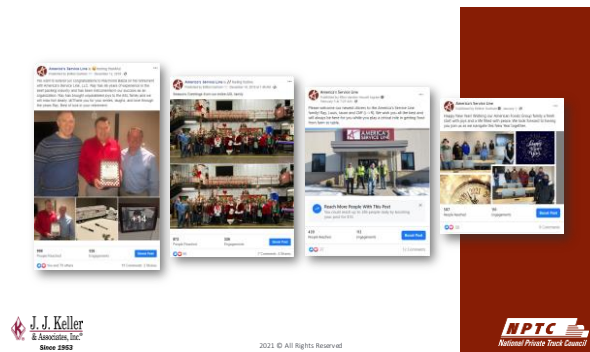
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# Facebook Advertising Data

## Marketing Agency – Snapshot 2019

- \$23,878.92
- 437 Leads = \$54.64 per Lead
- 51 Full Applications = \$468.21 per App
- 9 Hires = \$2,653.21 per Hire

## In-House – Snapshot 2020

- \$18,947.87
- 2,350 Leads = \$8.06 per Lead
- 407 Full Applications = \$46.55 per App
- 15 Hires = \$1,263.19 per Hire



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46

craigslist

choose the location that fits best:

- city of chicago
- north-chicago
- west-chicago
- south-chicago
- northwest-indiana
- northwest-suburbia

please note: your posting will also appear on the main chicago site.

[continue](#)

Market	Post	Views	Leads	Cost
Market 1	Chicago, OH	10,853	26	417
	Carroll, WI	5,884	18	327
	East Troy, WI	5,884	18	327
	Hampshire, WI	5,884	18	327
	Phonakia, PA	5,884	18	327
	Menasha, WI	5,884	18	327
	Conroe, OH	5,884	18	327
Market 2	Chicago, OH	10,853	26	417
	Ypsilanti, OH	5,884	18	327
	Ypsilanti, OH	5,884	18	327
	Ypsilanti, OH	5,884	18	327
	Ypsilanti, OH	5,884	18	327
	Ypsilanti, OH	5,884	18	327
	Ypsilanti, OH	5,884	18	327
Market 3	Chicago, OH	10,853	26	417
	St. Louis, MO	5,884	18	327
	Alpharetta, GA	5,884	18	327
	Rockwood, TN	5,884	18	327
	Clinton, NJ	5,884	18	327
	Clinton, NJ	5,884	18	327
	Hampshire, WI	5,884	18	327

Average: 6,148 Views 18 Leads \$327 Cost

# Location and Scheduling Posting



## Location and Scheduling Posting



47



48



## Craigslist Advertising Data

### Marketing Agency – Snapshot 2019

- \$10,704.00
- 171 Total Leads = \$62.60 per Lead
- 45 Full Applications = \$237.87 per App
- 4 Hires = \$2,676.00 per Hire

### In-House – Snapshot 2020

- \$3,540.00
- 421 Total Leads = \$8.41 Cost per Lead
- 124 Full Applications = \$28.55 per App
- 6 Hires = \$590.00 per Hire

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## Take-Aways

- Research target areas for maximum exposure
- Create a posting schedule
- Create titles that get audiences attention
- Sell the company culture through images in your advertisement




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## Lead Nurturing



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 **Whose Vantage Point** 

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 **Follow Up After New Lead Comes In**

- |               |  |
|---------------|--|
| Call – Day 1  | Call – Day 9   |
| Text – Day 2  | Email – Day 10   |
| Email – Day 3 | Text – Day 11  |
| Break – Day 4 | If no response, place lead into long term nurture status.      |
| Call – Day 5  | Currently working on acquiring tools to do long term nurtures. |
| Text – Day 6  |  |
| Email – Day 7 |  |
| Break – Day 8 |  |

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53

 **AMERICA'S SERVICE LINE®**

Application / Screening In / Interviewing

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**Minimum Qualifications for an OTR Driver:**

- Must be at minimum 21 years of age.
- Meets FMCSA medical requirement guidelines.
- Comply with all USDOT and other Governmental Regulations.
- 1 year of verifiable Class A CDL tractor trailer interstate driving experience within the last 3 years.
- Work history - no more than 2 jobs in 3-year period.
- Must be able to gain TWIC within 90 days of Hire (OTR only).
- MVR - no major violations in most recent 3-year period.
- PSP - no major violations in most recent 3-year period.
- Accident history - no preventable DOT recordable accidents in 3-year period.
- Ability to bend, squat, twist and get under trailer to check components.

**Additional preferences for an "A" Driver:**

- The right kind of Class A CDL tractor trailer driving experience includes good miles over the road, major metro areas and winter driving.
- 5'3" van experience.
- Good stability in work history - no more than 2 jobs in 3-year period, shows longevity in history.
- Clean MVR - no violations in 3-year period.
- Clean PSP - no violations in 3-year period.

**Knowledge, Skills and Ability:**

- Does paperwork well - timeliness and accuracy.
- Ability to use technology.
- Lives close to or willing to park close to a terminal or customer location.
- Trip planning; understand HOS and time management.
- Reliable/credible - do what they say they are going to do.
- Demonstrate willingness to pull together in times of personal or professional crisis or need.
- Restrictions - they can drive day or night, they will go anywhere, they are flexible enough to enable options for operations (A). Or do they need to be on an engineered loop with clear expectations (B).
- Takes direction well.
- Ability to listen.
- Accountable - take responsibility for the truck, the freight that they are hauling and service they provide. Good inspection. Cleanliness (of self and equipment). A sense of pride. Attention to detail, ask questions, engaged, attentive.
- Courteous, professional, and proactive in communication - interact with other drivers, coworkers and customers with tact and respect. They use please and thank you.
- Stress management: deal with stress by proactively communicating frustration or problems. They offer ideas and suggestions.
- Positive attitude, open and forthcoming.
- Faithful.
- Courtesy to other motorists and drivers on the road.
- Understanding temperature control.

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**Screening in Applicants to Become Candidates**

**Finding the "A" Driver (Rock Star)**

- The right kind of Class A CDL tractor trailer driving experience includes good miles over the road, major metro areas and winter driving.
- 5'3" van experience.
- Good stability in work history - no more than 2 jobs in 3-year period; shows longevity in history.
- Clean MVR - no violations in most recent 3-year period.
- Clean PSP - no violations in most 3-year period.
- Must meet all other guidelines not mentioned above that are set forth in minimum qualifications.

**Solid**

- The right kind of Class A CDL tractor trailer driving experience includes good miles over the road, major metro areas and winter driving.
- 5'3" van experience.
- Good stability in work history - no more than 4 jobs in 3-year period; shows longevity in history.
- MVR - No major violations in most recent 3-year period. Cannot show a pattern of repeated violations in a most recent 3-year period i.e. speeding tickets, stop light violations, lane violations etc.
- PSP - No major violations in most recent 3-year period. Cannot show a pattern of violations in most recent 3-year period i.e. overweight tickets, speed warnings, OOS inspections etc. in most recent 3-year period.
- Must meet all other guidelines not mentioned above that are set forth in minimum qualifications.

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56

**Interviewing**

**Human Resource Interview**

- Recruiters will conduct an 18-question interview with the candidate.
- After interviewing the candidate, if he/she is deemed to be a good fit to the Company, the candidate's application is sent to our Operations team for review.

**Operations Interview**

- Operations will conduct an 8-question interview with the candidate.
- Not only will Operations ask these questions, but it will also look over the candidate's location and home time needs to determine whether he/she will be a good fit.

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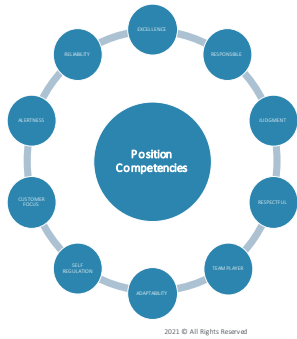
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57



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58

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**Competency - "Excellence"**

**Example**

Sets high, "stretch" standards of performance for self; whatever is done is worth doing right; demonstrates low tolerance for mediocrity; requires high-quality results; follows mistakes with improvements – not excuses; maintains consistent high performance with a minimum of direct supervision, is highly self-motivated and self-reliant; maintains confidence in ability to achieve superior results; driven to accomplishment; takes pride in accomplishing task; values reward of working for good company; recognizes roles as an ambassador for the company ensuring positive picture of the company before the public.



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59

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**Competency - "Excellence"**

**Example**

- Why do you consider yourself a professional driver?
- What do you like most about a professional driver's job? Least?
- What are your job goals?
- How do you feel the company can help you reach those goals?
- What would you expect of any supervisor to whom you report?
- Tell us about a time in which you achieved impressive results without much supervision.
- What motivated you? What were the results? What did you learn?
- Describe a time in which you had to overcome some pretty major obstacles to achieve the results you wanted.
- When have you sacrificed the quality of work or taken shortcuts? What were the results and what did you learn?
- What efforts have you taken in the past to ensure a company's reputation?



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60

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- Consensus is made with Operations and Recruiters
- Offer of Employment Extended
- Criminal Background Screening
- Pre-employment Drug Screen
- Pre-employment Road Test
- Onboarding

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61






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62




**Ambassador Program**

Assigns a driver mentor to support and serve as a resource for the new driver.

- Company
- Ambassador
- New Employee

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63

### 30-Day Orientation Follow-Up

- Bring all new drivers back in on the 4<sup>th</sup> week of employment
- Enables us to get in front of any issues that may be arising
- Gives our employee the opportunity to discuss or provide feedback on first 30 days of employment
- Helps increase driver retention



64

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### 30-Day Orientation Follow-Up

- Talent Acquisition – review whether we are living up to our word / brand integrity
- HR/Payroll – review pay statements, HRMS login information and benefits information
- Safety – review hard brakes and software compliance/usage
- Shop – review any equipment issues or questions regarding equipment
- Operations – review workflow concerns, mobile application usages, 30-day review and any additional questions or concerns
- President – 1:1 conversation regarding 1st impression and any additional feedback



65

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### Question & Answer Session



**Gary Petty**  
President & CEO  
National Private Truck Council



**Tom Bray**  
Sr. Industry Business Advisor  
J. J. Keller & Associates, Inc.



**Tom Moore, CTP**  
Sr. Vice President  
National Private Truck Council



**Ellen Ingram, CTP**  
Human Resources Director  
America's Service Line, LLC



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### More Questions?



**Tom Bray**  
Sr. Industry Business Advisor  
J. J. Keller & Associates, Inc.  
[tbray@jkkeller.com](mailto:tbray@jkkeller.com)



**Tom Moore, CTP**  
Sr. Vice President  
National Private Truck Council  
[tmoores@nptc.org](mailto:tmoores@nptc.org)



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67

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**Driver Training Strategies**

May 19 – 10:00 AM Central  
**Adoption and Integration of In-Cab Video Technology**

Visit [www.jkkeller.com/nptcinfo](http://www.jkkeller.com/nptcinfo) to register



**Gary Petty**  
President & CEO  
National Private Truck Council



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68

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### Thank You for Participating in Today's Webcast!

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69

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