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1189694 Ontario Ltd. C.O.B. as Over The Road

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VOID ANNULÉ		14	*\$77351.06	Employee's CPP contributions - line 308 Cotisations de l'employé au RPC - ligne 308	24
Employee's name and address - Nom et adresse de l'employé		16		Employee's QPP contributions - line 308 Cotisations de l'employé au RRQ - ligne 308	26
Your Name Should Be Here		17		CPP-QPP pensionable earnings Gains donnant droit à pension - RPC-RRQ	
		18		Employee's EI premiums - line 312 Cotisations de l'employé à l'AE - ligne 312	44
		20		RPP contributions - line 207 Cotisations à un RPA - ligne 207	46
		52		Pension adjustment - line 206 Facteur d'équivalence - ligne 206	50
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The Women In Trucking mission includes encouraging the employment of women working in the trucking industry. We understand that there is a need for professional drivers, and women are underrepresented in this area, but what about women in management?

You should strive for more women in your leadership roles. Not because it's the right thing to do, but because it affects your bottom line. Pepperdine University found a correlation between high-level female executives and business success. The Harvard Business Review reported firms with the best records for promoting women outperform industry medians with overall profits thirty four percent higher. Catalyst research found that companies with the highest representation of women leaders financially outperform, on average, companies with the lowest.

According to the department of labor, women only comprise fourteen percent of management roles in transportation. Consider that women make up nearly half the labor force,

more than half of all bachelor's degrees, and over fifty percent of management roles on average, why is the trucking industry lagging in diversity?

There are many reasons that can be attributed to the scarcity of women in the C-Suite, but here are a few things to consider when hiring and promoting women at your company.

First, remember that women don't need "fixing." What does that mean? Don't expect women to act like men. Often diversity is about making minorities feel comfortable with the norm. Picture a female airline pilot in a man's suit and tie and you'll understand what this means.

Many women feel as if they need to act like men to get ahead. In a study by the British telecommunications firm, 02, twenty five percent of women felt this to be true, and wore slacks instead of skirts so they would be treated seriously. The same study found that half of the women were afraid to show their true emotions at work, and one quarter of the women felt they needed to be ruthless to get respect.

Women avoid power structures and hierarchy, according to Deborah Tannen, in "Talking 9 to 5: Women and Men at Work." Tannen found that women do not enjoy self-promotion. In fact, a Princeton

University Press article states that women do not negotiate salaries or benefits as often as men.

A Proctor & Gamble study found that men typically oversell their abilities while women undersell theirs. Or, as Wittenberg-Cox and Maintland state in, "Why Women Mean Business," men who want power push for it, while women often need to be coaxed.

Research by Hewlett Packard found that men would apply for a position when they feel they meet sixty percent of the requirements, while women wait to apply when they believe they meet 100 percent of the criteria.

Blame it on testosterone if you wish, but women don't like promoting themselves, even when they want more responsibility and greater leadership. Women feel that their bosses should be able to identify talent and a woman's contribution and promote her based on her accomplishments.

Apparently we do have some inherent bias toward the way women should act. Yale Psychologist, Victoria Brescoll found that male executives who spoke more often than their peers were rated ten percent higher in competence, while female executives were rated fourteen percent lower in competence, by both men and women!

A famous study at Harvard Business School gave students a case study of a female entrepreneur, Heidi Roizen. Half of the students received the same

study with the name Howard instead of Heidi. While both groups found Heidi/Howard to be competent, Heidi was viewed as "selfish" and "not the person you would like to work for" by both male and female students.

How can your company ensure greater diversity and avoid some of these limiting practices? Value women's contributions (team building, collaboration) and reconsider what characteristics you are looking for in a leader. Create a gender-neutral environment, and identify and promote more women into management roles. Make your current CEO team accountable for promoting women and set targets for future hires and promotions.

When possible, offer networking and mentoring opportunities for the women in your current and future management team. Make sure your current female leaders are visible as well.

You know that creating a more diverse leadership team is the right thing to do and you know that it can increase your company's profits as well. Let's see if we can move beyond fourteen percent in the coming year and change the image of the trucking industry into one more welcoming for women.

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Choose Carefully When Picking a Carrier

Now that spring is right around the corner, I, like many of you are looking forward to the warm weather and the turning of many things from grey to green. It is also a time when many of us get a little itchy to see if the grass really is greener on the other side of the fence. As some of you may know, I have written in the past about doing your homework to determine if in fact your carrier is really at fault for your lack of success or, if it's simply a case of you not looking after your own business the way it should be done. This article assumes this has been done and you have finally decided that it is time to start looking. So where do you begin? Here is a quick look at what a proper carrier search should look like and an idea as to how to conduct your search.

I suggest that there are many things that should be investigated before you commit to any new carrier. First and foremost, you should understand that for the most part, if you have clean equipment and a clean driving record, you are in the driver's seat so to speak. Carriers are in dire need of good Owner Operators and Drivers so go ahead and be a little bold with your demands for information. I believe that if you are looking for a long-term relationship with a progressive, successful carrier, you need to know as much about them as they need to know about you, if not more.


As with all business decisions I suggest that you start with a pen and paper and write out a plan with a goal. In this case start with the results you want. Many factors need to be contemplated like, how long do I want to be away from home, what part of the job do I like doing the most and the least? Is it the driving part of the job that is the main interest to me - with the least stops the better? Or

is a good day when you have had multiple stops and met lots of different people over your shift? If so, maybe an LTL operation would fit your needs? Do you like a good mix of physical labor along with driving? Then maybe flatbed work is where you want to be? Obviously there are as many types of operations as you can imagine so decide which sector of the industry best fits you and only focus on that group.

The ads that are in magazines are designed to catch your eye and have you give consideration to choosing their company first. This is no secret and many of them do the job well. But now that you've narrowed the field down to what you're looking for specifically, it's time to bring some detail into the search. Make a list of all of the possibilities and put each company on a separate piece of paper. Then you can start to investigate each company and keep notes on their own sheet so that you can compare them rationally. After a review of their web sites, next contact these companies to get as much information as possible over the phone. Ask them to send you the hiring information they have, including the contract you will be signing. When you have this information you should be able to narrow your search down to two or three companies.

Each company will have different pay packages and different bells and whistles for you to consider. There will be common elements that need to be tracked, so on the top of each sheet list these items. There will be a revenue section that would list the rate of payment.

Is it by the mile or percentage? Also list the average miles driven by their Owner Operator fleet, the average gross if they pay by percentage, along with the average miles driven.



Also show drop or pick up payments, rates of pay for waiting time, safety bonus layover payments and any other per diem payments that might apply such as tarping and untarping. List any area that might derive revenue for your truck.

Below that you should put all the necessities that are either company paid or paid by yourself that would be considered expenses. These items would include such things as base plate, insurance (this area should also include some detail of what your deductibles are should you have an incident of any kind), tolls, permits, border crossing decals, HUVT (Heavy Vehicle Use Tax) if you're crossing the US border along with any items the carrier might require you to have to work in your chosen sector. For example, a wet line for tank haulers or bulk carriers. Ask and note if interest is paid on holdback amounts and if so, when and what amount?

All the information you have collected so far is what I consider to be the hard facts and you should have had very little challenge getting the information from your prospective new company. If you have any resistance in this disclosure, this should tell you what the future might hold for you. Some carriers are very open with sharing information on their Owner Operator fleet, so ask for it.

The next step, once you have your facts on paper is the critical one; you have narrowed your search so now it's time to get to work and find out the fine details. Remember not to be fooled by the numbers. Large gross numbers do not necessarily equate to money in your pocket. That's why a visit to the carrier with your eyes wide open is the next step. Many carriers have developed infrastructures that are very Owner Operator, user friendly and their infrastructure will allow you to take significant operating costs off your bottom line. Remember it's what's left over that count. The carrier might offer preferred shop rates that are significantly below market rates. They might sell tires or fuel at a shared volume rate that is better than your other candidates. Depending on your individual situation, these factors may

or may not be of importance to you. When I ran a small three-truck fleet I did all my own oil changes and minor maintenance so this wouldn't have been a big deal for me at the time. But for others who are not so inclined, this lowering of operating cost would flow right to your bottom line.

Finally, ask the question of what their turnover rate is? They should be able to give you this answer quickly if they're concerned with the success of their contractors and drivers. Ask for the names of a couple of their Owner Operators so you can talk to these people about their experience with the carrier. When you're talking to these people you might want to get the names of a couple of Owner Operators who are not so happy so you can talk to them also. What does the terminal look like? Is it neat and clean with a good driver's room? Ask to meet the operations manager and one of the dispatchers for a quick chat. Try and determine the culture of the company inside and outside the building. Is it a win/win professional climate or is it adversarial with tension in the air? Are the people in the company treated like professionals?

Add up all the facts, both hard and soft items and make your decision. This is just a quick overview of how I would make a decision. This article could easily be 5 plus pages and still not cover every item. This decision is paramount to your future success so take your time and do it properly and, if at the end of the day you are left with two very close candidates, all I can say is trust your gut. Let your instincts take over as to where you might be most comfortable working.

One final thing when you make your decision. Go into the relationship with a positive attitude and a determination to succeed. Remember, you only get one chance to make a good first impression so let everyone know that you are a professional and do your part to get things off to a good start.

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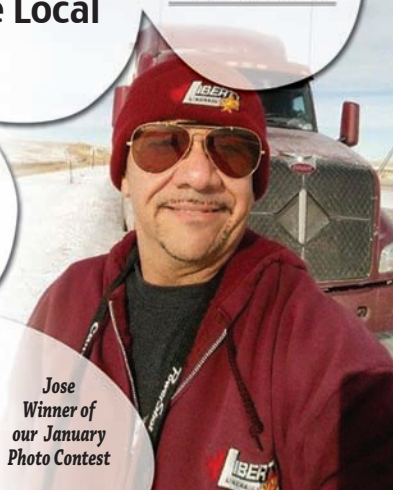
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The Importance of "On-Boarding"

Good drivers are hard to find. You finally latch onto one who passes the background checks, gets decent references and passes the road test. Now it is time for your companies "on boarding" or new hires orientation process. This is the time where you can make a great impression with the driver. Making a good impression and making the driver feel welcome to your company will help in driver retention.

Often times when I visit my trucking clients we will have a discussion regarding how they introduce their new drivers and owner operators to their company. Most often when I'm talking to a small trucking company of 10 to 25 trucks, the process is poor. With some companies, you can't even call it an orientation. They are basically telling the driver to hand in his completed paperwork on time and if that is done, then the company will pay them on time. Here are the keys and hit the road!

Call that a process? I know that new hires dislike the whole on boarding/new hire orientation meeting but it is extremely necessary from the company's point of view. This is the company's opportunity to ensure that the driver has the required knowledge and training to do the job safely and without violations on behalf of the company. It is unfortunate that the training standards and the standards of some drivers and some companies are low. In the orientation, it is important that the basics be covered such as hours of service, load security, load securement and safe driving. They all need to be discussed and importantly, documented. And yes I did say documented.

With trucking companies of 25 power units or less I generally ask, what do you cover in orientation? And I am often told that they cover many topics. If I ask for the list of topics in writing, often the responses are "I don't have time for that" or "I do it the exact same way every time". However, without proper documentation and a list to follow I strongly doubt that they do it the same way every time.

In small companies the time spent doing orientation is not without interruption. The phone rings or another driver needs a question answered or somebody is looking for a payment. How can the person doing the orientation be sure that they didn't forget something? In case of a court action after a severe or catastrophic collision, how can the company prove in court that the orientation was conducted at all?

This all leads me to the point that I'm trying to make. Every company, for their orientation, needs to have a list of the topics that they are going to cover with some in depth detail for each of the topics. Also required is documentation of any videos used for training (many of the trucking insurance companies have free training videos available for their clients).

All of this documentation needs to be signed and dated by both the person giving the orientation and the driver receiving the orientation. This signed record needs to go into the company's training files for the driver. Other topics that can be covered in new hire orientation or on boarding would be items such as payroll. When does the driver get paid? How much does the driver get paid? Also, company policies should cover such items as the speed policy, following distance policy, communications or cell phone policy and of course a written, documented safety policy.

Because I know how important the new hire orientation process is to both driver retention and proving your actions in court, I urge all companies to make reviewing and documenting their new hire driver orientation a priority.

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