



**Gary Petty**  
National Private  
Truck Council

# ***Ensuring Driver Quality Through Effective Screening Protocols***

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



# ***Effective Driver Screening Protocols***

## **This webcast will cover ...**

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

## **Housekeeping items:**

- **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.**

## **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:  
<http://www.jjkeller.com/nptcinfo>**

# Meet Your Presenters



**Gary Petty**  
*President & CEO*  
National Private  
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**Tom Bray**  
*Senior Transportation*  
*Management Editor*  
J. J. Keller & Associates



**Tom Moore, CTP**  
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**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.



**Tom Bray**  
J. J. Keller &  
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# **Driver Screening Regulatory Requirements**

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



# Driver Application



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- **The driver application is the basis of the regulatory screening**
  - Full name and identification
  - Previous employers
  - Driver's license number
  - Driving history
  - Statement agreeing to the required screening
- **Verify that the application is complete and that there are no gaps**
- **False or incomplete application situations**

# Background investigation (§391.23)

- **Based on the application**
- **Background check must be done within 30 days of hire**
- **Involves MVR and previous employers**
  - **MVR: Must run an MVR for each state the driver was licensed in over the last 3 years**
    - If MVR is also proof of medical qualification (CDL driver), the current MVR must be acquired before the driver operates a CMV in commerce
  - **Safety Performance History (SPH): Must contact all DOT-regulated previous employer(s) the applicant worked at over the previous 3 years**



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# Background Investigation (§391.23)



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- **SPH: Each DOT-regulated previous employee must be asked about:**
  - **General employment information**
  - **Any DOT-recordable accidents the driver was involved in**
  - **The driver's participation in the company's drug and alcohol testing program including:**
    - Whether the driver participated in the program
    - If the driver had any violations of Subpart B of 382 (tested positive, refused, etc.)
    - If the driver did violate Subpart B of Part 382, whether the driver has completed the SAP evaluation, return-to-duty testing, and follow-up testing

# Safety Performance History Problems

- **Carrier no longer exists or no answer is received**
  - **Make a “good faith effort” using three attempts to contact using various communications methods**
- **Carrier refuses to provide required information**
  - **Remind other carrier they are required to provide the information**
  - **Threaten to report the carrier to FMCSA**
  - **Be careful that you are not threatening over “non-required” information**
- **Other carrier or third-party service requires payment**
  - **Cannot withhold information if payment is not received**
  - **However, can refuse to provide it until the 30<sup>th</sup> day**



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# An Additional Tool



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- **Pre-employment Screening Program (PSP)**

- **Managed by FMCSA, run by vendor**
- **Provides:**
  - Driver's roadside inspection history for the previous 3 years
  - All DOT-recordable accidents the driver was involved in over the last 3 years
  - No "scores" assigned – only provides the data
- **Subscription fee and per-record fee (\$100/\$10)**
- **Can validate application information and provide additional information on driver's on-road behavior**

# Important Point

- **FMCSA only requires that you determine if the driver is qualified under the regulations (see §391.11)**
  - Over 21
  - Read and speak English
  - Has training and/or experience to operate safely
  - Medically qualified
  - Has one license of the correct type and it is valid
  - Not disqualified
- **Screening process must at least verify this and meet the requirements in §391.23!**



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# More Important Point!

- Meeting the “letter of the law” will not protect you during litigation
- FMCSA does NOT provide guidance on what makes an applicant “good” or “bad”
  - They leave that decision to the carrier
- To supplement regulatory requirement, most carriers develop standards. Example:
  - No more than “x” preventable crashes over the past “x” years
  - No more than “x” moving violation convictions over the past “x” years
  - No license suspension or revocation for a moving violation in the past “x” years



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# Beyond Compliance

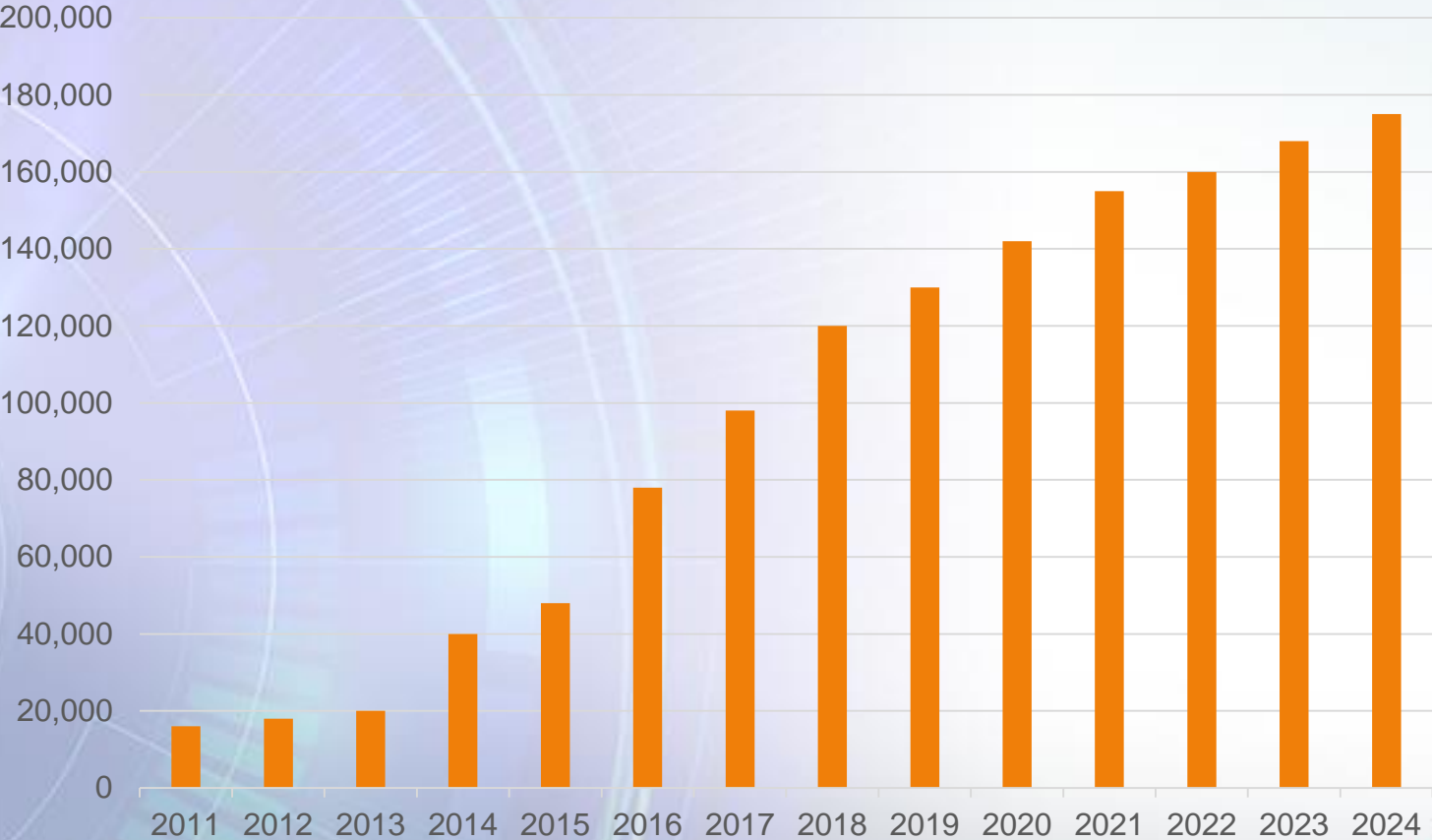
**Tom Moore CTP**  
**Sr. Vice President**  
**National Private Truck Council**



# Driver Shortage



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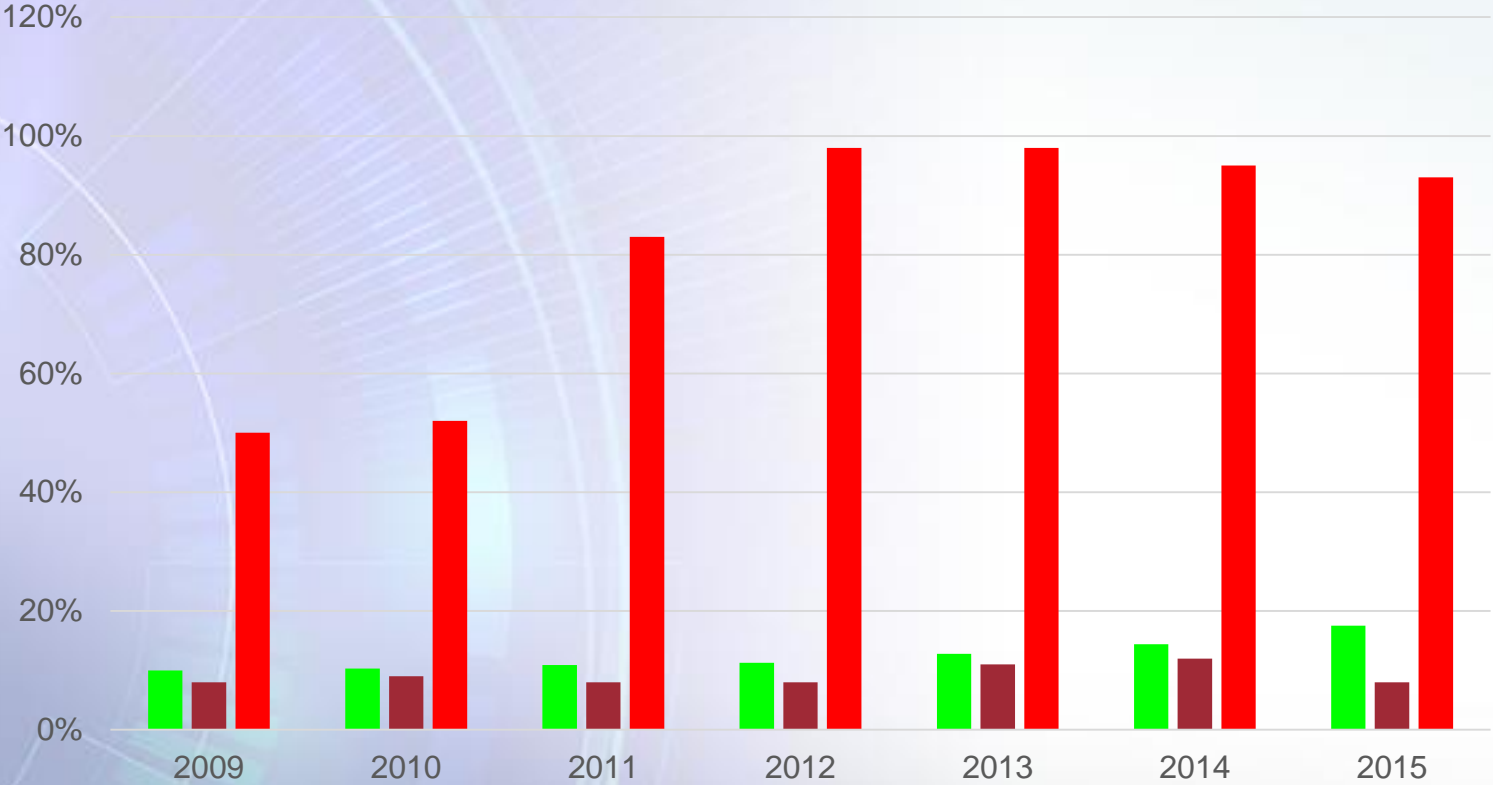


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# Driver Turnover



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# Hiring Mistakes

- Hiring somebody who should not have been hired
- Or not hiring someone who should have been
- Looks good...is good
- Looks bad...is bad
- Hiring yourself
- Rush to hire
- Poor interviewing skills
- I'll know it when I see it



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# The Cost of Poor Hiring

- Dissatisfied or lost customers
- High turnover and associated expenses
- Incomplete work
- Increased operating costs
- Lawsuits
- Lost business opportunities
- Lower morale and higher frustration
- Poor productivity, poor quality
- Sabotage
- Good people going to a competitor
- Added stress for the existing workforce



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# Minimum Hiring Qualifications

- **Minimum Age: 21.9 (vs. 22.3 last year)**
- **Minimum Experience: 2.03 years (vs. 2.4 last year)**
- **Average Age of New Hire: 41**

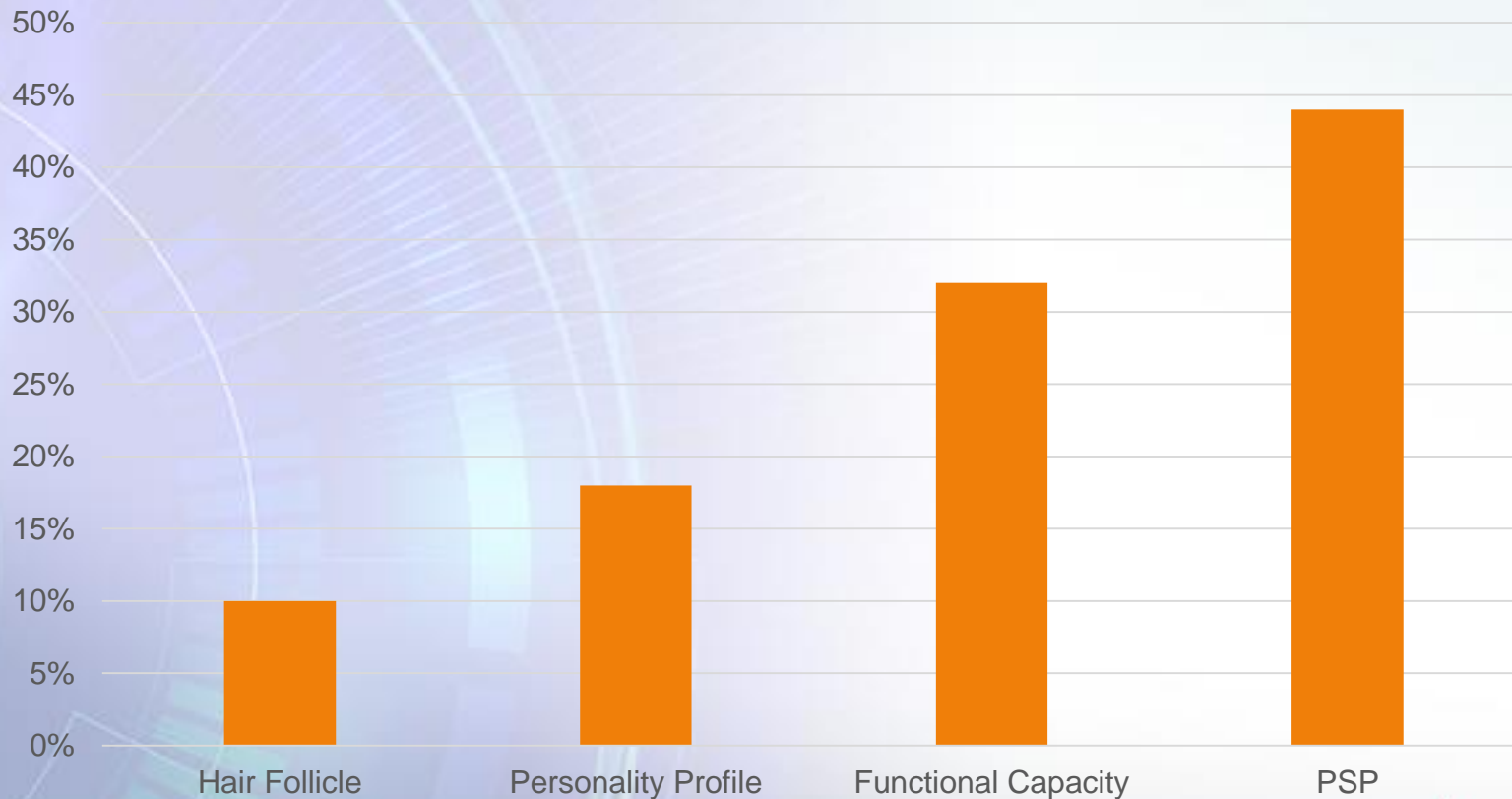


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# Pre-Employment Screening



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**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

# The Fleet Perspective

**Lewis Allen, CTP**  
*Director, Fleet Operations*  
Aaron's, Inc.

# Aaron's Fleet to Include Aaron's Logistics

- **3,000 Delivery Vehicles – US and Canada**
  - Light, Medium, Heavy Duty
  - Ford Connects, Transit -150's
  - 14' Straight Trucks
  - F-450 18' Straight Trucks, 28' Straight Trucks
  - Tractors (single and tandem – day cab and sleeper)
  - Trailers – 40' - 53' Dry Van



**Lewis Allen, CTP**  
*Director  
Fleet Operations  
Aaron's, Inc.*



# Aaron's, Inc



**Lewis Allen, CTP**  
*Director  
Fleet Operations  
Aaron's, Inc.*

- **Since 1955**
- **Furniture, Electronics, Appliances**
- **Lease to Own**
- **Company stores – 1,228**
- **Franchise Stores – 730**
- **Service Centers - 7**
- **Fulfillment Centers – 16 – Fall under Aaron's Logistics, LLC**

# Aaron's, Inc and Aaron's Logistics, LLC Drivers



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

- **7,220 Potential Driver's – High Percentage are Store Associates**
  - **Product Technicians (PTs)**
  - **Customer Account Managers (CAMs)**
  - **Sales Managers (SMs)**
  - **Manager in Training (MTs)**
  - **General Manager (GM)**
- **93% compliant with the FMCSR**
- **114 CDL Drivers**
  - **Fulfillment Centers**
  - **Service Centers**
  - **Woodhaven – Furniture Manufacturer**



# DOT Compliance Portal

- Ability to track all drivers
- Expired Driver's License – 90, 60, 30 days out
- Expired Physical – 90, 60, 30 days out
- Accident tracking - recordable
- Annual driver reviews
- DOT paperwork



**Lewis Allen, CTP**  
*Director  
Fleet Operations  
Aaron's, Inc.*

# Associate Resources Mission Statement



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

“Our best hires will have a customer centric mindset. Treat your candidate as you treat your best customer. When you do this in the interview, we set the expectation up front that relationships with our customers are our associates’ top priority.”

“Own your hire.”

- Aaron’s Associate Resources Department



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# Prescreen Conversation



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

- **Phone screen the candidate first to determine if the applicant meets the qualifying questions required to work in the role. If so, invite the candidate in for a face-to-face interview**
- **Explain our Company, what we do, and why we are successful**
- **Share a bit about the roles and responsibilities**
- **Ask the candidate about their work history**
  - **Sales, Collections, Delivery, Customer Service**

# Qualifying Questions

- Explain our hours of operation and are you able to work these hours regularly
- Is the candidate able and willing to complete a background check, drug screen, and if required, pass a DOT Physical exam
- Make sure the candidate understands they will need to be able to lift up to 50 lbs, and are they able to do this without a reasonable accommodation
- Does the candidate have reliable transportation
- Make sure candidate understands the position will require them to routinely drive a delivery truck
- Must have a valid driver's license – must be at least 21 years of age to drive
- No more than 3 moving violations within the past 3 years



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

# Face-to-Face Interview Process

- Face-to-face if the phone interview went well
- Through conversation, is the candidate a cultural fit?
- Core responsibilities, qualifications and level of accountability
- Training requirements – sales, customer service, delivery
- Potential working days/hours
- Pay structure – salary, hourly, bonus, stop pay
- Success criteria – revenue
- Team structure and culture
- Challenges
- Promotion opportunities



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

# Next Steps – Candidate is a good fit

- **Schedule a second interview with Regional Manager**
- **Explain our required background screening process**
  - Have candidate complete the background authorization portion of our online application. This is the final step in the application process
- **Walk the candidate through the background screening process steps**
  - Background check, MVR, Previous Employer checks, drug screen. DOT physical will be completed once hired
- **Candidate is not as good fit?**
  - Let them down gently
  - Might they be a fit for a different role in the company



**Lewis Allen, CTP**  
*Director  
Fleet Operations  
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# Fleet/DOT's Perspective on the Hiring Process

- Are we in a rush to hire? Or do we just need a warm body?
- Background checks can be overwhelming
  - Outsource what you can – Previous Employer Checks, RFI on accidents and D&A Results, and MVR's
- High turnover rate – it's a revolving door
- Qualifying the right individual
  - #1) Can they pass the background checks
  - #2) Can they drive a CMV?
- Hire-Train-Retain!!!!



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
Aaron's, Inc.

# Challenges

- Currently, store setting does not require any type of experience driving a CMV
  - AR Department along with Fleet is in the process of revamping
- Passing and maintaining a valid DOT Physical where required
  - Fleet consultation as needed
- High turnover rate – Currently around 70%
- Keeping associates – AR is in the process of revamping the compensation package to hopefully curtail the turnover rate – hourly rate
- Qualifying the right individual
  - If I had my way...
- Fleet does not hire or fire – Fleet consults with AR to make suggestions/recommendations



**Lewis Allen, CTP**  
*Director*  
*Fleet Operations*  
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# Bad Hire Example – “Don’t Hire Your Next Problem”

- Recently had a conversation with our AR Director and our AR Attorney
  - Had to do with an ME not passing a new hire due to prescription drugs
    - New hire mentioned on his physical history questions that he was taken Oxycodone
  - AR wanted to know if we could send the new hire to another ME
  - As the SME, I only had to explain why we could not do this. Case closed
- The Fleet Department is one of the last lines of defense to ensure that all DOT paperwork is complete and the driver meets or exceeds compliance with the FMCSR’s
- We look for the gaps...



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# Question & Answer Session



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**Please continue to submit your questions.**



**Thank you for participating!**



**Gary Petty**  
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Join us tomorrow, 10 AM Central

**Developing Effective Driver Onboarding Practices**

Visit [www.jjkeller.com/nptcinfo](http://www.jjkeller.com/nptcinfo) for more information



# Thank you for participating in today's webcast!

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