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How (NOT) to Hire Women

An excerpt from a 1943 transportation magazine has circulated throughout the industry. It has been verified as a true reprint by Snopes, which claims that the author is L.H. Sanders, who wrote the article for Mass Transportation Magazine's July issue. The intent was to assist (male) managers in choosing the right women to work in jobs formerly held by men who vacated their positions for military service during WWII.

Although the author seems to be patronizing women, he (or she) was probably not intending to portray females as unmotivated, incapable and fragile as the text appears. However, the eleven "helpful tips" show us how far we have come in proving our ability to work alongside men in many occupations.

First, the author suggests that married women are more responsible than unmarried women and they are "less likely to be flirtatious." The assumption that responsibility and marriage are complementary is doubtful, as women who are single are the ones who don't have the security of a second income.

Many of the tips concern a woman's physical needs. "Give every girl an

adequate number of rest periods during the day," the author writes. The extra breaks allow her to wash her hands more often and apply fresh lipstick and tidy her hair so she can have more confidence and be more efficient. By allowing women to rotate to different jobs during the day, they will be happier and less nervous than staying in one position all the time.

Physical exams that focus on "female conditions" are suggested in order to avoid lawsuits and to uncover any mental or physical weaknesses. "Husky" girls are better employees because they are more efficient and even tempered than their thinner counterparts. Keeping women happy by ensuring that their uniforms fit well is a point made by Sanders who writes, "This point can't be stressed too much."

One tip for employers suggested that "older women" are inclined to be "cantankerous and fussy" and they must be reminded to be "friendly and courteous" because of their difficulty in dealing with the public. The author suggests that only women who have worked outside the home previously would be acceptable, since they often have a hard time "adapting themselves." The definition of

"old" isn't included but today this tip could be the basis for a discrimination lawsuit!

In addition to concerns about age and physical limitations, women apparently had mental and emotional issues that should be addressed! One tip was to never criticize a woman as they are more sensitive than men and it would adversely affect her efficiency. Also, strong language should be avoided or it may cause female workers to "grow to dislike a place of business."

Probably the most demeaning tips implied that women were not capable of managing themselves. The author states that the male supervisors must ensure that female workers understand the importance of time and that "a minute or two lost here and there makes serious inroads on schedules." Sanders writes that women need to have their schedule filled and outlined in advance so that they don't "bother the management for instructions every few minutes." This is due to the fact that women do not have the same initiative as men.

Although the article was written for "transit companies" and appeared in a transportation magazine, the tips appear to be for women who were working in a factory setting. Apparently it wasn't even an option to put women behind the wheel or under the hood! Since the assumption was that women needed close supervision and lots of time for rest and to make

themselves presentable, operating a big rig or working on an engine would be out of the question.

This article was written over 70 years ago and it shows how far women have advanced in the workplace. However, we still have reasons to help further progress for women in the transportation industry. Despite a more even ratio of women in the workforce as a whole, there are twenty male drivers for every woman behind the wheel.

We no longer have to prove that we can manage ourselves, or that we can forgo breaks to apply our lipstick, but we do need to find our footing in this industry. Women are capable, available and needed in trucking.

We've come a long way, but Women In Trucking Association's goal is to advance us even further in the coming years!

Ellen Voie

President/CEO/Founder of
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Mission: Women In Trucking was established to encourage the employment of women in the trucking industry, promote their accomplishments and minimize obstacles faced by women working in the trucking industry.



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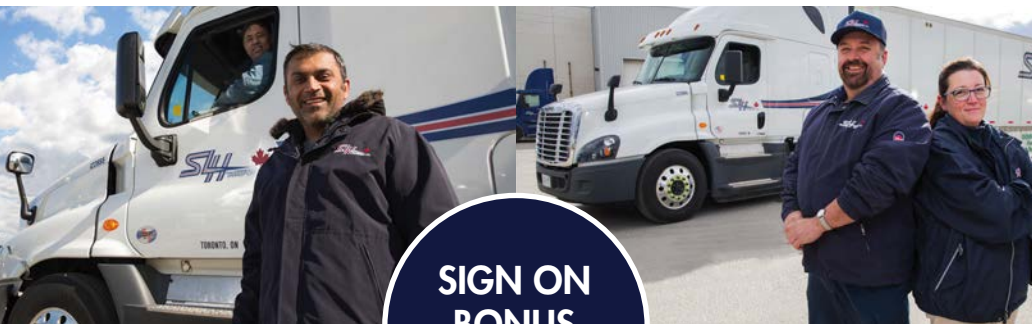
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MAKING YOUR MILES COUNT

Robert D. Scheper



Making Your Miles Count: Gaining lasting Wealth

(Success and Failure of Operators continued from September)

As an accountant I have many meetings and conferences with drivers, operators and business owners, both in and out of the trucking industry. It seems everyone has at least some interest in gaining lasting wealth. There are many books, speakers and celebrities offering countless methods for wealth and prosperity. Personally my favorite celebrity is Dave Ramsey. Gaining wealth as an independent operator may be more complex than most professions but certainly not impossible. Are you interested and able to get, build and then keep wealth?

As asserted in my second book 'Choosing a Trucking Company', trust and integrity is (in my opinion) foundational to all sound business ventures and is critical to long term prosperity. It makes little difference how much an operator makes in the short term, if they are eventually swindled into giving it up again in the future. Being able to trust your business associates is essential to gaining and retaining wealth.

Too many independent operators build respectable wealth only to lose most or even all of it in a bad year, through bad purchases or a bad series of choices. Here are a few general points of advice to keep that from happening to you.

GET WISDOM AND LEARN TO UNDERSTAND YOUR BUSINESS

Wise people are generally wealthy; wealthy people are not always wise. If you want to build wealth... first seek wisdom. Being wise will usually bring you wealth but chasing wealth rarely gets you anywhere but in debt. Jim Treiving (star

of Dragons Den) wrote a great book 'Decisions: Making the Right Ones, Righting the Wrong Ones' in which he said just that. He had the opportunity to work on the oil rigs and make lots of money but he chose to take his dad's advice "...do what you love and money will never be a problem" (paraphrased).

Get to know your industry. Get to know the people who will give you the best advice. Avoid popular opinions and emotionally based choices or decisions that stroke your pride. Trucking isn't a get rich quick industry. Success comes in the accumulation of pennies... bit by bit, mile by mile.

TAKE RESPONSIBILITY TO PROTECT YOUR CASH FLOW

Operators should always be aware of their cash, where it is and where it is going. If you are not a numbers person you must then enforce strong margins into your monthly cash flow. Always ensure a healthy, positive, monthly cash flow. The more thorough your budget, the less margin you need. When you force positive cash flow you reduce your long term risks. You then increase your ability to make GOOD choices. Working with a strong savings account clears the mind and avoids crisis management. Becoming wealthy is much more about discipline than it is about 'smarts'. The protection of your cash flow is primarily a matter of discipline, not intelligence.

There have been several times in my life where I blamed other people for their behavior and how it affected my results. It wasn't until I realized that it was always my actions or in-actions that

communicated or contributed to my results. I am responsible for my cash flow; you are responsible for yours... nobody else.

UNDERSTAND YOUR LIMITS

Avoid the extremes in the trucking industry. Don't push your equipment too hard. Don't cut corners on your health. Don't set records of performance just to prove to someone you can do it. The trucking industry is based on consistent mile by mile, penny by penny margins. Being greedy or arrogant is a sure way to get you into a crisis. Get to know your personal limits and the limits of your carrier, your equipment and your environment. I have seen countless operators be forced to take a year or two to recuperate from overstepping or overreaching.

Sometimes understanding your limits is a matter of off-loading risk. A 2014 non-scientific research paper found that about 70% of all operators used pre-emission trucks, thereby off-loading the untested technology to others. There is a cost for being a guinea pig (test subject). It very well may be beyond the limits of independent operators.

The research displayed in my second book (1996-2012) clearly shows that the majority (if not all) return on investment in a highway tractor comes AFTER the truck is paid for. Knowing ahead of time that your wealth comes from a paid off truck should stop you from buying new every few years. It appears the industry has limited returns naturally built into its contracts. The research also showed the marked difference between running costs in certain lanes and loops, differing as much as 6+ cents per mile in fuel taxes alone. Choosing the wrong lane or loop within your carrier can naturally limit annual returns.

STICK WITH YOUR PLAN

Probably the first step is to have a plan. The best way to formulate a plan is to determine your exit strategy. When will you stop trucking? What will you need to have when you stop? What do you need every year to achieve that? Are your health and accident risks covered? Do you have everything in place to ensure you achieve your

goals? Are you disciplined enough? These are just a few of the questions you need to ask.

In order to build a good plan you have to have the right advice and be able to control the right circumstances. Getting great tax advice is actually simple and can save over \$10,000 per year. Choosing the right company or truck is not nearly as easy. Accumulating good advice is critical to building a good, long term financial plan.

Once you have a plan... stick with it. There are countless interruptions, conflicts and catastrophes that change the circumstances of your plan. Know when to abandon it and when to double down.

Your plan should have stages in it. Stages where you can secure your gains; lock them in to a safe place where they can build more value without your direct attention. It should be free of your trucking responsibilities. Securing wealth is popular amongst wealthy people. Nobody knows the future.

Success in building wealth is a measure of wisdom and discipline and not 'smarts' and fancy talk. Results speak for themselves; most people get tired of those who try to cover up their results with lots of 'speak'.

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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Ray J. Haight



Getting a Handle on your Trucking Company's Retention and Increasing your Bottom Line

Growing your fleet and generating more sales without tending to your bottom line is a little like the old Jackie Mason joke when he tells the audience how rich his brother-in-law got by selling watches at cost. So how's he making any money if he's selling them at cost? He sells a lot of watches! This makes as much sense as companies with high turnover expanding and buying more trucks when the whole point of being in this business to begin with is to generate profit. Unless I'm missing something here and I don't think I am.

So knowing what we now know on this issue, if you're a company with high turnover, growing your fleet size should be the last thing on your mind. If the purpose of being in the trucking business is to make money, your focus has got to be on reducing your driver turnover which goes hand in hand with reducing your operating cost to it's lowest possible number while maintaining your fleet size. I guarantee you will make far more money getting your turnover in line than growing your fleet while you still have high turnover.

So you need to know your numbers before you can enter the strategy phase of determining exactly how you're going to take your driver turnover number and reduce it as low as possible. Want some motivation for this effort? Fact: Companies with lower turnover have fewer accidents. Fact: As I revealed in an earlier article, the TCA InGauge benchmarking program confirms

a direct correlation between lower CSA scores, insurance premiums and best in class Return on Investments i.e. higher profitability. Visit: www.tcaingauge.com.

So here is a good starting point for many of you. No truer words were ever spoken than the phrase 'you cannot manage what you cannot measure'. It is just as true now as it ever was. So let's begin by getting a very clear picture of exactly where your turnover is now at, and here is how we are going to do it. Before we get started I want to mention that it is very important here to include all drivers in your calculations no matter if they left on their own, were terminated or left for health or family issues. At this point, why they aren't at your company now doesn't matter. We are just looking for the honest bottom line of your turnover.

Use this formula to calculate your overall turnover rate:

Drivers no longer with the company (year to date) / Elapsed days x 365 / total # of Drivers.

This is going to give you the Overall Company Turnover.

For example: The company lost 100 drivers year to date. That number is divided by days elapsed from January 1st and then you divide by the total number of drivers in the company.

This example is a 150 driver fleet that has lost 100 drivers year to date. 100 divided by 256 (the number of days since January 1st when I wrote this article) divided by 150 = 74% turnover.

Now we are going to determine our 12 month or Short Term Turnover Rate. We do this with this formula:

Drivers no longer with the company that were hired in the last 12 months / drivers hired in the last 12 months.

So now that we have these numbers we can begin to get our hands around just how substantial the issue is, right? Now we can begin to deliberate or debate the kind of improvement we think we can achieve over a reasonable timeframe. What should the goal be over the next 12 months? Of course that's up to you folks. We know the driver pool is shrinking. We know that without drivers we are all unemployed. No one needs a trucking company without any drivers.

If you think you need a clearer picture on what you might be able to achieve I recommend that you drill down further with your measurements to discover specific reasons behind the turnover numbers. You'll likely find some low hanging fruit right at your fingertips.

So here is how you do it. Look at your individual dispatch boards as though they are individual fleets within your company because they really are. Now just apply the same calculations as we did for the overall fleet to each individual dispatch board. At our company, we had six different dispatch boards. So every month I would receive two turnover numbers for each board and I would also receive the overall and short-term numbers for the entire fleet. For those keeping score, that's 14 reports.

When you're done this you'll likely want to look even deeper. At our fleet we had approximately 100 Company Drivers and 200 Owner Operators and we decided that we wanted to measure each group separately. So now we are producing 28 separate reports. You'll realize soon enough that once you get the formulas up to date, these reports are not difficult to generate. In fact, once you start they become easy. Not to make things appear to be overly complicated, because they really aren't, we also had three training trucks and we decided that we would gauge the success of our training efforts by also measuring our entry level drivers in the same way. 29 monthly reports allowed us to see where our worst problems were which gave us direction on where we needed to focus first. In your situation, the number of reports or calculations may be different, but the objective is to measure the overall actual turnover numbers and compare these to the same types of measurements for dispatch sub-sets of your driver teams. Go through this exercise and see what it shows you.

Of course what you're looking for is any anomalies that might show you where to focus your efforts. I guarantee that you will find some low hanging fruit when the numbers are finally revealed and you'll be on your way. Making driver retention a key strategy is just good business; moving your company to one that is driver centric takes even more work but in the long run it is also the best way to ensure a sustainable best in class bottom line.

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Training Is Everyone's Business

The looming deadline for the implementation of Mandatory Entry-level Training (MELT) standards for Class A truck drivers has stimulated much discussion about the current state of training in the Province of Ontario. As a contributor to Over the Road magazine, I have given my opinions on many issues related to MELT and training and as a result, I have received many messages and emails from truck drivers and trainers not only from Ontario but also from other provinces. It's obvious that driver training is top of mind for everyone in the trucking industry. Yet I am especially interested in the reactions of front line drivers and trainers. They are concerned about the quality and quantity of training that new drivers are getting. And they're not too pleased with what they feel is happening.

At the moment, the lens is focused on how the government is going to improve safety on the roads by mandating minimum standards. This will affect many government bodies. The Ministry of Transportation will have to change and improve both the knowledge test and the road test. The Private Career Colleges Branch of the Ministry of Advanced Education and Skills Development (formerly MTCU) will have to review its current minimum standards for truck driver training. Private career colleges will have to change their curriculum to meet the new standards. And carriers who participate in the

Driver Certification Program and have signing authority will have to meet the standards. This plan is seen as the key to solving training issues in the trucking industry. But will it be the panacea and cure-all that ails training? Hardly.

There is no quick solution and I see a significant gap in this plan. It's not realistic to think that legislated standards will solve training issues that currently exist in the industry. The intention of MELT is to prepare ENTRY-LEVEL drivers to enter the industry. The disappointment will come when the trucking companies, who will expect these graduates to leave the schools with all the skills or knowledge to work in their specific operation, find the skills lacking. Once more, they will criticize the schools for not preparing them adequately. I wonder what will be the commitment of carriers in this new and improved plan. Is it solely the responsibility of the government and the schools to do everything? No.

Over the years, I have often heard companies lay the blame at the door of the schools for not getting a new driver ready enough to work for them. History has demonstrated that initial and ongoing training is frequently absent when newly licensed drivers are hired. Many have improved their approach but too many still expect these drivers to be functional

immediately without added training. This is where the carriers need to step up to the plate. Long gone are the days where you can use the 'here-are-the-key-and-don't-screw-up' training program to prepare drivers for work. I believe carriers' expectations are sometimes not realistic when it comes to putting new drivers behind the wheel.

When we hire an administrative assistant to work in our school, we know that it will take almost six months of training, mentoring and job shadowing for this individual to be competent and confident to do the job effectively. Why do some carriers believe they can hand over the keys to a rig worth over \$250,000 and expect the job to be done seamlessly? These new drivers will not know the specifics needed to safely haul lumber, heavy equipment, liquids or any other commodity. It's the company's responsibility to ensure the new worker can do the job safely.

And yes – new drivers will not have any experience. At one point in our lives, we were all there. We have to remember that none of us had experience after graduating from any program. Someone gave us a break so we could get started in our career. It's now up to all of us to share in the education of these new drivers.

I know it's a little disheartening to train drivers and have them quit and go to a competitor. I get it... we all want that Uber worker who can do every job flawlessly, contribute to the organization and positively affect the bottom

line. But it's not realistic to expect that a new driver will be able to meet this ideal. With time and lots of training and mentoring, our organizations will cultivate employees that will be part of the fabric of our business. But there's an investment that must be made. When a new driver knocks on your door, take the time to assess his or her skill level. You can help someone build skills and knowledge but you can't change a person's personality. So it's just as important to assess this person's attitude, work ethic, willingness to learn and ability to do what it takes to become a part of your team.

We all agree that in an ideal world, a student of transportation should only leave the safety of a school when he or she is able to perform all aspects of the trades in a confident way. But it's not how our industry works. The working model for good training should include everyone. The government sets minimum standards, the schools teach the foundation skills and knowledge and then industry continues with a solid orientation and continuous on-the-job training. That's how training becomes everyone's business.

Louise Philbin

Co-founder and Education Director
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Pre-Employment Screening and You

I have noticed that many companies are still are not using the PSP program from the USA. PSP stands for Pre-Employment Screening. As a driver you may not know what a PSP is but they have been around now for a few years and it is a program that is important to trucking and recruiting.

As a driver, you may think 'this is a recruiting tool' but it is more than that and you as a driver need to know about PSP. All recruiters and safety managers are using it. It is the USA's version of Ontario or Alberta's truck driver abstract. In Ontario it is called a 'Driver CVOR' and in Alberta it is called a 'Commercial Driver Abstract'. And YES, Canadians can apply for and receive a PSP.

What is on the PSP? It contains five years of crash data - a whole sixty months of crashes. If a Canadian driver has had a truck crash in the USA, the collision will likely appear in the PSP report. So drivers, you can no longer hide a USA crash. Recruiters too need to know about all crashes. So the recruiter will obtain your PSP. It also will show all your inspection events for three years - that is thirty-six months of info. If a driver has had a clean inspection, then it too will show up. If a driver has had a violation at the scale it will also show up (an inspection event could be at a scale or it may be a roadside inspection). So a PSP shows five years of crash data and three years of inspection events.

It also shows, under Event Information, the name of the carrier and the DOT number of

the carrier. This information makes doing reference checks much easier. Recruiters can also match this up to an application form. For drivers, it may help their memory and assist them to list all of the past employers.

Drivers, you need to know what is on the PSP report. You can get your report for free at this link.

<https://www.psp.fmcsa.dot.gov/psp/oa/AppInfo.aspx>

It takes several weeks for Canadians to receive it, but you will get it.

Recruiters need to pay to receive a PSP report. For fleets of less than 100 power units the cost is \$25.00 annually for the fleet and \$10.00 per search. The larger fleets will have to pay \$100.00 annually and \$10.00 per search. Recruiters, you do need to have a DOT number to get a PSP for a potential driver. I have not heard of a way for non-cross-border carriers to get PSP reports. You also need to have the driver sign a release form before you can ask for the record. Recruiters, you need this valuable information to make a hiring decision. You need to view the current Driver Abstract, Commercial Driver Abstract, Criminal Record Search and of course the PSP. In this way, you improve your chances of hiring a competent, qualified truck driver. You need all of this information to make a decision and to justify your hiring decision.

Now you might be saying, justify my decision? I'm the recruiter. I make the hiring

decisions. I don't have to explain my hiring decision to anyone! Well, you might. If you hire a driver and that person has a serious crash, your company may get sued. If the suit is for either 'Negligent Entrustment' or 'Negligent Hiring' you may find yourself explaining your hiring decision to the courts. Your decision had better stand up as a reasonable hire or else your company could be on the hook for thousands or millions of dollars. In a catastrophic collision, you will be justifying your choice of driver. For you to sleep at night, you need to know your decisions will stand up in a court of law. If you hired a driver and that person goes out and kills someone with their/your truck, you and your company can be held responsible. Yes, I said you! Being personally named and being personally financially accountable for

the hiring has happened many times in past lawsuits.

PSP is one of the many tools that a recruiter needs to use to make quality hires. Truck drivers need to know what is in the report so that they are equipped to answer possible questions about what appears on the PSP. You both need the PSP report.

Stay safe out there.

Chris Harris

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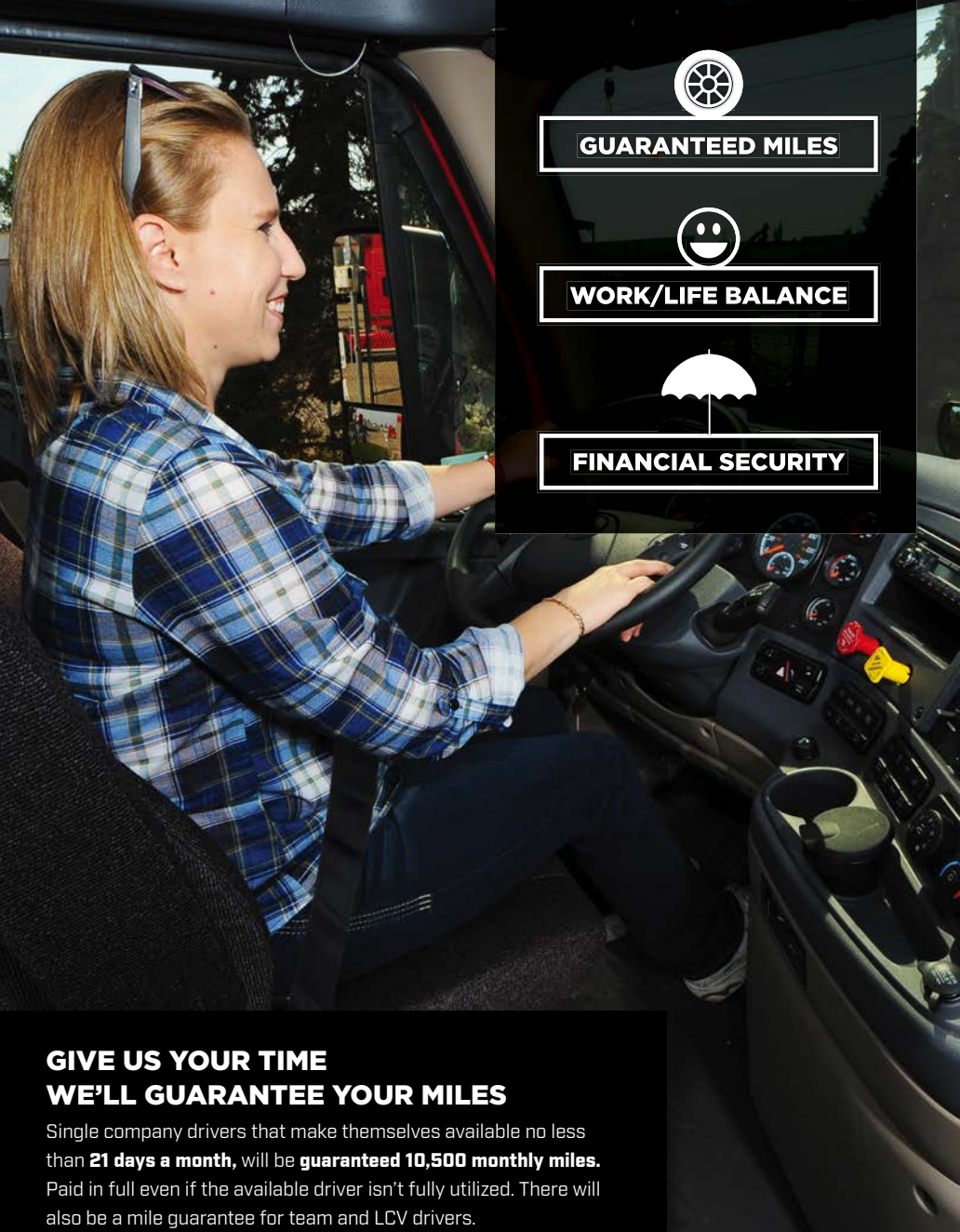
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