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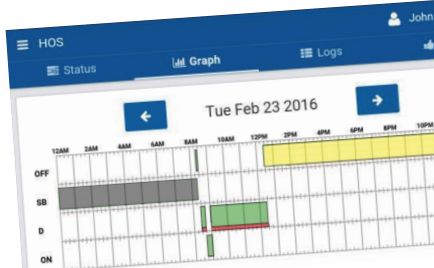
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Robert D. Scheper



Making Your Miles Count: Resilience vs. Victim Minds

Since the publication of my second book I have had many conversations with operators who tell me their horror story. Most are even similar in nature to the many I have already heard.

Threaded through my "Choosing a Trucking Company" book are accounts within the industry that newcomers should definitely hear about. The stories in the book are not the extreme ones I know since I thought they may overly taint the "industry average" with cruel impressions. However, the behavior of some carriers to their operators is well beyond illegal and often times reveal a very cruel segment of the industry.

I have been in business for over thirty years. Most business people that are around that long will eventually come across people of ill repute, vulgar ethics and vile moral behavior. It's not that there are that many of them, it's just that their behavior is so extreme that word spreads. They also tend to drift around new or different circles because eventually word gets around. Eventually (in one way or another) everyone experiences victimhood. How operators handle it however will become critical to their long term success or failure.

Many years (decades) ago when I was naïve, I thought everyone worked hard, sacrificed and desired personal financial success. After being in business only a decade I came to the stark conclusion that that was just simply not the case.

There are some very hard working people... who can't fathom sacrificing and there are some people who desire personal financial success but are unwilling to work hard. The combinations are nearly endless. There are also those who desire financial success and are willing to work hard and sacrifice yet get stuck on emotional victim issues, refusing to move on.

Business success has little to do with 100% financial wins. Most often it has to do with developing the disciplines of success and one of those disciplines is resilience. It's the ability to rebound from disappointment, new information or even disaster. Not everyone learns that art.

Wise victims learn from an experience (theirs or others) and apply it to future pathways or situations so as to minimize or eliminate personal or business hardship. Foolish victims in one way or another, refuse to be taught. They wallow in arrogance self-pity or revenge for an extended period of time, refusing to move on. Too much focus on the negative blinds the eyes to future success.

There are plenty of exceptional opportunities in the trucking industry. Wise operators use failure to guild their understanding about the industry and especially about themselves. When I was young my naivety caused failure, but using the failure to understand myself helped me to develop guidelines to protect my business from

my own weaknesses. In business we tend to learn more about failure inherent within us than failure inherent within our industry.

Living too much in self-pity and regret cultivates a victim mindset. There is a fine line between paranoid and careful... dwelling too much on the negatives will eventually eliminate all opportunities. It will also eliminate a lot of good advice and potential friends.

Choosing a carrier will never be an exact science because math and sometimes even research can be misrepresented. At best, good research minimizes failure. However, a resilient character will usually propel someone onto the next level.

About the Author:

Robert D. Scheper is a leading Accountant and Consultant to the Lease/Owner operator industry in Canada. His first book in the Making Your Miles Count series "taxes, taxes, taxes" was released in 2007. His firm exclusively serves Lease/Owner Operators across Canada. His second book "Choosing a Trucking company" is the most in-depth analysis of the operator industry available today. He has a Master degree (MBA) in financial management and has been serving the industry since he and his wife came off the road in 1993. His dedication, commitment and strong opinions can be read and heard in many articles and seminars. You can find him at www.makingyourmilescount.com or 1-877-987-9787.

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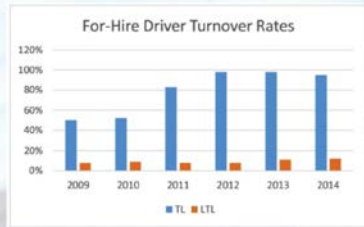


The Other Side: Cameras on the Driver or Not?

Video in transportation is assumed by many to be a forward facing "road" camera and a camera facing the driver. With all the hype about video you would think the reasons for adding the driver facing camera combined with the forward facing camera would be clear. That is not necessarily the case. There are several competing offerings, products and services that in a lot of cases record forward facing only. Video typically is a continuous recording with critical "events" flagged for review or exoneration, then transmitted by cellular or Wi-Fi. For this article, let's explore why adding a driver facing camera beyond the forward facing camera has now become a major question in the minds of owners and drivers.

The most popular video camera recording location in trucking with the best value and ROI (return on investment) is the forward road facing camera. However, adding an additional camera that faces and records the driver is a completely different story. One of the industry's most important assets are the drivers. They are highly valuable to all fleets and most likely their number one asset. Owners continually tell them that. They are told that they are professional, highly skilled experts that are loved, cherished and integral to the company. They are also told that their family life, their health and

well-being are very high or at the top on the company's priority list. But on the other hand, some fleets are going to consider telling them that they are going to be on camera for their every move in the cab during working hours? This is a staggering contradiction. Beyond the legal issues of privacy in Canada (which are many), the perception by drivers regardless of what they are told about a camera pointed on them is that they are being recorded ALL the time. A lot about that isn't sitting right



with drivers and a large number of fleet owners. In a recent industry poll it was reported that 90% of drivers said they would not sign on with a carrier with a driver facing camera. Additionally, with turnover rates staying at around 40%-50% in Canada each year, and in the US at 100% annually*, as well as with the US driver shortage crises about to balloon from 60,000 each year to 180,000 in 2024*, fleet owners are becoming reluctant to install the driver facing camera when 80% of the time an accident involving a Class 8 truck is not the truck driver's fault. There is little evidence that proves reviewing every aspect of "events" of a driver's day in the cab reduces accidents and large payout settlements. Driver faced video coaching "may" result temporarily in making them drive more carefully or reduce their



speeding. But coaching can also be done similarly by reviewing forward facing video clips alone without the invasiveness or perceived invasion of privacy of the camera pointed directly at the driver. Again, if 8 out of 10 times an accident is not their fault, where are the big savings and ROI in coaching with driver video facing video clips? The REAL savings are in the forward facing camera alone which exonerates the driver, your company and reduces costly legal payouts. Think about that when you're considering a forward facing camera AND one pointed at the driver versus the forward facing road camera alone. Remember, driver facing video evidence could and very well may be used against your fleet with everything being discoverable. A top trial lawyer in Atlanta, Georgia, after learning of driver facing video recordings being used said he couldn't wait to start to subpoena any and all videos with all coaching records for his clients suing trucking companies. Can anyone say "massive legal fees"? You may think the driver facing video will exonerate you. Really? In a jury trial all bets are out the window and every single video of that driver and their entire history including all coaching and scoring could be subpoenaed to be produced in court. Also whether we like it or not, the appearance of a driver on video (how they look, dress, act, etc.), previous coaching needed, patterns of risky driving or X-rated language used could influence a jury by providing too much discoverable information.

Here are some other things you may want to consider asking internally while in the due diligence process for adding the driver facing camera. One, ask your driver recruiters (not just the safety manager) their thoughts on if their job will be easier or more difficult having to inform potential drivers that they will be having a camera pointed at them in the cab all the time. Two, do a blind survey with a ballot box form for your current drivers and ask them what they think of cameras on them. Three, survey potential drivers in your recruiting process today and discover what percentage would walk out the door if they knew they would be on video every minute in the truck. Bottom line, later you can always consider adding

a driver facing camera for new drivers in training or for those who are the 5% worst drivers. With all the downside of the driver facing camera, taking advantage of the forward facing road camera alone where virtually all the savings is realized is a no brainer. All drivers like the forward facing camera for exoneration. And your drivers will see you as their friend, that you are respecting their privacy, their contribution to your company and that you believe in them with dignity.

A final thought. Last year I spoke to a room of 150 trucking industry leaders, executives, and owners at a major industry conference on the subject of video technology. I asked them to raise their hands if there was anyone that would not mind having a camera on them all day at work. Not a single person raised their hand.

*ATAs (US) Driver Shortage Report 2015 (10.6.15)

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About the Author:

Mike Nalepka is the CEO of VideoProtects.com, LLC, a consulting and Advocacy Company focused on transportation video technologies. His expertise and passion is helping carriers and the industry reduce costs and increase profits leveraging the latest best in class video and camera technologies for everywhere in and around the tractor-trailer.

Mike has consulted and recommended technology solutions for hundreds of trucking companies of all types since 2004. He was formerly the General Manager for Video Intelligence Solutions and Vice President of Business Development at PeopleNet (a Trimble Company), Vice President of Fleet Imaging Solutions at DriverTech, and the National Sales Manager at McLeod Software.



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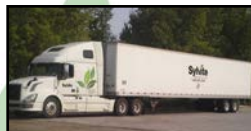
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LOUISE PHILBIN

5th Wheel Training Institute



Higher Truck Driver Training Standards... Bring it On!

Last November, I spent a few weeks in Poland to attend a conference and to visit the country. Throughout our stay, we were accompanied by Rafael, a very competent professional driver. We had lots of time to get to know him. As an owner of a Private Career College, our discussions easily turned to driver training. I discovered that he was also a licensed commercial truck driver and bus driver. I was very interested in knowing the country's standards concerning issuing a truck driver's license. To my surprise, it's mandatory in Poland to attend a driver training program before being tested by the regulatory body. But this concept is a very new phenomenon here in Canada; where Ontario will be the first province to legislate mandatory entry-level training for commercial truck drivers.

The Ontario Ministry of Transportation is preparing to release the standards by summer 2016 and training providers will have one year to develop a curriculum and obtain the necessary approvals. As our pragmatic business thinking kicks in, we all wonder how much this will cost and who is going to pay for training. As we prepare for this new normal in Ontario, we need to reflect on the reality that comes with this decision and to accept the inevitable higher costs associated with implementing this standard.

The province has stated that only private career colleges (PCC), colleges of applied arts and technology and recognized schools under the MTO's driver certification program will be

allowed to offer the new mandatory, entry-level training programs. Under the new law, drivers who do not complete the mandatory training course will not be permitted to take a Class A driving test and will not be able to work as a commercial driver. This should cut out the "licensing mills" that are currently operating throughout the province. It will also eliminate the option that the vast majority of potential truck drivers choose which is to get a Class AZ license without any training at all.

Currently, potential students can find training prices as low as \$999 and as high as \$10,000 for a truck driver training program. Why does it cost so little or so much? The simple answer is that you get what you pay for. The lower tuition fees are low simply because the students get less. But the better answer is to look at the real costs of operating a truck driver training school. 5th Wheel Training Institute has been delivering truck driver training programs for 30 years. To do it right, it costs money to operate a legitimate registered Private Career College that meets the standards.

Registration

The first step is the registration of the school and approval of programs. There are fees for registration, approvals of programs, annual premiums, audits and a mandatory training assurance fund. To add even more credibility to your programs, you can choose to have it certified by the internationally recognized Professional Truck Driver Training Institute

(PTDI). Once more, you will pay for all the fees associated with this professional association.

Infrastructure

The school must have a physical presence which includes classrooms, administrative offices and a shop for repairs and maintenance of trucks and trailers. The practice yard for driving and backing up will require several acres to conduct the training. It is not acceptable to use a shopping mall parking lot to train students to back a tractor-trailer combination.

Equipment

The cost of one tractor-trailer combination can cost from \$100,000 to \$250,000. And the school will need more than one unit. A light duty shop must be equipped with tools and supplies to perform repairs and maintenance. The classrooms have to be equipped with technology, computers, desks, chairs and projectors in order to deliver the curriculum

Curriculum

Developing curriculum with all the teaching and learning aids is a long process that requires the expertise of an educator. In the September 1996 issue of Training & Development, author Karen White tells the reader that a good estimate is "**40 to 100 hours** of development for **each hour** of an instructor-led course."

Insurance

The school, its equipment, activities and people will have to be protected with suitable insurance and a comprehensive health and safety program that will ensure a safe and healthy work environment.

Administration

The school has a legal obligation to pay for storage of student records for 25 years and to pay a company to conduct follow-ups with graduates to report their success rate in finding employment. Documents, report cards and certificates have to be mailed to graduates.

Human Resources

Staffing the school with competent and dedicated employees is one key to the success of the training programs. This includes instructors, administration, management, mechanics and maintenance workers.

Maintenance, Repairs and Fuel

All infrastructure and equipment need regular maintenance and repairs. With the rising costs of fuel and hydro, it places a strain on expenses.

Advertising, Promotion and Sales

Without students, the school cannot function. With increasing competition from PCCs, community colleges and licensing mills, it becomes even more important to attract students. Much effort must be made through social media, print materials, videos, attendance at trade shows and career fairs to brand your school.

How does a PCC pay for all these expenses? The only source of revenue for the PCC is the tuition. Therefore, when a student attends a program with a tuition of \$999 rather than \$10,000, it is a given that there will be many shortfalls in the training. A training program that will meet the new standards set by MTO will require a significant investment. For 30 years, our school has been investing in our ability to deliver quality training programs. We applaud the Transportation Minister Steve Del Duca, for taking on this fundamental change to how truck drivers are being trained in Ontario. He is successfully consulting and working with the trucking industry's stakeholders to make this happen. If the province is willing to adopt higher standards, all I can say is "Bring It On!"

Louise Philbin

Co-founder and Education Director
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A Different Approach to Recruiting

I can't hire quality drivers! There is a driver shortage so I can only hire the best that apply to my company! I hear comments like this all the time. I'm a safety consultant and clients say this to me on a regular basis. But this is nothing new. When I was working for the insurance industry it was the same thing.

Well I think it is time for a change of attitude. You can hire better drivers but if you are looking for an easy solution, I don't have one. The answer is hard, very hard work. You have to make changes and some of them are not pleasant.

First, how do you tell the world that you are hiring? Most companies tell me that they rely on word of mouth. Let's think about that. You are complaining that your drivers are not the best quality and yet they are the ones referring new drivers to your company? Do you see the problem? Poor quality drivers, you know the ones; the ones with the terrible attitude - why are you relying on them and their poor attitude to refer quality drivers to your company? Referrals from poor quality drivers are likely to lead to more poor quality drivers. It is a vicious circle. Let's break the cycle!

So the first thing you have to do is to get the word out in a different way. But how? After all, you don't have a lot of money as trucking isn't very profitable right now. Well, nothing will put you out of business faster than lousy, poor quality drivers with bad attitudes. So you need to find some money to help break the cycle.

So after you squeezed some money out of the company, you now have a budget. But how are you going to spend it? Adwords? Facebook advertisements? The local newspaper or trucking industry magazine(s)? I believe that you have to go with the industry magazine(s). I still think that when a driver decides to change jobs, they check out the industry publications and listen to their friends. Yes, drivers do often listen to recommendations from other drivers. But you implied that you have too many of the drivers you don't want and not enough of the ones that you do want. So you can't rely on the referral system. That only leaves the industry magazines.

Don't be afraid to advertise. The publication will help you design the advertisement. After you have the ad prepared and have placed it with a magazine, it is time to examine the hiring process. Start with the appearance of your company. When the applicant arrives at your facility, how does it look to them? Is it clean and appealing? Do you have a proper area for the applicant to complete the paperwork? Do you have a quiet professional interview area? Appearance is so very important. The driver wants to know that they will be working for a professional, quality company. So you have to project that image in everything that happens. Look at the application form & paperwork. Is it professional or has it been photocopied so many times that it is now twisted and covered in black dots?

I ask you these questions because this is what I see all the time. I know that small companies

don't have some of the recruiting luxuries that the major trucking companies have. The applicant knows this to. If they wanted to work at a big company, they would apply there. Probably, the driver applicant that is applying at your company wants to work for a small operation. Maybe, the last large company didn't know the driver's name and they got sick and tired of that atmosphere. Now they want to work for a little guy. Where they get respected for who they are and what they do.

If you are having driver quality issues, you need to do something different. I have given you a few ideas. But the major idea is that you need to do something different than what you are already doing. Because what you are doing is not working.

I know that of all the people reading what I have said, only a few will seriously think about making changes. For some of you, this will make a great deal of sense to you and you will act accordingly. So take action now! Make the change and if you need help, reach out. There are tons of resources out there. All you have to do is be committed and if needed, ask for help.

Stay safe.

Chris Harris

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