

SmartStart

Entry Level Driver Hiring and Training

Leanne Quail of Paul Quail Transport



Background



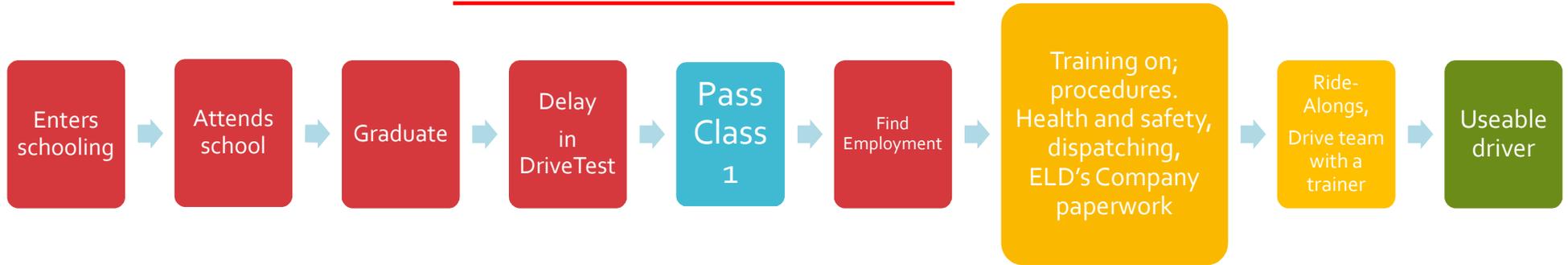
Agenda

- SmartStart overview
- Timelines
- Barriers to entry
- Selecting the right candidate
- Contract
- Training Stage
- Mentorship
- Evaluation
- Challenges
- Benefits
- Q&A

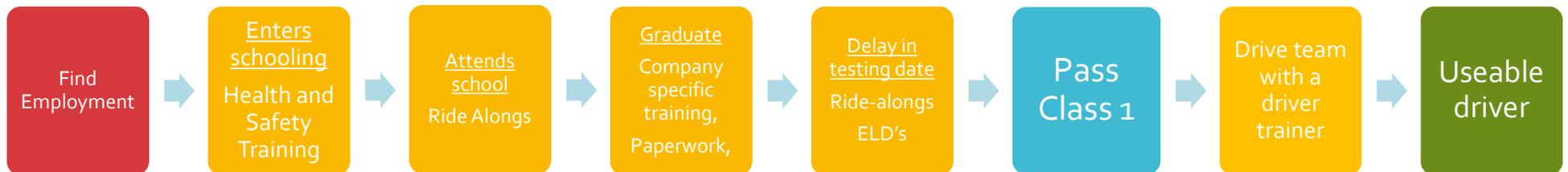
SmartStart Overview

- SmartStart is the careful selection of pre-licensed drivers for additional training during the course of their Class 1 training
- I have been hiring drivers while in school or prior to starting schooling and providing them every opportunity and training I can to build them into the best entry level driver they can be
- Where the program really shines in it's effectiveness is for a student to learn each skill at an approved school and then concurrently see it in practice with us in real industry applications.
- Skills taught at the school are able to be immediately practiced with our trainers without time restrictions until they become good habits.
- Understanding is up, confidence is up, and retention is enforced, and unlicensed time is utilized to provide readiness when they pass their DriveTest.
- As a result of this program, I have recently hired the best entry level drivers I have ever seen.

Traditional Method



SmartStart Entry Level Training



Barriers to Entry

- There are good people that want and deserve to join our industry as a driver but are faced with barriers to entry that we as an industry need to become inventive in breaking down
- Barriers to entry
 - Lack of understanding on what it is really like to be a driver
 - Lack of access to the right people in the industry
 - Drivers don't learn how to drive from family members like they used to
 - As driving is often second career, most people in life have deeper financial commitments that prevent them from changing careers
 - Lack of available funds for a thorough schooling program
 - Cannot risk the time without steady pay to attend school
 - Uncertainty of the amount of time it will take to secure a job once license is achieved

Selecting the right candidate

- First question should always be “When you picture your driving career, what does it look like to you?”
- Full disclosure is key! Dusting over the challenges they will face can cost what you have invested
- After the first meeting, I always ask the applicant to generate two lists of questions; one for me and one for one of my drivers. I will never do the follow up call. This has helped bring only the most committed to the second stage.
- Screening
 - Medical
 - Abstract
 - Personality fit in regards to driving and company culture
 - In yard road test
 - Application
 - Pre-employment drug and alcohol testing
 - Work and personal references

The Contract (Offer of Employment)

- Drafted by an applicable labour lawyer
- Ensure intended end position is clearly outlined and reflects the companies highest need
- Certify medical fitness
- Pre-employment drug testing
- Lay out financial responsibilities
- It is the responsibility of the employee to maintain, FAST card, commercial license, ability to cross the border, maximum abstract points, etc.
- Comply with company policies and procedures
- Only as good as the paper it is written on?

Training

- On the days off from the approved school, the student comes to our yard and we complete the additional training and orientation. Traditionally, a new hire is bombarded with orientation training that eats up usable driving time and inhibits retention. Spacing out the training over several weeks has proven to be more effective and enjoyable for everyone
- Students have full use of a truck in the yard on which they can practice pre-trips and increase their comfort level
- They go on ride-alongs with our driver trainers visiting our suppliers and learn routing, paperwork, and procedures of many of the actual locations they will be dispatched to on their own
- Rotate through driver trainers
- Don't touch the pre-trip

Training continued

- Get accustomed to our ELD's, dispatching procedures, required paperwork.
- Each student carries a book with them with a scorecard from every trainer and progress and areas requiring more work are readily visible
- Essentially all of our training is set on a wider time frame and is far less overwhelming and more thorough
- All of the training is paid out weekly
- Our students have received 200 hours of additional training prior to achieving their A license
- Apply for FAST card at this stage if applicable, include letter of employment
- Students spend time in maintenance or other areas where we need work completed (ensure they have been trained in health and safety, and hazard awareness)

The Mentorship

- A mentor is assigned to each student at the time of signing the contract
- I have found that having a mentor through this process was key for the encouragement and guidance that it provides to the students that have entered into our industry that stands alone
- Unlike the training, I do not micromanage the mentor/mentee relationships and allow it the room to be what it needs.

Evaluation

- Evaluating the driver should be ongoing and documented
- Student carries previous evaluation and presents to each driver trainer they encounter
- Training Package from my insurance company

Challenges and Downfalls

- High risk/high reward
- Costly
- Time consuming to find the right candidates
- Requires micromanaging
- Can be more of an industry service than company benefit
- Trainer burn-out
- Turn and burn
- DriveTest wait times

Benefits

- Traditional methods for hiring are no longer yielding the drivers
- Hiring based off character and potential
- Higher quality entry level driver
- Job security
- More likely to pass the Class 1 DriveTest
- No chance at getting “rusty” between schooling and hire
- Usable sooner
- Retention
- Starts off the working relationship positively
- A safe place for the new driver to land
- Builds confidence in the student, knowing that they have the support of a company behind them
- Ability to tailor the students learning focus to your needs
- Best unintentional advertising we have ever done
- Yielded already licensed drivers

Q&A

- Questions?
- Driver recruitment brainstorming

