Driver Interview Guide

6 Proven Strategies to Combat the Driver Shortage
Part A

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Part B

Driver Interview Guide

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Six Proven Strategies to Combat the Driver Shortage

By Tom Moore

For years, America’s trucking community has complained about its inability to attract and retain qualified talent to climb behind the wheels of its rigs. Sadly, in one of the most bountiful times for freight, many a truck remains parked and many a load uncarried because of this pervasive and ongoing shortage.

This problem promises to become an epidemic unless steps are taken — and taken quickly — to address it. Only one year ago, the industry gnashed its teeth over a turnover rate that hovered at 116%. Six months later, that figure had risen to 121% and, according to figures just released by the American Trucking Associations (ATA), the turnover rate has soared to an all-time high of 136%.

Myriad reasons — all well documented — lie behind the shortage. These include pay, demographics, lifestyle, increased congestion on the roads, government regulations, and the nature of the job itself. Where there is less agreement is on the solutions for the shortage. But like an iceberg, perhaps the biggest reason lies beneath the surface — the culture prevalent in many companies that under-appreciate their driving force.

“The shortage of drivers is an illusion,” says a recruiter at a medium-sized truckload carrier, who spoke on the condition of anonymity. “There is a shortage of safe, reliable drivers with stable work histories. But there is no shortage of drivers that have been abused and misused by previous employers, ruining them for anyone else who hires them.”

No relief in sight

Today’s high-water mark promises to be eclipsed should current trends hold. Consider that
• According to ATA, 82,000 new drivers will be needed over the next five years to keep up with existing demand — 60% are fueled by attrition and 40% will be needed to meet the demands of growth.
• The average age of the drivers in most fleets is over 50 and there simply are not enough entrants coming into the workforce to meet the demand created by those leaving. In fact, according to the Department of Labor, for every three Baby Boomers that will begin retiring from the workforce, there are only two people waiting in the wings to take those jobs.
• The trucking industry in general — and truck driving in particular — rank low on the list of desirable occupations, especially given today’s current economic conditions.
• Five drivers are hired for every one who stays a year, according to the Truckload Carriers Association (TCA).
• Drivers who change jobs frequently have higher accident rates, according to the Federal Motor Carrier Safety Administration (FMSCA).

For years, the conventional wisdom had been to cast a wider net and engage portions of the workforce that traditionally had not been targeted for a career behind the wheel. Many fleets have recruited, with varying degrees of success, second career professionals (most notably from the military), couples, women, minorities and immigrants.

“The changing demographics of this country have clearly changed the trucking industry’s recruiting practices,” ATA says. In its early days, trucking drew young, white males who sought independence and wanted to use the open road to see the country. Minorities are growing dramatically as a percentage of the U.S. population and, as a result, the industry is actively recruiting more drivers from minority groups (i.e., Hispanics, African-Americans, Native Americans, etc.). Together, one out of four truck drivers is an immigrant or minority, and women make up about 5% of truck driving jobs, according to the Department of Labor.

Also, the industry is now recruiting heavily in areas other than the large population centers. As an example, if there is a confluence of Interstate highways in a rural area, carriers will seek to employ people who live in that area because it is easier to get them home on a more regular basis.

ATTI, an automotive parts carrier operating 56 power units and 110 trailers, adopted just such a strategy. Formerly based outside of Dallas, owner and president Dick Frakes opted to shift and split his dispatch out of terminals in Salinas, KS, and Columbus, OH, in the heart of his major traffic lanes. Drivers were domiciled in both areas, greatly improving their home time.

Prior to realigning the operation, Frakes says he was filling the seats on his then-38 units three times a year. Today, with 56 units, he is losing an average of four drivers a year.
Six Proven Strategies to Combat the Driver Shortage

Industry observer Dave Goodson, a consultant with KPMG who has been studying the driver shortage for nearly two decades, also offers another strategy: giving drivers control over the dispatch. For instance, one of his major clients offers drivers a choice of three different loads. “This gives drivers control over their own destiny,” he says.

Frakes offers something the big carriers can’t. Size. “The bigger you are,” he says, “The bigger bully you can be. We have an advantage over the big boys. We’re a family firm and our drivers can be part of that family. We have a career we can offer them.”

What’s a trucking executive to do?
Still not much has changed and the shortage worsens. But not for everybody. Why, in the face of these statistics, do certain companies report dramatically better retention rates? In order to understand the true cause of the driver shortage, and not just the symptoms, I interviewed a number of trucking companies and labor experts. Following are their perspectives.

1. Recognize the enemy.
Leading trucking minds acknowledge that the answer doesn’t appear to be “out there.” Rather it lies internally. Walt Kelly, creator of the cartoon character Pogo had his famous offspring say, “We have met the enemy and he is us.”

Many trucking leaders don’t like or trust their own drivers. One fleet used to have a sign that said, “Drivers are our Number One Asset.” Interestingly, that sign was above the back entrance, the one that drivers were discreetly encouraged to use. A battered old school bus would drop off the next recruiting class at the back door and the drivers would parade up the back stairs and into a conference room for their orientation. No top corporate officials spent time with them during the orientation session, primarily because most of these guys would be leaving within three to six months.

This attitude prompts more than one executive to acknowledge there’s a driver shortage. “There is a leadership challenge. The problem is not a flow of applicants but a flow of qualified applicants,” says Adam Mertz, senior manager of transportation workforce solutions at Unicru.

Unicru is a leading provider of talent acquisition solutions that combine scientifically proven employee selection assessments, applicant recruitment, hiring management decision support, and complete data capture for measurement and continuous improvement of business results.

2. Change your thinking.
Remember assets, whether equipment or human, can be depreciated. Treat your people like the investors they are — every bit as important, or more so than your shareholders and your customers. After all, they’re investing their time, their energy and their commitment with you day after day. Investors must have faith in the management team if they’re to invest. And you have to earn that trust.

3. Acknowledge the cost of turnover.
For years, the traditional cost of turnover was estimated at $3,000–5,000 per lost driver. Actually, that covers just the out-of-pocket recruiting and orientation costs. The true costs run much deeper. When you take into account the impact on your customer base, the potential for poor safety performance, the extra training to get drivers up and productive and the impact on morale, the actual cost to replace that driver exceeds $12,000, according to ATA. Others say the cost of replacement may correlate more closely with the person’s salary. Whatever the actual cost, make sure you really understand the impact on your company.

4. Recruit wisely.
This is perhaps the most widely abused of all the strategies. Recruiting strategies lack discipline, creativity or alignment with the rest of the company’s values. Instead of hiring anybody that can fog a mirror, throwing them the keys and using their on-the-road performance as natural selection, companies should hire only people with the propensity to perform above the standard. It takes work and discipline. Here’s how.
A. Know your corporate culture.
Conduct a thorough — and candid — assessment of your corporate culture. How are decisions made? How are employees treated? How are they expected to perform? What’s the level of customer service? What are your values? There are numerous questions to help determine how to align candidates that reflect the same values and work ethics. Just because an employee is a nice person doesn’t ensure they’ll be a good fit with your organization.

B. Ensure all departments recognize the value of the driver.
In your assessment phase, and after, if you see issues that need to be addressed to make you more driver-friendly, by all means, address them. Often drivers leave in the first 90 days when the promises made during recruitment don’t pan out. Dispatchers treat them rudely, payroll doesn’t live up to expectations, and safety and operations aren’t on the same page. Whatever the problems, fix them.

C. Define the ideal driver.
What’s your sweet spot for drivers? “The most important characteristic in a driver is character, period,” says the recruiter that didn’t want to be identified, but whose statement was echoed in nearly every interview. “You can’t teach character, and without it nothing else matters. Character is non-negotiable. Character is priceless. Job stability and a superior safety record are next. Flatbed securement can be learned. Driving in the northeast can be learned. But character cannot be learned.”

So how does he find that elusive ingredient? He begins by developing a list of competencies of what it takes to be successful behind the wheel in his company. He talks to his best drivers and develops a list of competencies that can be used to base his selection process on.

Jon Hall, designer and author of the Professional Driver Assessment Program, has spent the last 25 years studying the behaviors and attitudes successful truck drivers display in their jobs and built a competency-based assessment tool to help recruiters select drivers who will best fit the overall culture and environment of transportation companies. Those competencies, as well as a sample assessment, are available in his Pro Driver Assessment (www.prodriverassessment.com). They include:

- **Coping.** The ability to maintain a mature, problem-solving attitude while dealing with interpersonal conflict, hazardous conditions, personal rejection, hostility or time demands.
- **Tolerance for ambiguity.** The ability to withhold actions or speech in the absence of important information; deal with unresolved situations, frequent change, delays or unexpected events.
- **Systems/Process Orientation.** The ability to anticipate consequences and prevent problems; comply with written or unwritten rules; use procedures, conform to standards so business systems run smoothly and maintain consistency.
- **Alertness.** The ability to be attentive to the environment while working or to monitor environment during routine activity.
- **Commitment to Task.** The ability to self-start and stay on course without the need for excessive supervision; willing to commit to long hours of work and make personal sacrifices to reach company goals.
- **Organization and Planning.** The ability to organize or schedule tasks, to develop realistic action plans while being sensitive to time constraints and resource availability.
- **Team Orientation.** The ability to work with people in such a manner as to support high morale and group commitments to goals; cooperate with team members and do fair share of work.

Once these standards are in place, it’s important not to relax or deviate from them — even in times of scarcity when the temptation is highest. “Every time we become a little less finicky in our driver selection, it comes back to bite us,” says a private carrier who didn’t want us to use his name.

D. Automate the process.
Hire the best people faster. Identify the “best fit” drivers in terms of safety, performance and staying longer for the job. The mentality must shift from putting bodies in seats to finding the best fit drivers based on what they’ve done, what they can do and what they want to do, says Unicru’s Mertz.

Often drivers leave in the first 90 days when the promises made during recruitment don’t pan out.
He says most trucking companies use the same recruiting strategies they did 25 years ago, with newspaper advertising at 28% the most commonly used recruiting tool. “That’s part of the problem as most companies’ advertisements look the same and sell the same things,” according to one truckload carrier recruiter who spoke on the condition of anonymity. “Drivers usually have to wait until they’re on board before they figure out the reality of the situation. No wonder there’s such high turnover.”

“Although the labor market has changed significantly, the strategies and tactics for finding drivers have not,” he adds. “At a time when drivers are leaving the profession for other fields (such as construction, manufacturing and local cartage) that offer similar earnings capabilities and better lifestyles, the industry needs to look to adopt new tools and techniques to retain current drivers and increase the rate at which it attracts new drivers.”

In studying recruiting methods, Unicru found that only nine percent of responding companies listed the company website as a most commonly used recruiting source. Unicru also found that only 21% of motor carriers had automated any portion of the hiring process. Those that had integrated screening and hiring through automation reported an average driver turnover of 23%, compared to an average turnover of 69% for carriers still relying on a paper-based hiring system.

Yet, carriers such as Southeastern Freight Lines (SEFL), who aggressively promote and accept applications through their corporate career site, have found that 75% of all applicants apply online. According to John Pryor, vice president of human resources and safety at SEFL, “We no longer take paper applications or have the need for an 800 number. And we have had no complaints whatsoever. Our service center managers have been quite surprised at the volume of applications they’ve received and the quality that has come through the door. It’s very rewarding for them to have the opportunity to choose top candidates to come in and fill their positions.” Automation is particularly attractive to younger applicants who “speak technology,” says Merz. “It highlights trucking as a career path that allows them to use these skills.”

Automating the screening process can also help identify and hire the best people before the competition sees them. Automation also reduces legal exposure and increases compliance effort. And at Southeastern, Pryor is using the assessment tools to identify kids coming out of high school that have “the right stuff.” Although too young to drive, SEFL finds work for them in their yards and gets them acclimated to the trucking environment and culture. When they turn 21, they’re ready, willing and able to hit the road.

**E. Structure the interview.**

The best indicator of how a candidate will perform in the future is to understand how and why they took the actions and made the decisions they did in the past. That is why more and more companies are implementing interviewing techniques that drill down to fully understand these past experiences. All candidates should be asked the same questions centering on the core competencies (as shown in the Driver Interview Guide - Part B). You will see that many of the questions begin with key phrases: “Tell me about a time...” A rating system should accompany the questions so interviewers know what to listen for.

In addition, more companies are taking that structured interview one step further to understand how a candidate makes decisions and what he or she values. In fact, the Washington Post reported in March 2005, “Over the past few years, personality assessment tests have moved from the realm of experiment to standard practice at many of the nation’s largest companies, including the Albertson’s grocery chain and retailers such as Neiman Marcus and Target. A recent survey found that about 30% of all companies use personality tests in hiring. To many companies, the tests are as important, if not more important, than an applicant’s education, experience and recommendations.”

A recent survey found that about 30% of all companies use personality tests in hiring.
5. **Orient and train.**

Once on board, drivers should spend time getting to know more about the company. Gordon Trucking, an 1,100-truck operation out of Bellevue, WA, puts its new hires through an elaborate, four-week orientation and training process. Each driver must exhibit 20 skills and competencies during that time. “It’s expensive,” says John Ziebarth, director of operations, “but we’ve seen a dramatic improvement in our safety performance. We use this orientation process as the finishing part of the interview process.”

John Hancock, who’s in charge of driver training at PRIME, hosts regular advanced training for his fleet of independent contractors. “Our contractors bring the ability to work and the desire to work,” he says. “The advanced training provides tools and knowledge so they can apply their talent in the most productive way.” The payoff is demonstrable. The turnover rate for contractors who take the course is half that of those who don’t.

“We offer a never-ending selection of training options to drivers,” says the unnamed recruiter. “We offer financial incentives in the form of bonuses to encourage drivers to seek training. But I believe that the training department is doomed to fail unless the driver is motivated to learn. This is the fundamental dynamic for all student/teacher relationships: if the student isn’t motivated, learning cannot take hold. It gets back to picking drivers with the right character and engaging them in a corporate culture that values them.”

6. **Conduct exit interviews.**

Perhaps the most fertile area for figuring out how to keep drivers in the system — and the one that many trucking companies fail to use properly — is to find out why drivers are leaving. By asking the right questions, ideally in both a face-to-face interview and in a survey, you may learn about rules, practices and procedures that frustrate drivers and force them out the door.

Ideally, these interviews should be conducted by members of the HR team, or in smaller companies, by members of the executive management team. Generally, it’s not a good idea to have your recruiters conduct exit interviews as they have a vested interest in making themselves look good.

This brings up a final point. Don’t conduct an interview if you are not prepared to hear — and take action on — the information that comes out of the interview. Again, the corporate culture must embrace the potential for change.

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**Conclusion**

“When fleets take action to combat turnover,” says KPMG’s Goodson, “much of the action must come on faith. It’s like turning a ship — you can’t see the impact of decisions made today for many months. And the problem many carriers face is that they try to implement a number of changes at once — so they can’t know for sure which ones are effective. That often leads to frustration on the part of both management and drivers.”

The bottom line is that to combat the driver shortage, companies “have to do their core values better,” Goodson emphasizes. “Generally speaking, the changes have to be uncomfortable for them.”

An anonymous recruiter puts it more bluntly: “If a driver feels that his managers truly care about him or her as a person, and not only as a means to generate revenue, then turnover will reflect this relationship. If you are a manager and you don’t feel that you work on behalf of your drivers, get used to high turnover, because you deserve it!”

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_A frequent contributor to _The Source_, Tom Moore is a freelance writer, speaker, trainer and consultant with more than 25 years of experience in the trucking industry. Before starting his own strategic communications business, he worked for the American Trucking Associations, the National Private Truck Council, Fleet Owner Magazine, and Randall Publishing. He can be reached at thomas.l.moore@att.net or 203-241-6247._
Driver Interview Guide

The following information is provided to assist you during the selection and hiring process. This information is for general reference only and can be used to supplement your current hiring practices.

Interview Tips
• Review application, notes from pre-screening interview and any other materials in advance.
• Prepare questions for areas you wish to explore relating to his/her background.

Introduction
• Be friendly.
• Introduce yourself; give a brief explanation of your role in the organization and your time with your company.
• Build rapport with a few moments of small talk.

Interview
• Explain how the interview will proceed.
  For example: “This interview will last about 45 minutes. During this time I’ll ask questions about your job background and about situations that occur on the job. Answer the questions to the best of your ability. I’m looking for complete answers, but not long, detailed responses.”
• Take notes. This will be important in making your appraisal later and will aid in evaluating each applicant. All documentation should be accurate, related to job requirements and based on specific applicant responses.

Question/Answer
• Questions should be designed to supplement the information gathered during the review of the application. They don’t replace the application review portion of the interview.
• Some representative sample questions for each competency follow.
  - Why do you consider yourself a professional driver?
  - What do you like most about a professional driver’s job?
  - What do you like least about a professional driver’s job?
  - What are your career goals?
  - How do you feel we can help you reach those goals?

Close
• Please make sure to leave 10 minutes for the applicant to ask questions.
• Explain the next steps in the interview process to the applicant.
• If you are taking the applicant to another interviewer after you complete your interview, give a short description of the next interviewer’s role in the organization and if possible, introduce the applicant.
Cost of Poor Selection

Use the following chart to calculate the cost of a poor hiring decision. The figures should be based on the actual costs of hiring a driver for your company at an average annual salary of $_______.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>(Number of ads ____ x cost per ad $______). $</td>
</tr>
<tr>
<td>Administrative Costs to Process All Candidates</td>
<td>(Total number of administrative hours ____ x average hourly salary + benefits $__________) Estimate will vary depending on position and number of applicants. $</td>
</tr>
<tr>
<td>Candidate Travel Costs (if applicable)</td>
<td>(Average airfare $__________ + average hotel rate $__________ x number of trips ____ x number of candidates from out of town ____ ) $</td>
</tr>
<tr>
<td>Interviewer Costs</td>
<td>(Number of interviewers ____ x hours per candidate ____ [includes consolidating interview notes] x average hourly salary plus benefits $__________ x number of candidates interviewed ____) $</td>
</tr>
<tr>
<td>Lost Opportunities/Hidden Costs</td>
<td>(Revenue lost from incomplete projects, lost sales, disrupted customer service, other resources filling in while position is vacant, etc.) — Estimate will vary depending on the open position and how long it remains vacant. $</td>
</tr>
<tr>
<td>Relocation Costs (if applicable)</td>
<td>(Varies from $10,000–$100,000, depending on housing costs.) $</td>
</tr>
<tr>
<td>Training</td>
<td>(Number of months training time in the first year ____ x monthly salary plus benefits $__________) $</td>
</tr>
<tr>
<td>Severance Pay</td>
<td>(Based on company policy. For example, one month’s pay $__________) $</td>
</tr>
<tr>
<td><strong>Total Cost of Poor Selection for One Individual</strong></td>
<td>(Add previous rows.) $</td>
</tr>
<tr>
<td><strong>Total Cost of Poor Selection for This Job Category over One Year</strong></td>
<td>(Total cost of poor selection for one individual $__________ x number of individuals hired in this job category per year ____ ) $</td>
</tr>
</tbody>
</table>

Per Individual Hired

Total Cost for this Job Category
Common Selection Problems

Interviewers miss important information. Interviewers focus on only a few of the areas critical to job success, overlooking many others. Therefore, they fail to develop a complete picture of an applicant.

Interviewers overlook job motivation and organizational fit. Interviewers tend to focus on the skill aspects of the job and overlook candidates’ likes and dislikes. Failure to determine motivation can lead to poor performance and early turnover.

Interviewers ask illegal, non-job-related questions. These questions expose the organization to lawsuits and might put candidates from protected groups at a disadvantage.

Interviewers’ coverage overlaps. While some overlap of coverage among interviewers is desirable, too much is a waste of valuable time. As a result, candidates hear the same questions repeatedly, and important areas receive no coverage.

Interviewers have not organized selection elements into a system. As a result, interviewers waste time on individuals who should have been screened out of the selection process. In addition, using different selection elements for different applicants puts some people at a disadvantage.

The selection process turns off candidates. When interviewers talk too much or are redundant, rude, or disorganized, their job offers are rejected, candidates seek employment elsewhere, and the organization’s reputation is damaged.

Biases and stereotypes affect judgment. Some interviewers classify people into stereotypes — the “typical engineer” or the “college dropout.” Because interviewers often are unaware of these prejudicial tendencies, they fail to realize the effect these have on their decisions.

Interviewers take insufficient notes. Many interviewers fail to write down important points, relying instead on their memory, which can be inaccurate. Poorly documented interviews give the first and last candidates an advantage simply because interviewers remember them better than the candidates in between.

Interviewers misinterpret applicant information. Interviewers often misinterpret data when they play “amateur psychologist” and guess at the meaning behind an applicant’s response. This leads interviewers to attribute incorrect characteristics to candidates.

Interviewers make snap decisions about applicants. Some selection decisions are made on the basis of a handshake at the initial meeting; others, after only a few questions are asked. The problem is that early decisions influence subsequent data gathering. Interviewers tend to ask questions that will reinforce their early decisions. Research indicates that organizations make better decisions when they delay selection decisions while continuing to collect data.

Organizations rely exclusively on interview. Interviews are excellent tools in a selection system; however, interviewers can obtain other critical information from sources such as paper-and-pencil tests, simulations, and reference checks.

Interviewers’ hiring discussions are not systematic. Interviewers who meet to make the final hiring decisions often share candidate data randomly (for example, “He seemed smart,” “She has no experience”). Critical information for decision-making is lost, relationships between pieces of information never surface, and gaps in information about the individual are never discovered.

Interviewers allow one characteristic to influence their judgment. Interviewers occasionally fall victim to the “halo effect.” This is when one particularly strong or weak candidate characteristic can influence an interviewer’s judgment about the individual as whole.

Pressure to fill the position affects judgment. Standards can be lowered. Interviewers rationalize their decisions by saying they can train individuals or offset their limitations through close supervision.
Competency Based Assessment Tool

1. Coping
The ability to maintain a mature, problem-solving attitude while dealing with interpersonal conflict, hazardous conditions, personal rejection, hostility or time demands.

Sample Questions:
• Tell me about a time where you had to communicate with a customer or dispatch under difficult circumstances?
• Dealing with customers can sometimes be stressful. Tell me about a high stress situation when it was necessary for you to keep a positive attitude. What happened?
• In this business, it’s sometimes hard to manage your personal life and work life. What have you done in the past to make sure that both work and personal needs are met?

2. Tolerance for Ambiguity
The ability to withhold actions or speech in the absence of important information; deal with unresolved situations, frequent change, delays or unexpected events.

Sample Questions:
• In this business, it can be difficult not knowing what your schedule will be. What have you done in the past to deal with this situation?
• What is the most difficult or frustrating part of change for you? How do you cope with it?
• Tell me about a time when you made a delivery where the customer really didn’t have it together, but you had tight deadlines to meet. How did you handle the situation? What did you do?

3. Systems/Process Orientation
The ability to anticipate consequences and prevent problems; comply with written or unwritten rules; use procedures, conform to standards so business systems run smoothly and maintain consistency.

Sample Question:
• We know that policies and procedures are necessary for efficiency. Tell me about a time when you had to work under a policy or procedure you did not agree with. What did you do?

4. Alertness
The ability to be attentive to the environment while working or to monitor environment during routine activity.

Sample Questions:
• Describe a situation on the highway where quick thinking and being alert prevented an accident.
• Tell me about a time when you did not notice something important. What happened? What did you learn from that experience?

5. Commitment to Task
The ability to self-start and stay on course without the need for excessive supervision; willing to commit to long hours of work and make personal sacrifices to reach company goals.

Sample Questions:
• Tell me about a time when you were unable to meet a deadline.
• What things did you fail to do?
• What happened?
• What did you learn?

6. Organization and Planning
The ability to organize or schedule tasks, to develop realistic action plans while being sensitive to time constraints and resource availability.

Sample Questions:
• In your present job, how do you plan and organize your workday?
• Describe a typical day on the job.

7. Team Orientation
The ability to work with people in such a manner as to support high morale and group commitments to goals; cooperate with team members and do fair share of work.

Sample Questions:
• Tell me about a time when you had to put your needs aside in order to meet the needs of others on the job.
• Tell me about a time when you were able to keep an open mind when you did not agree with company plans.
## Competency Based Measurement

Use the following chart to rank each candidate on his or her responses to the questions under each competency.

### Candidate’s Name: ___________________________
### Interview Date: ___________________________  Position: ___________________________

<table>
<thead>
<tr>
<th>Seven Competencies</th>
<th>Responses</th>
<th>Positive (P) or Negative (N) Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vague</td>
<td>Average</td>
</tr>
<tr>
<td>1. Coping</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. Tolerance for Ambiguity</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3. Systems/Process Orientation</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4. Alertness</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5. Commitment to Task</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>6. Organization and Planning</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>7. Team Orientation</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Add ranking from each competency category.

**Total Score:** ____________

Add total positive examples:

**Total:** ____________

### Score Range:
- **High**: 28–35 Total
- **Average**: 21–27 Total
- **Poor**: 7–20 Total

**Interviewer:** ___________________________
20 Training Blocks for Student Drivers

**Safe Work Methods:** Workplace Hazards, Injury Prevention, First Aid, etc.

**Driving:** Traffic Laws, Backing/Parking, Intersections/RR crossings, Mountain/City Driving.

**Hours of Service:** 11, 14, 70-hour rules, Forma and Manner, Vehicle Inspection.

**Accident Prevention:** Defensive Driving, Winter Driving, Procedures, Documents.

**Operations:** Qualcomm, Customer Service, Loading/Unloading, Weights.

**Communication:** Methods, Timing, Equipment.

**Payroll/Fuel Card System:** Trips Processing, Reimbursements, Fueling Transactions, etc.

**Trip Pak:**

**OS&D:** Bills of Lading, Special Customer Procedures, Blocking/Bracing, Procedures.

**Preventive Maintenance:** Service Intervals, Pre-trip, Adjustments, Watchouts.

**Routing and Fuel Management:** Optistop, Fuel Procedures, Routing.

**Trip Planning:** Backwards Planning, Maps, Matching Trip to Hours.

**Permits/Licensing:** Permit Book, State Requirements, Weight and Size Limits.

**Hazardous Materials:** Policy, Guidelines, Procedures, Watchouts.

**Double Trailers:** Proper Congear Procedures, Setup, Weights, Maneuvering.

**Chains and Chaining:** Inspection, Application, Removal, Legal Requirements.

**Temperature Control:** Temperatures, Refrigeration Units, Monitoring, Loading.

**Facilities Network:** Terminals, Drop Yards, Offsite Parking, Procedures.

**Scales:** Axle Weights, Load Position, State Limits, etc.

**Canadian Operations:** Border Procedures, Equipment Regulations, Licensing/Permits, Procedures, FASTPASS.

Sample Provided by Gordon Trucking, Inc.
Exit Interview Questionnaire

Name: ___________________________________________ Date:____________________

Title: ___________________________________________

Start Date: ______________________________ Separation Date: ______________________

Person Conducting Interview: ______________________ Title: _______________________

1. Why are you leaving?
   ___________________________________________
   ___________________________________________
   ___________________________________________

2. Describe the opportunity where you are going and what it is about that new opportunity that attracts you.
   ___________________________________________
   ___________________________________________
   ___________________________________________

3. Do you feel that similar opportunities are available at our company? Why or why not?
   ___________________________________________
   ___________________________________________
   ___________________________________________

4. If similar opportunities were available would you stay? Why or why not?
   ___________________________________________
   ___________________________________________
   ___________________________________________

5. What will you miss most when you leave?
   ___________________________________________
   ___________________________________________
   ___________________________________________

6. Describe any barriers that prevented you from achieving your personal and professional objectives.
   ___________________________________________
   ___________________________________________
   ___________________________________________
Driver Interview Guide

7. When you joined our company, you came with certain expectations. How did the promise live up to reality?

8. If you were running the company, how would you change it? What improvements would you make?

9. In general, how would your rate our company as a place to work? More specifically:
   a. Our values?
   b. Our equipment?
   c. Our dispatchers or fleet managers?
   d. Our compensation package?
   e. Our communications?
   f. Our ability to live up to our words?
   g. Our ability to get you home as promised?
   h. Our physical working conditions?

10. What advice would you give to the person who is taking over your responsibilities?

11. Would you come back to work for our company? Why or why not?

12. What do you see as the future of this company?