

Driver Retention & Turnover

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Turnover - Historical Efforts

- ▶ Pay Additions
 - ▶ Minimum Pay Programs
 - ▶ Bonuses
- ▶ Home-Time
- ▶ Teaming Tool
- ▶ Operations Re-Organization
- ▶ Training Videos

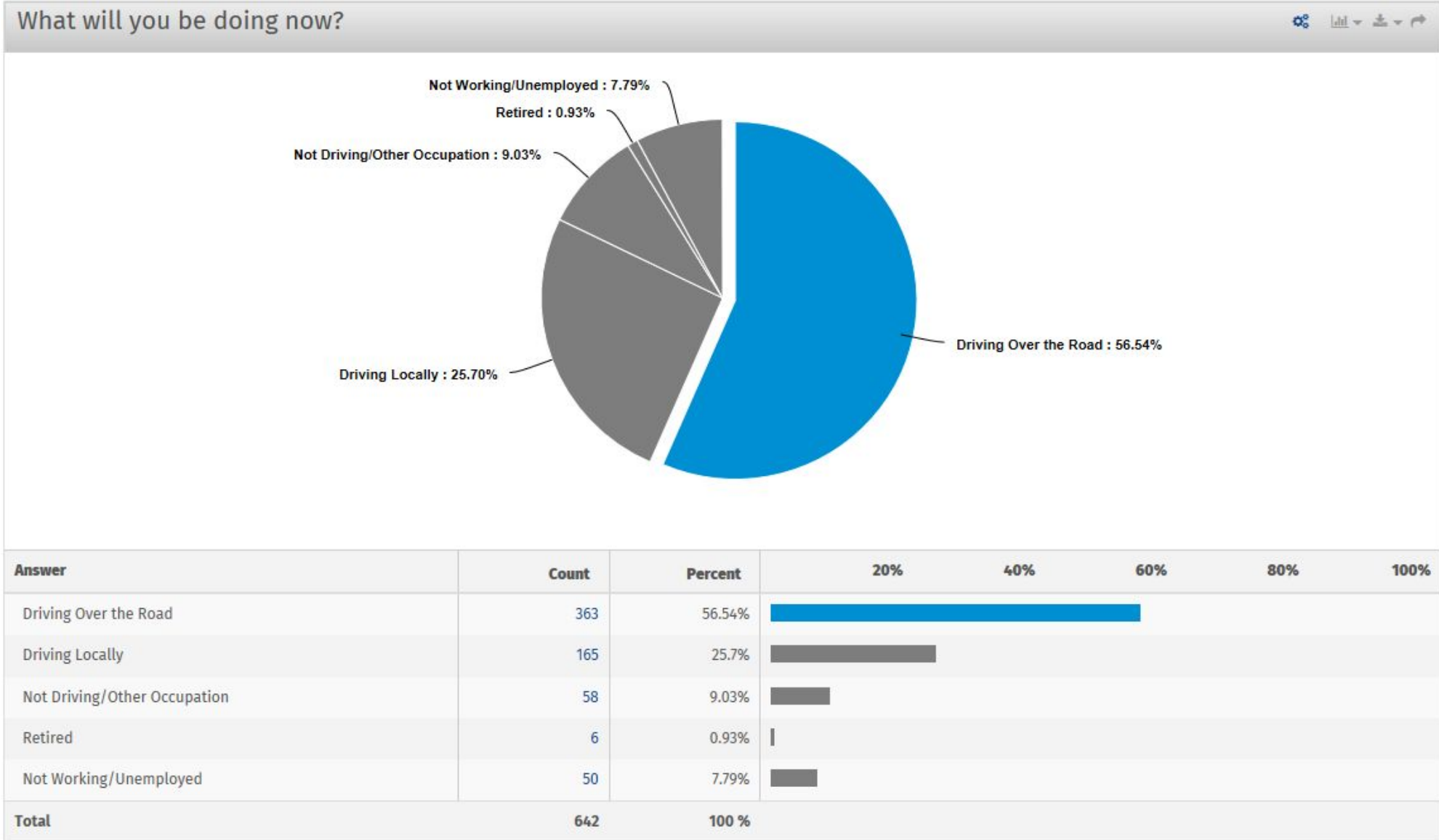
Progress?

Theory in Action

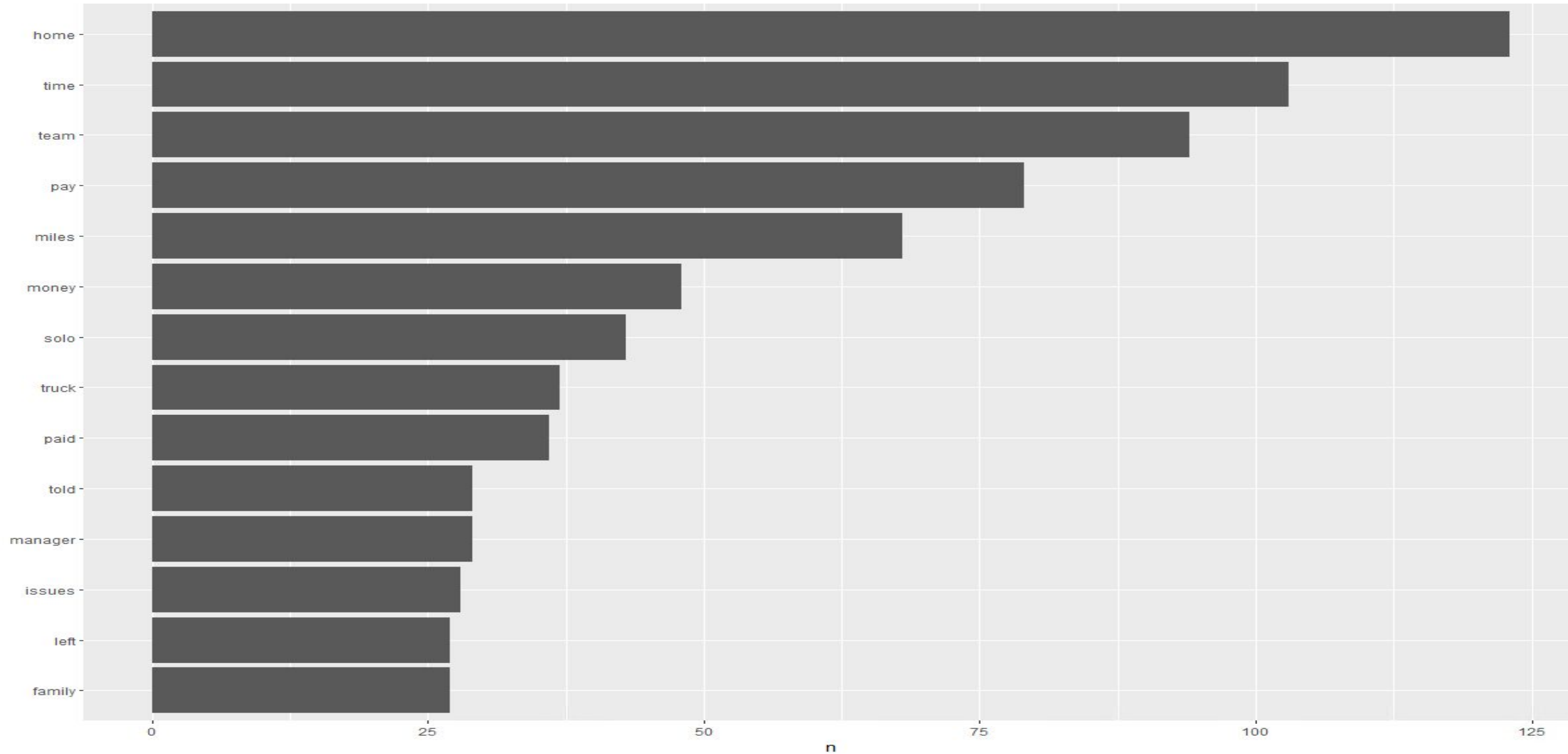
Who is leaving?

Driver Type	Total	Left	left %
Student	837	433	51.7%
OO	214	28	13.1%
DRVENG	52	10	19.2%
OTR	2449	924	37.7%
Trainer	156	20	12.8%

Where are they going?



Why are they leaving?



Why are they leaving?

familyneeds

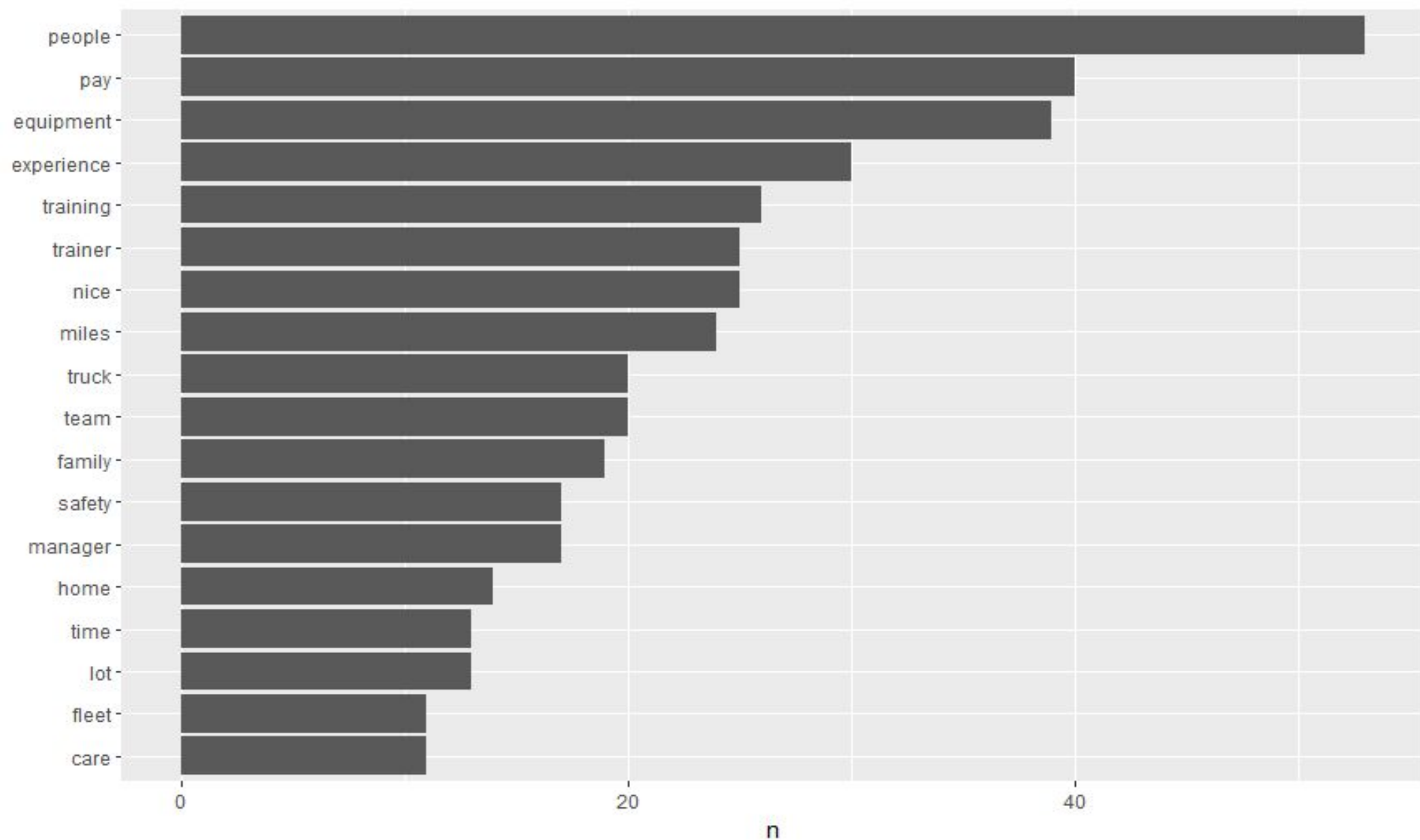
treated
months communication
people listen phone bad
night job 5 fms student
personal sat disrespectmate care partner
run loads leave owner

teamissues

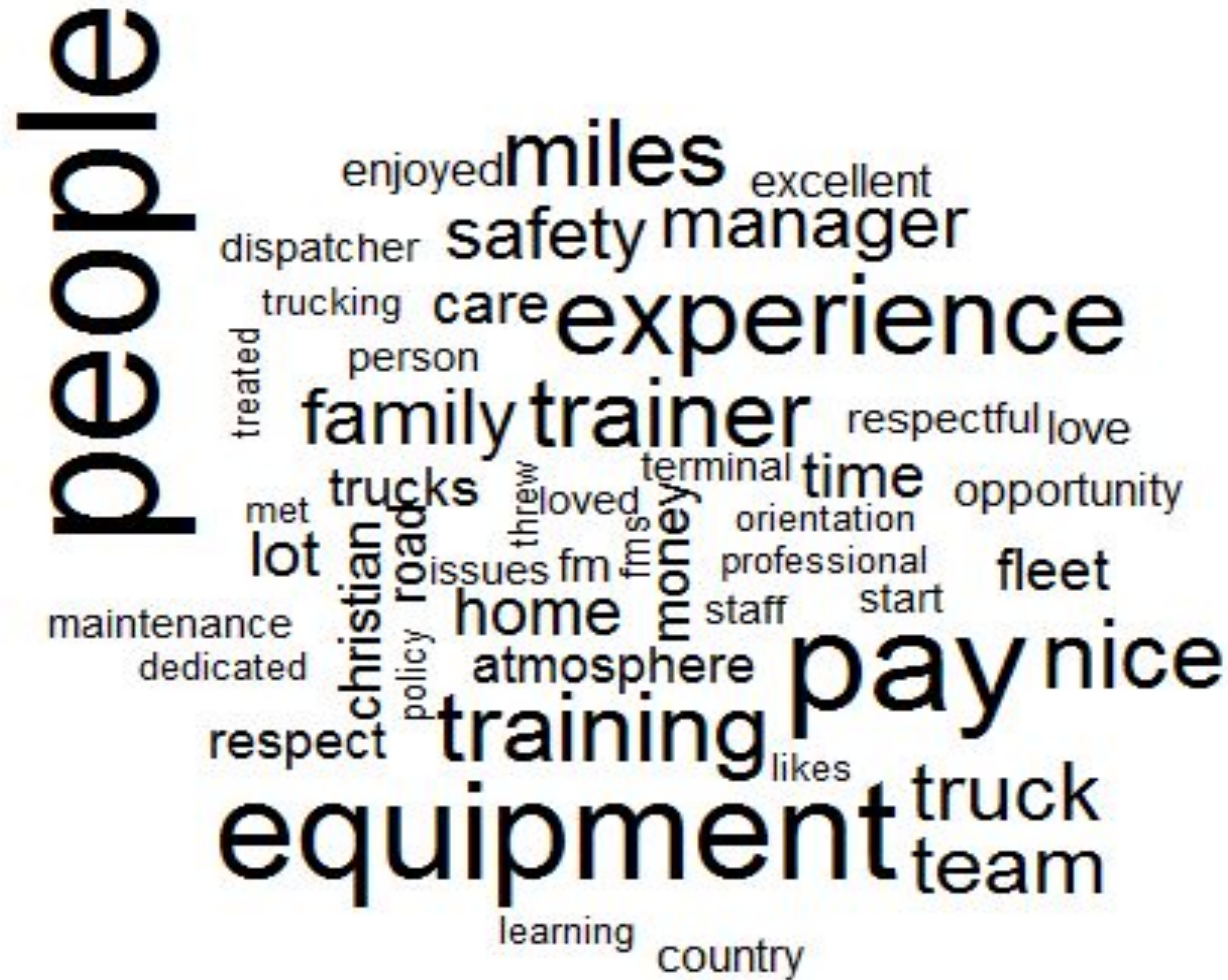
load found medical plot threw
fm hard quit wait on due to opportunity
month dedicated call safety difficult
promised experience s ft
accident hours fired training

expectations

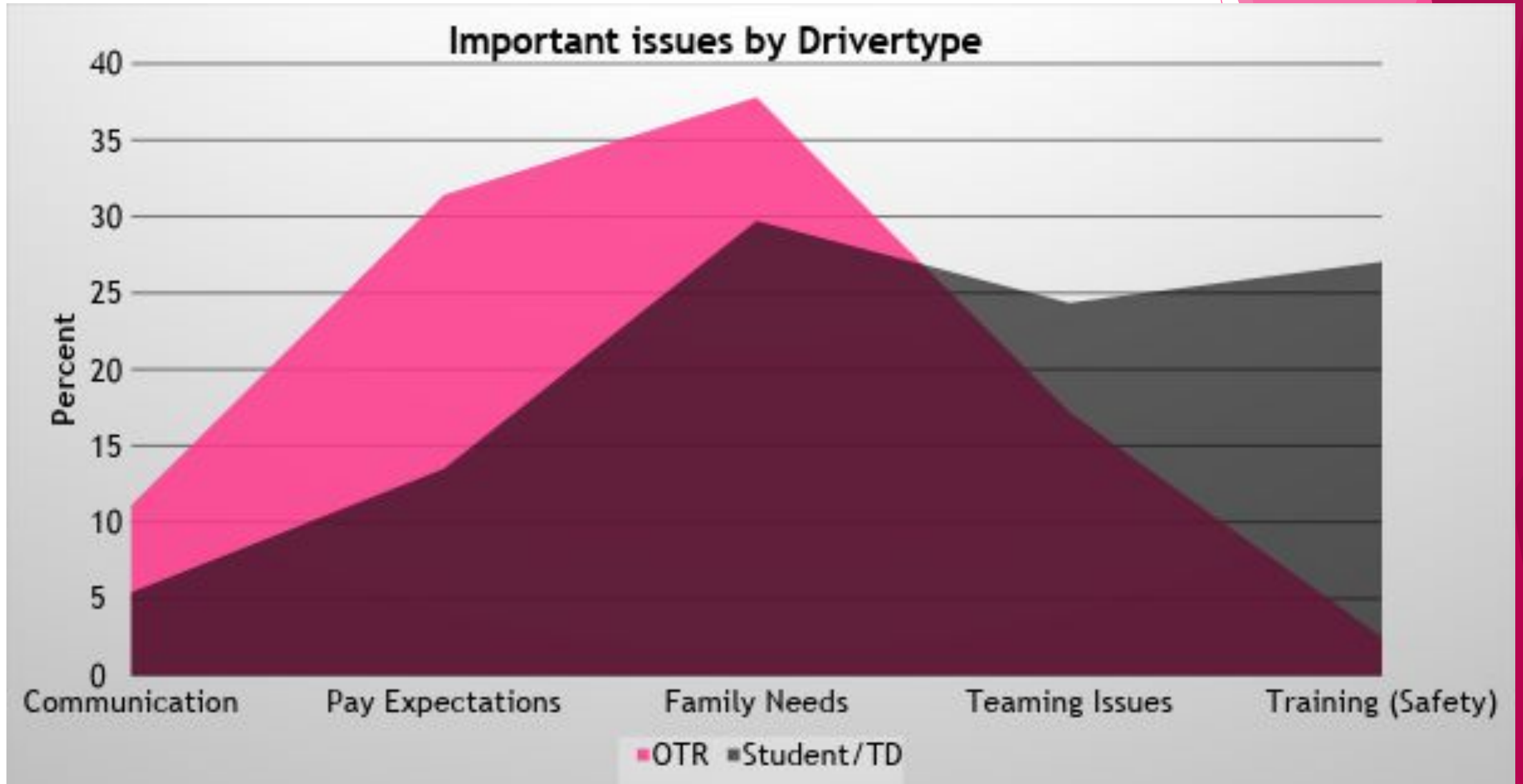
What do people like about this company?



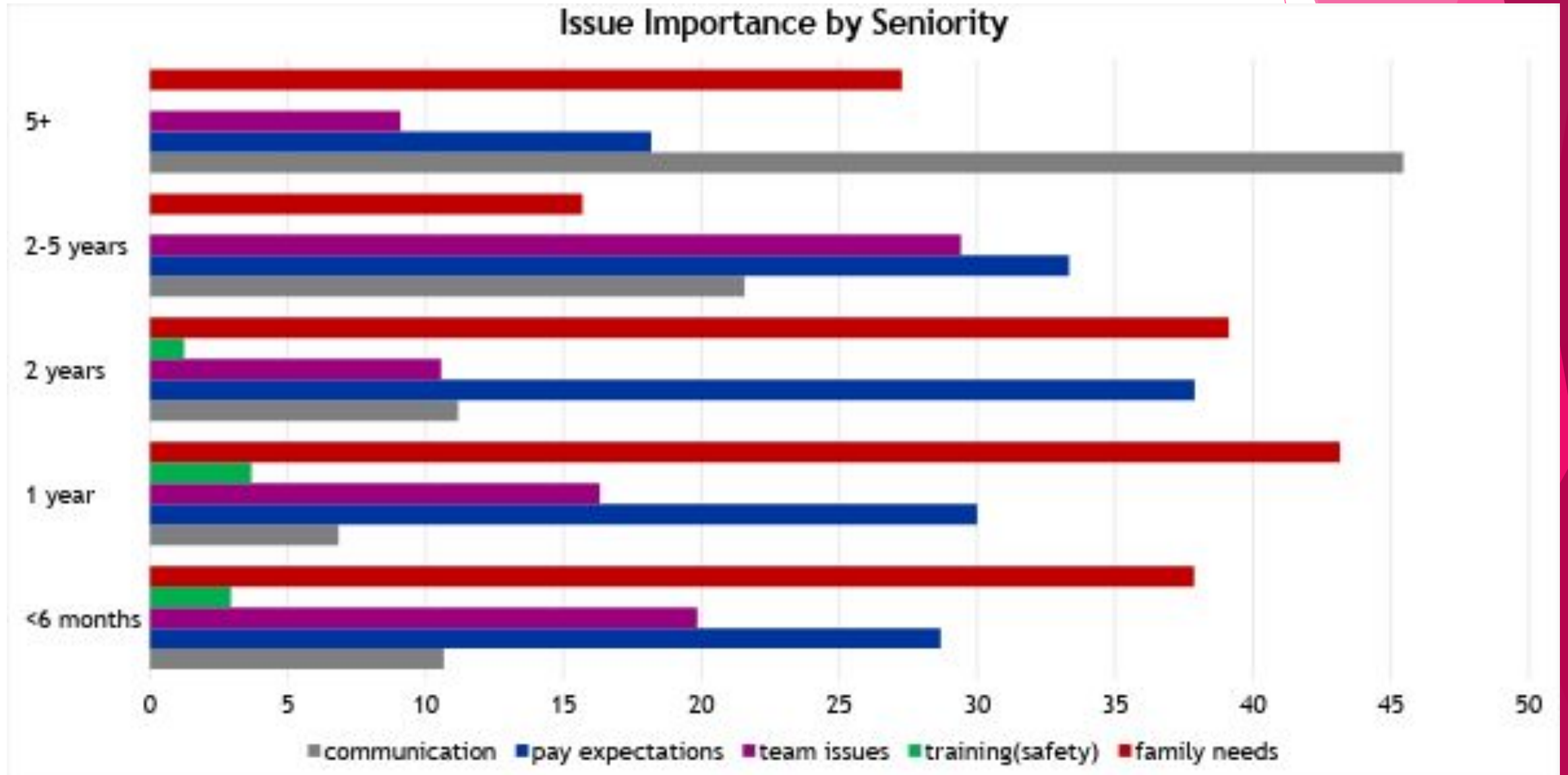
What do people like about Covenant?



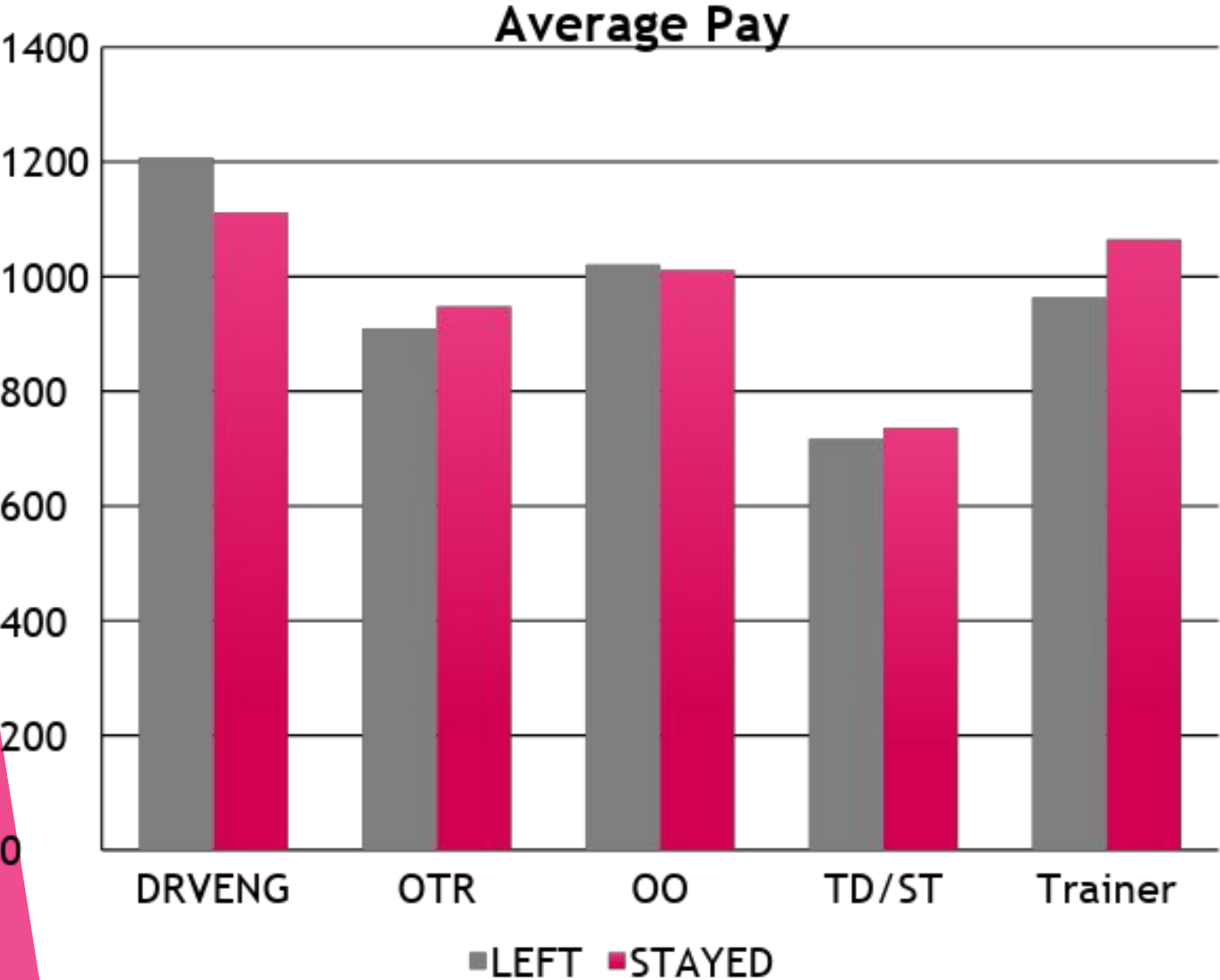
What are the reasons they left?



Are the issues distributed evenly among tenure?



Financial Security

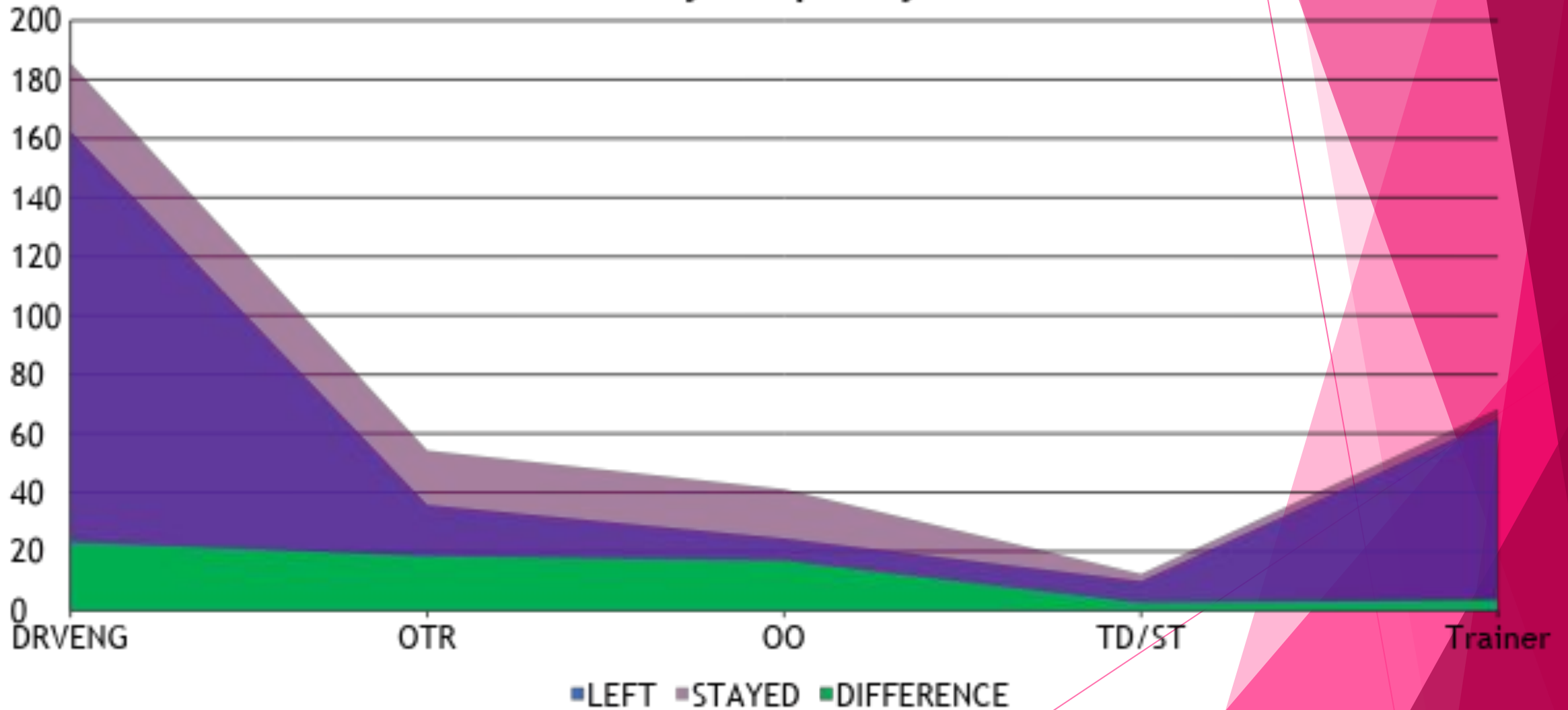


	LEFT	STAYED	DIFFERENCE
DRVENG	\$1,207.01	\$1,112.07	\$94.94
OTR	\$909.40	\$947.89	-\$38.49
OO	\$1,020.47	\$1,011.42	\$9.05
TD/ST	\$716.43	\$735.80	-\$19.36
Trainer	\$963.23	\$1,064.29	-\$101.06

Financial Security

Currently there are processes to prevent overpaying drivers but not underpaying

Pay Complexity



Social Needs: Team Partner



\$244 <6months

\$460 >2 years

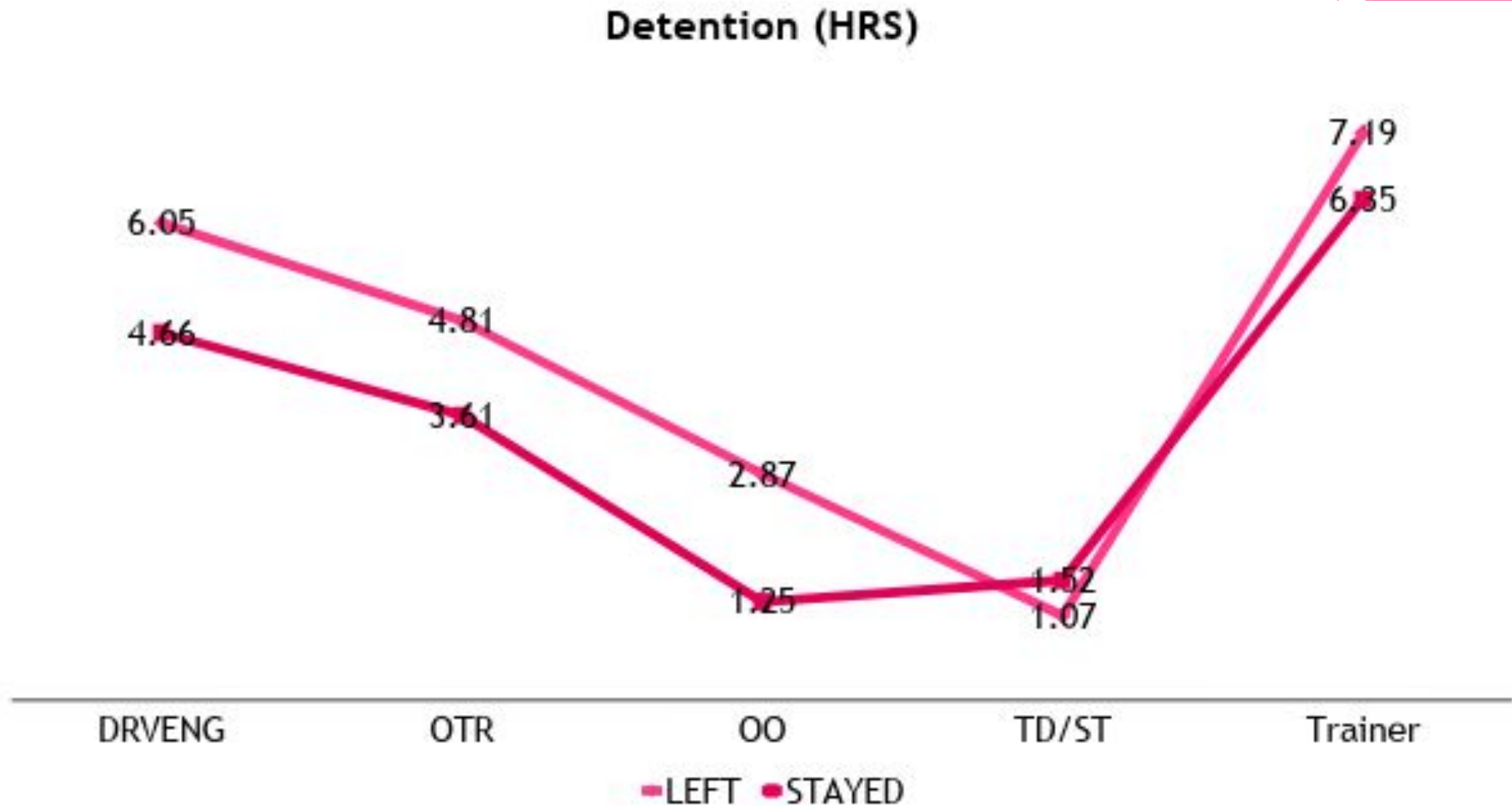
Social Needs: Home-time



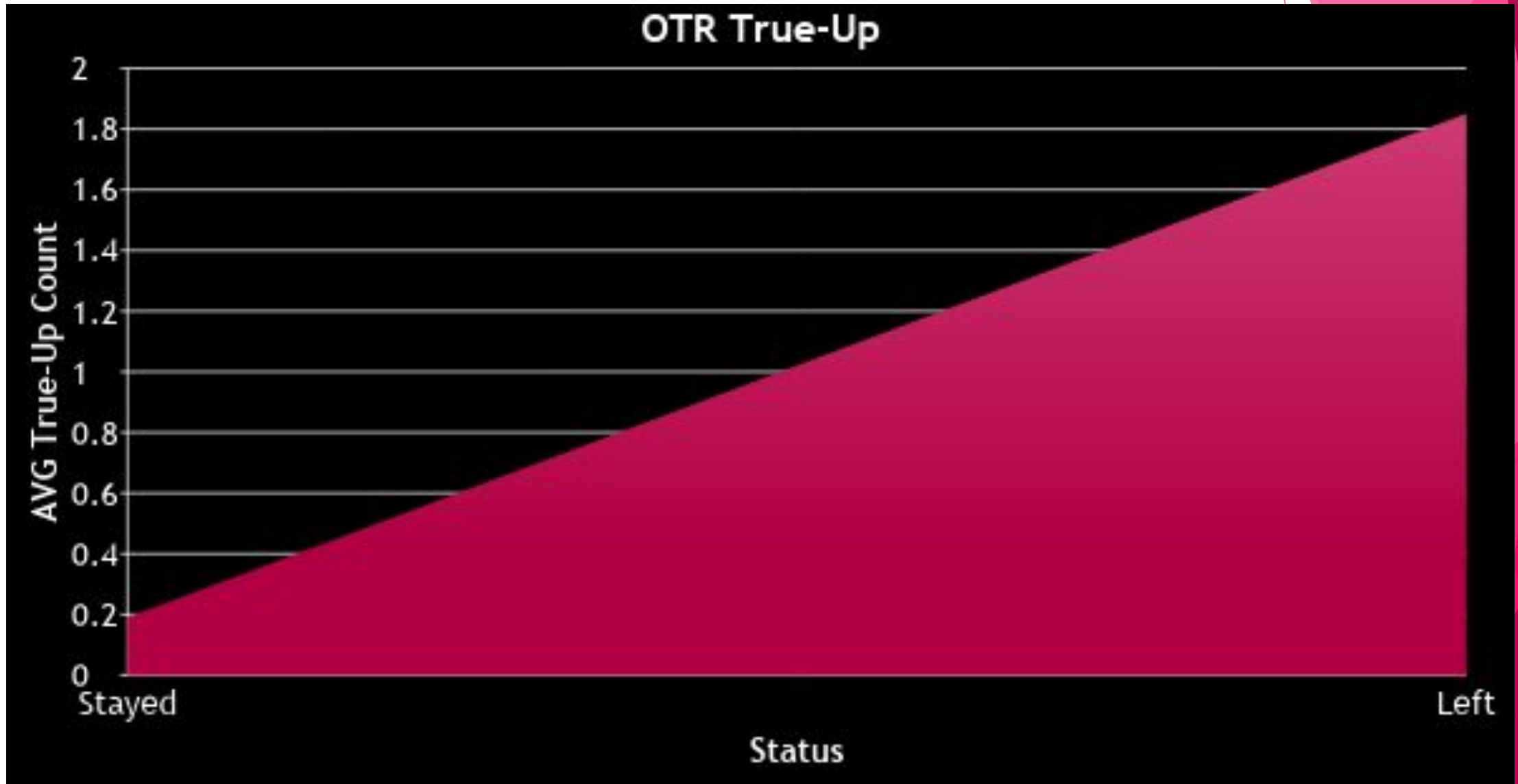
Esteem Needs: Need to keep moving



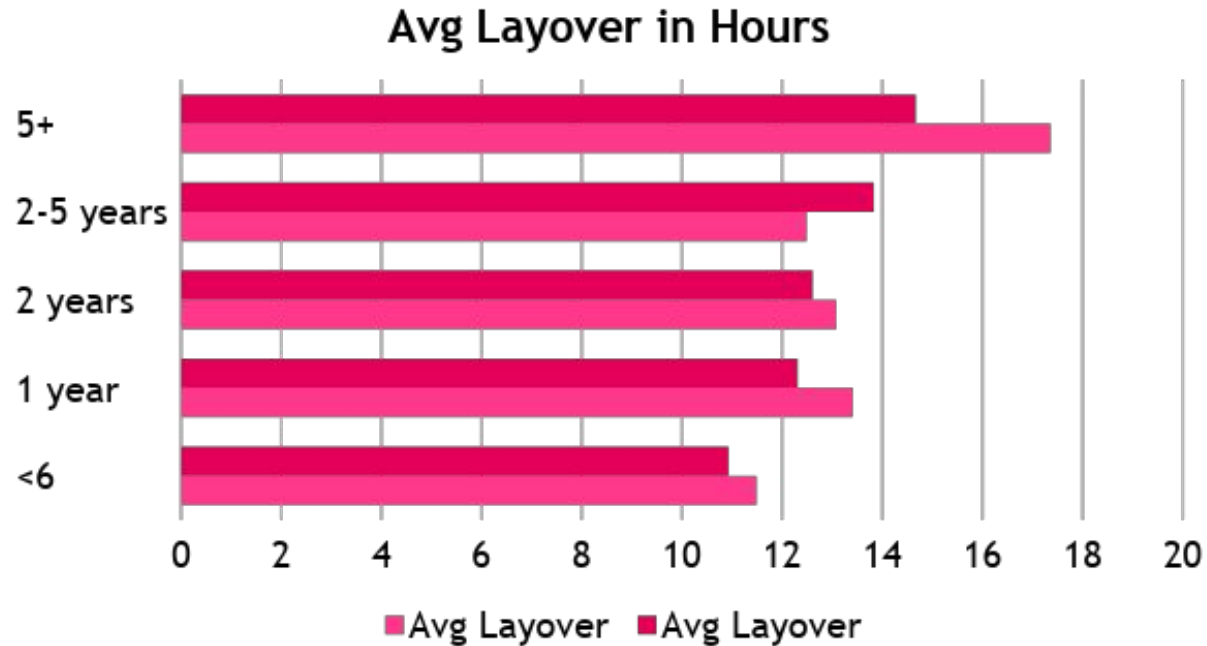
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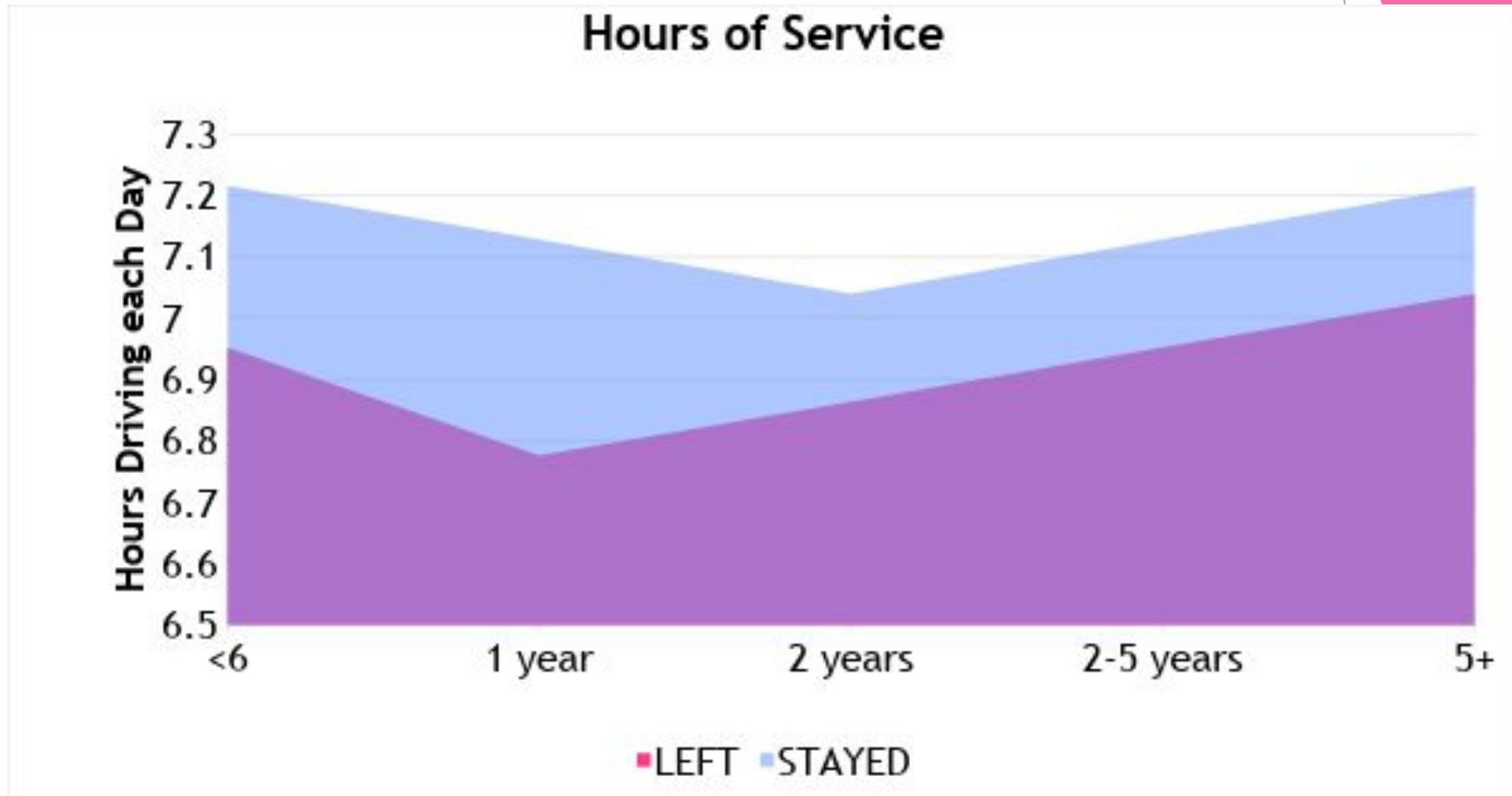


Esteem Needs: Need to keep moving

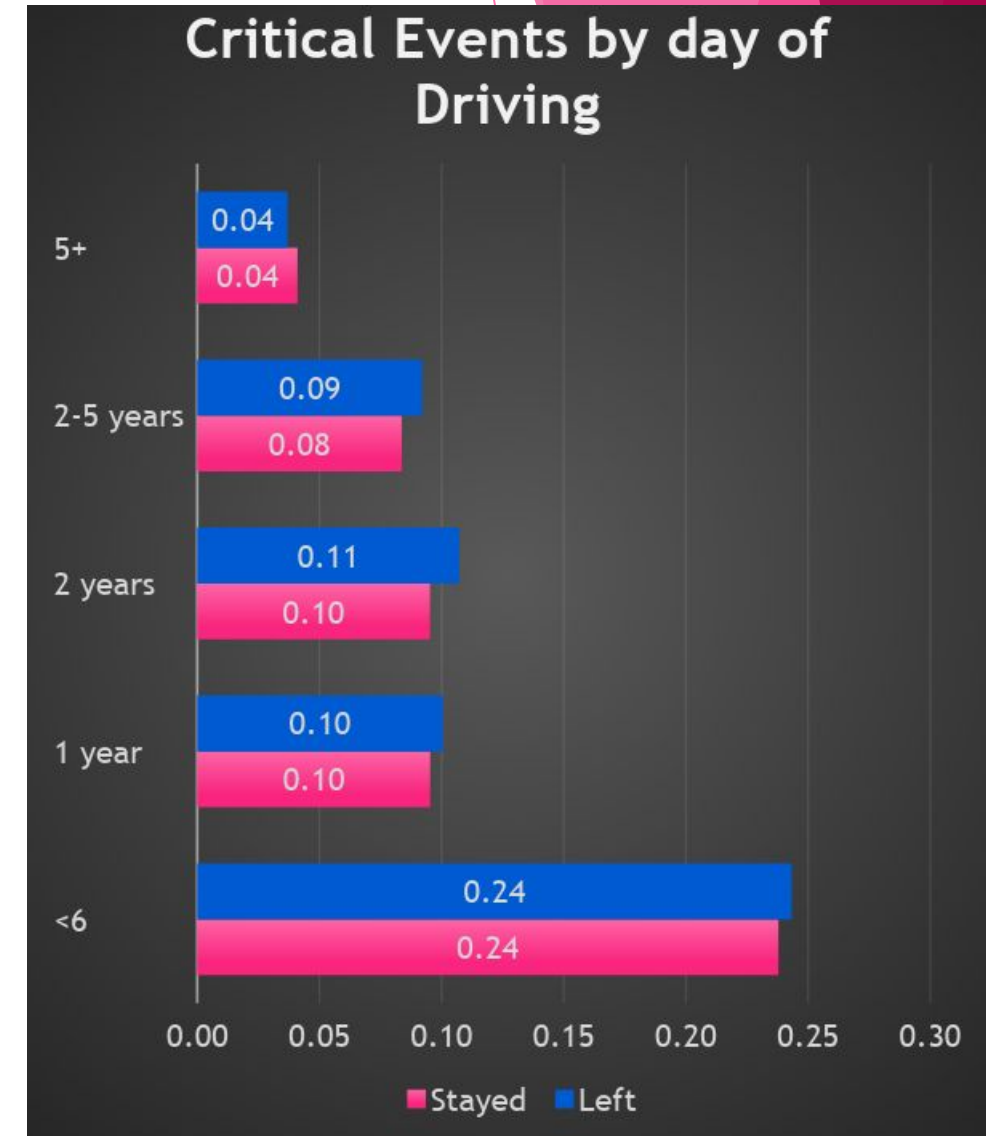
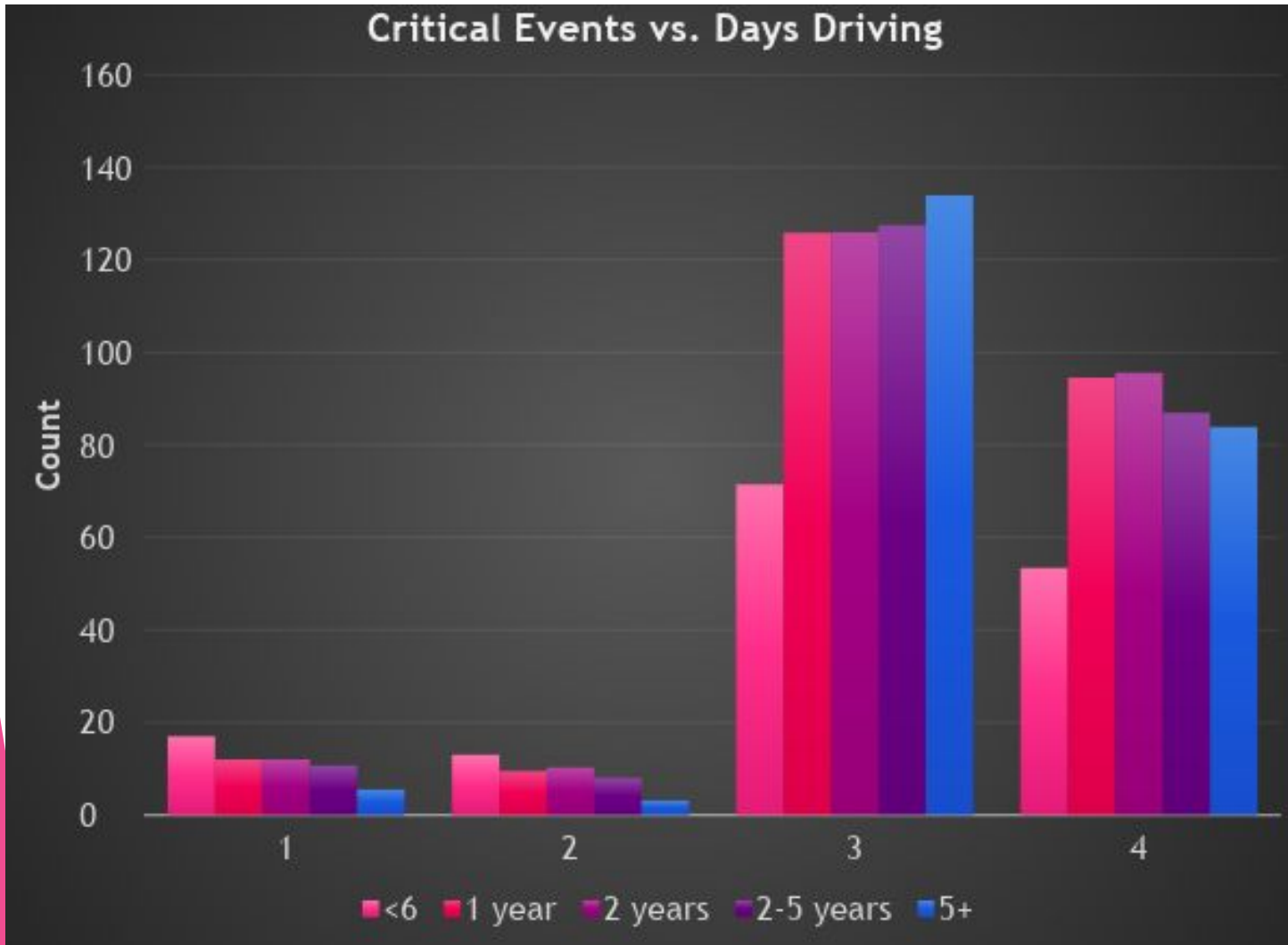


- ▶ Things that caused a layover not to be considered:
 - ▶ Non-Paid: being in the shop, Earned Time Off, Family Medical Leave, Sent Home, Military Leave, Terminated, Personal Leave, Route Through Home, Route to Terminal, Sick
 - ▶ Paid: Student Upgrade, Safety Review, Pickup student

Time Utilization



Time Utilization



Top 7 Variables that Contributed to the Retention Model

- ▶ 1. Active driving days
- ▶ 2. Numbers of times re-teamed
- ▶ 3. Was the safety bonus given
- ▶ 4. Seniority
- ▶ 5. Active driving time per day
- ▶ 6. How many details were in pay
- ▶ 7. Driver type (Career advancement)

Future Variable to Consider

























- Sentiment change in Qualcomm messages
- Changes in driver utilization as opportunities to coach

Legend:

\$\$\$\$\$\$	High Cost Influence
\$	Low Cost Influence

🏆🏆🏆🏆🏆	High Effective Approach
🏆	Low Effective Approach

👉👉👉👉👉	Lot of Current Effort
👉	few current Effort

COST RANKING	RETENTION INFLUENCE	RETENTION EFFECTIVENESS	CURRENT EFFORT	COMPONENT OF INFLUENCE
\$\$\$\$\$\$	Compensation			Wages, Benefits, Performance Bonuses, % of Total Hours Worked Actually Paid
\$	Respect			In-house communicate with drivers respectfully, equal status with in-house employees
\$\$	Inner Communication			Communication and collaboration between in-house departments and employees, such as day and night shift, dispatchers and fleet managers, Operations, Safety and Recruiting departments
\$\$\$	Problem Resolution			Breakdowns, Payroll Problems, Special Request, Family Emergencies, Layover
\$	Actual/Expectation			Pay Complexity, Actual Job Requirements, Expectations & Compensation Must Be Clearly & Honestly Communicated during the Interview and Orientations.
\$\$	Time Utilization			Hour Utilization, Detention, Dwell, Terminal, Customer Yards, Load Distributions
\$	Advancement Opportunities			Pay Increases, Career Path (how to move up and success, how to become Owner Operators, trainers, in-houses in the future)
\$	Recognition			All Stars, 40k/80k clubs, Birthday and Anniversary, Other Recognition Programs
\$\$	Lifelong Education			Lifelong education for drivers, such as how to work as a CTS driver with all the equipment? How to use and understand greenshades? How to understand the pay complexity? How to have healthy truck life? How to stay connected with family/friends when on the road?
\$\$\$\$\$\$	Equipment			Model, Appearance, Comfort, Image, Minimum Breakdown, Preventative Maintenance
\$\$	Teaming/Trainer			Team Partner, Trainer, Comfort, Harmony
\$\$\$	Home Time			Drivers get home time as they ask for. Load Distributions, Dispatch Hours, Home for Holidays