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IN MEMORY OF

DAVID BEAN

FEBRUARY 18, 1964 - AUGUST 26, 2015



On August 26th our friend and colleague David Bean, died in a tragic car accident while on vacation with his family. David was our Graphic Designer at Over the Road and has been a very important part of our team for the past eight years.

David was 51 years old and has left behind his wife Caroline, his son Christopher and his daughter Melanie who are in our thoughts and prayers. He was a good man, a good friend and we will miss him tremendously - both personally and professionally.



WE MISS YOU DAVID.
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The Over the Road Team

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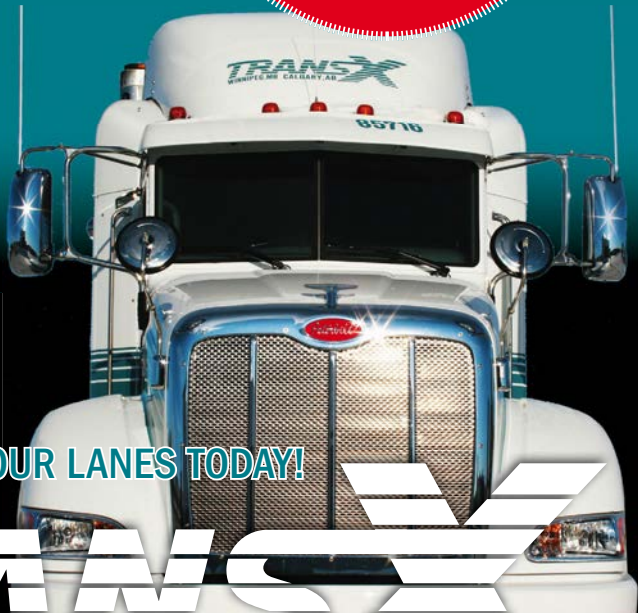
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MAKING YOUR MILES COUNT

Robert D. Scheper



Making Your Miles Count: Choosing a Trucking Company

It would be irresponsible to write a book to help lease operators become more successful and not analyze fuel costs, both past and present. Over 30% of "Making Your Miles Count: Choosing A Trucking Company" is dedicated to fuel costs.

As I have presented it, if operators understand fuel taxes they will be able to understand more clearly how to manage their net fuel costs. Fuel taxes are a relatively stable part of total fuel costs. They are a little like oil on top of water. From above the surface it may appear that the taxes are going up and down but it's actually the base price of fuel that fluctuate, not the fuel taxes.

In managing bottom line fuel costs the operator must focus on the base price, never the fuel taxes (with only very few exceptions). Understanding and following base fuel price differences saves the operator net fuel costs, often times thousands (or even tens of thousands) of dollars per year.

There is no such thing as the "fuel tax game" unless we refer to a make-believe fantasy like a scavenger hunt... that helps absolutely nothing! Fuel taxes are almost a fixed cost since virtually nothing can be done by the operator to lower the cost in a jurisdiction other than not driving in that jurisdiction at

all. Operators should only be focused on base price, not pump price.

There is one part in my book that so emphasized the fixed nature of fuel tax I recommended that it would be reasonable for Carrier Contracts to actually pay for all fuel taxes. This suggestion was not one to necessarily increase operator income as much as it was to stabilize it. There are some jurisdictions that tend to be significantly more expensive to operate in (for example British Columbia costs 7.9 cents per mile more than Alberta does... exposing only fuel cost differences... at 6mpg). There is also the point that once a route/trip is chosen there is absolutely NOTHING an operator can do to reduce their fuel taxes. Therefore, if the operator has no influence over its cost, they should reasonably not have to absorb the jurisdictional differences they produce.

The point was not to suggest all carriers now should pay all fuel taxes... the point was that different trip and routes produce different costs that are too often not adequately compensated. Now that you know it costs 7.9 cents per mile more in JUST fuel taxes to operate your truck in BC verses Alberta... which trips will you avoid? Which trips may you be more enthusiastic about? How do Carrier contracts deal with these types of variations? Or do they at all?

Even if all carriers would pay the fuel tax entirely, operators must still retain a method of evaluating the base fuel price for each fuel purchase. Operators must learn, where in their route/trip base do prices tend to be higher and where base prices tend to be lower?

Issues like this are sometimes considered complex and too many operators ignore them. However, survival or failure is rooted in them. If it's not fair to blame an operator for something they can't control, it's also not fair to blame a carrier for something they are not responsible for.

Choosing an appropriate carrier should be more of a science than trial and error. This book

could save some drivers years or even a decade of financial catch-up. Educating Operators in making the right choices is what Over the Road Magazine and this book tries to accomplish.

Robert D Scheper operates an accounting and consulting firm in Steinbach, Manitoba. He has a Masters Degree in Business Administration and is the author of the Book Series "Making Your Miles Count" (taxes, taxes, taxes in 2007) and (Choosing a Trucking Company 2015).

You can find him and his books at www.makingyourmilescount.com or 1-877-987-9787. You can also e-mail him at robert@thrconsulting.ca.



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HR Rules For Success

My consulting business has taken me into many companies over the past few years and aside from the normal concerns about volume, rates and profitability, a common issue which prevails is HR (Human Resources) and the management of all the people in the company. There have been thousands of books written on this subject by people who are much brighter than I am, but I thought I would add my two cents worth.

No matter how big or small the company or what sector of the economy the business operates within, there is a basic business principle that applies to leadership roles, and this basic principle also applies to the trucking industry. If you want your company to behave in a certain manner, then you should conduct yourself in a manner that is conducive to achieving the required result.

What I am sharing with you, many companies go through during strategy development and while they create their Mission, Vision and Values statement. The idea being that once you have defined what you are trying to achieve as a company, you then break it down into what you need to do to get there and how to get everyone pointing in the right direction. That being said, understanding the principles I am sharing with you here will help any company's performance and will free up scores of time that might otherwise be lost to the minutia of office politics.

Every person who goes to work deserves the right to be successful and to enjoy doing their daily toil. People inherently want to be good, they want to be successful in the job they have taken on and they want to be recognized for their effort. If you are a manager and don't believe these two statements then you are in the wrong role.

If you believe that your employees, Drivers and Owner Operators give you a strategic advantage in your marketplace, you already know what you are about to read and I am sure I could learn many things from you. If you consider these same people to be a necessary evil then you need to study the following set of rules carefully. True sustainable success will only come when everyone in your company contributes to the results of a job well done and do not simply rely on the leadership of a single individual.

Rule # 1: I used to tell all of the managers who worked for me that their job as a department head was to make their own jobs obsolete - and only then would they be truly successful. They were often confused but I would explain that I think it is important for each manager to develop their individual team to the point where their team is truly self-sufficient, capable of performing the job at hand and meeting all of the goals and challenges posed to them on a daily basis.

Rule # 2: Decide what success looks like for any given role in your department. Write it out as a role description as it's hard to measure if a person is doing what you want when they have never been told or, better yet, received it written on paper. This document should list their responsibilities, define the task required, their working relationship with their peers and explain their decision making scope. You should hire for that role and when you do you should have the candidate read the description, provide input and then have both parties sign it. You just created accountability!

Rule # 3: Develop SOP's (Standard Operating Procedures) for all of the reoccurring procedures that happen throughout the day. This takes some work but it simplifies your life as a manager and relieves pressure on the people who work for you. The SOP should include the circumstance and justification for the SOP; provide steps to be taken in the process and any other necessary information. Management drafts the procedure, employees add their input and the result becomes the rule for how things should be done in any given situation.

Rule # 4: Process, Process, Process. Managers who used to report to me would tire of me saying the following: "When things go wrong, 95% of the time it will be because our process let us down, not our people". It is human nature to go looking for bad guys when the chicken feathers hit the fan but what a grandiose waste of time this usually is. If you believe in the ground rules set out in this article and believe that people inherently want to do well, then the investigation into the problem should start with the process or SOP that you have in place for the situation because usually, it is here where you will find

the root of the issue. If, after investigation, it is determined that the problem was caused by someone not following the process, then you have a performance issue with an individual that needs to be addressed.

Rule # 5: Ensure that your people have all the tools they need to succeed including your support. Have you ever asked your people this simple statement: "What can I do to help you be more successful today"? It's your job as a manager to provide new technology, new training or whatever it takes. Showing your people that you are pulling for their success is more important than you can imagine.

When I looked back on the years I was in business and the many successes and accolades that I was fortunate to have enjoyed, I most cherish the memories of the people I had the pleasure of working with and managing, specifically those whom I knew had talent that they themselves didn't even recognize. To challenge those folks and watch them rise through the ranks still gives me goosebumps, as it should all true managers. Can you see how this applies to your company?

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SAFETY DAWG

Chris Harris



Winter Driving Conditions Are Coming

Oh my goodness, October already! As you might imagine, writing an article for a magazine has a certain lead-time to it. For me, I have to write these articles weeks, if not months before the magazine is published. I say this because at the time that I am writing this article, I'm very hopeful that the US government will soon issue the "notice of proposed rule-making" in regards to the new electronic logging device (ELD). By the time you read this article, this is likely to have been done and it should be in all the daily trucking newspapers and their websites. One thing that you may not know is that the Provincial Transportation Minister, Stephen Deluca and the Federal Transportation Minister, Lisa Raitt have both previously indicated that they will enact legislation to make ELD's a Canadian reality!

Personally, I am looking forward to all trucks having electronic logging devices installed. This is definitely going to have an impact on the transportation industry, and trucking companies and drivers are definitely going to feel the impact. That being said, I think the ones who are going to be most disturbed by the new regulation will be the shippers! This is going to bring a new reality to shippers as fleets will no longer be able to have their trucks sit for hour upon hour at a shipper or receiver's loading dock without financial compensation for the Drivers and Owner Operators. The truck drivers and trucking companies will no longer be able to make up lost time by cheating on their logbooks. And this I believe is a healthy step in the quest of collision reduction.

As I said previously, I'm writing before the end of August and I don't know that the ELD rule from the states has yet been released. But I am so hopeful!

I know you are reading this in October and I would like to remind all Drivers and Operators that winter is coming and in some places in Canada it is likely already here. So drivers, you just finished "construction season" with all of its hazards and you had to endure all of those minivans loaded with families heading off on vacation while not paying attention to the road, but now you must move on to the hazards associated with winter driving.

So I would like to remind drivers about "*black ice*". There are many different hazards when it comes to winter driving but I think black ice is perhaps the worst. When you're driving in a snowstorm or on snow-covered highways you can see the hazard and adjust your driving techniques to compensate. With black ice, unless you are very diligent, you will not know that it is there. So how do you detect black ice?

First thing that you should be aware of is the temperature outside. Black ice most often forms around the temperatures of 0 Celsius. It will form between the -2 and +2 Celsius. That is a wide range in temperature. It often forms in the evening and at night as temperatures are dropping so you need to be extra careful at this time of the day. Black ice will often form first in low lying areas. So, as you drive through those dips and valleys you have got to be diligent. Black ice will often form first on bridges and

overpasses. Especially on a day that there is a stiff breeze or wind as this will lower the temperature on the road surface.

How do you detect black ice? You must be like a detective and look at the signs. If the road looks wet and there is no road spray coming from the tires of the vehicle in front of you, this is an indication that the moisture on the road has frozen and is now black ice. Listen to the sound of your tires. Yes, that means you have to turn your radio off and perhaps open your window a little. But tires on dry pavement make a different sound than tires on wet pavement. So you need to be listening. While you have that window rolled down a little, touch the back of the mirror. If the moisture on your mirror has frozen, that is an indication that the road may have frozen as well. All in all, you need to be extra careful at this time of the year.

How do you deal with driving on black ice? First and foremost, slowdown! Often, drivers underestimate the stopping distance required between vehicles or are not aware of the difficulty of keeping their truck under control while driving in treacherous conditions. If you are on black ice and lightly touched your brakes, this could cause a loss of control or cause your trailer to jackknife. So the best idea might be to get off the road. This is not only for your safety but for the safety of everyone.

So to conclude, winter is coming and the threat of black ice is real. You owe it to your family to be cautious and drive safe.

Chris Harris
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WOMEN IN TRUCKING

Ellen Voie



New Zealand Trucking Industry Shares Global Challenges in Recruiting Drivers

The headline reads, "Transport firms hit by driver shortage." This article could be from almost any country, since drivers are currently in demand around the globe. However, this particular column was from a New Zealand magazine, which quoted one carrier executive as saying, "It's just really hard to get quality drivers ... we can't even get any non-quality drivers."

There are numerous differences between the United States and New Zealand other than the size of the countries. They drive on the opposite side of the road, live in the southern hemisphere, and celebrate Christmas in the summer. One thing is similar for both countries; we are all looking for drivers from non-traditional groups, such as women.

I was recently invited to speak by the New Zealand Road Transport Forum to share best practices with about 400 trucking industry representatives at their conference in Christchurch. I had the opportunity to meet Simon Bridges, their Minister of Transport.

Women make up only three percent of the driver population in New Zealand, which is about half of the percentage of female drivers in the United States. The country is also experiencing an aging driver population, as the average age of a driver is fifty-three years.

New Zealand is a small country, about the size of Japan, and has about four million residents separated into two main islands called the North Island and South Island. You can drive from Auckland in the North Island to Invercargill in the South Island in less than a day, and that includes a three-hour ferry ride between the islands.

There are about 22,500 trucks in New Zealand, but these include straight trucks in addition to semi-trailer combination units and B trains, or tractor units with two semi-trailers attached. Sixty percent of their trucks operate without a trailer and most are day cabs. Sleeper berths are rare in New Zealand, as most drivers are on the road for a day or less.

There are about 4,500 trucking companies in New Zealand. They are typically small, family owned businesses, with over eighty percent of carriers having five or fewer trucks.

Since drivers are home more often and the size of the trucks are smaller, it would seem to be less of a lifestyle than a career when compared to the United States. Drivers are typically paid by the hour, as opposed to the mile or the load. Female drivers face challenges such as lack of rest room facilities, fellow drivers who harass women on the road, and equipment designed with men in mind.

Sleeping in a moving truck is not legal, so team operations are rare if non-existent.

New Zealand has not adopted electronic logbooks, so drivers still complete paper logs. However, the only two options are either on duty or off duty. Drivers can operate for five and a half hours before taking a thirty minute break, and can work for a maximum of thirteen hours before taking a ten hour break. After seventy cumulative hours a 24-hour restart is required.

When a carrier wants to employ a new driver, they typically train them on site and start them in a straight truck for a class two license (class one is an automobile license). This is similar to a graduated license system, as most drivers will start their driving career in straight trucks, which are the majority of trucks on the road.

Every trucking company I visited had their own training instructors, who are also employed as drivers. Trucking schools are very rare in New Zealand. Bay of Plenty, Polytechnic School in Tauranga offers class five driver license training in a two-day course that offers 16 hours of practical driver training for \$1,250 New Zealand dollars (\$782.68 U.S. dollars).

There is no minimum driver training standards established in New Zealand.

If a driver wants to move into a higher weight vehicle, he or she must obtain a class three license to operate a lighter combination unit under 25,000 kilograms (kg) (55,115 pounds). A class four license allows the operator to drive a rigid vehicle over 18,000 kg (about 40,000 pounds) and the top license, class five, allows the driver to operate any combination vehicle over 25,000 kg (55,115 pounds).

Drivers must have a class two to proceed to a class four license, but must hold each

preceding license for a minimum of six months. However, drivers over 25 years old can move on to the next license after three months or completion of an approved instruction course.

Additional endorsements can be obtained for forklift operation (class F), driving instructor (class I), or dangerous goods or hazardous materials (class D).

Drivers' licenses are good for five years, and their medical certificates expire at the same time. This has actually been an area of concern for some employers who have aging drivers whose physical health might change in less than the five-year period.

A shortage of drivers, aging driver population, and a growing need for capacity isn't just an issue we face here in the United States and Canada. Countries around the globe are struggling with many of the same issues, and for this reason, are looking for more women to fill empty seats.

Women In Trucking Association is fast becoming the global leader in offering resources and best practices in attracting and retaining female drivers.

Ellen Voie

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