



**National
Waste & Recycling
AssociationSM**

Collect. Recycle. Innovate.

ASSE Fleet Safety Symposium

JJ Pickle Research Center

Austin, TX

12 January 2017

National Waste & Recycling Assoc.

Safer. Smarter. Stronger.



- 30 Chapters in 29 States
- 750+ Member Companies
 - Serve virtually every community in the US
 - Process more than 2/3 of the Waste & Recycling
- 60+ annual events/conferences/webinars
- Daily News Clips
- Industry Awards Programs
- **Safety Programs**
 - National Strategic Safety Plan
 - Active, Engaged Safety Committee
 - Safety Monday
 - Safety Stand Downs
 - Professional Development Series
 - Slow Down to Get Around Legislation

Key Resources

- **Federal, State & Local Advocacy**
- **Landfill and Healthcare Waste Institutes**
- **Recycling Committee**
- **ANSI Standards Secretariat**



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Zero Fatality and Zero Incident is possible and the waste and recycling industry will not settle for less.

1) Move Refuse and Recyclable Materials Collectors Off OSHA's Top 10 Most Dangerous Occupations List

Efforts will include:

- Provide education resources on establishing a **strong safety culture**
- Utilize information to develop **data-driven solutions**
- Leverage NWRA's **ANSI Secretariat** standards
- **Bring Safety training resources to the chapter level**
- **Deliver New and Existing NWRA Safety content in useful formats**

2) Take/Join Actions that will Significantly Reduce **Distracted Driving**

3) Create/Find **Collaboration Opportunities to Leverage our Efforts**

- NWRA will amplify its efforts and resources to improve industry safety collaborating with regional associations, SWANA and ISRI on safety initiatives.



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Funeral Set for Jeffrey Koch

Funeral for Jeffrey Daniel Koch, 7, of 3715 Woodson Court, Dunwoody, will be held at 2 p.m. Friday at the Cross & Crown Lutheran Church, with burial at Arlington Memorial Park. The Rev. Paul Steingraber will officiate.

Jeffrey, the son of Mr. and Mrs. Thomas E. Koch, died Wednesday after being hit by an automobile. He was in the second grade at Vanderlyn Elementary School and a Little League baseball player.

Surviving are the parents; a sister, Katherine Koch of Dunwoody; a brother, Kris Koch of Dunwoody; grandparents, Dr. and Mrs. C.D. Lee of Ames, Iowa, and Mrs. K.B. Koch of Dennison, Iowa.

In lieu of flowers contributions may be made to the Jeffrey Koch Memorial Fund at the Vanderlyn Elementary School Library.

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Why Safety Matters To ME

Safety Matters to Me Because:

There are 2 catastrophic events that changed my life and influenced me to pursue my career in Safety.

The 1st was when I was 12, my best friend's 7 year old brother, Jeffrey, was hit by a car 2 houses down from mine, while he was delivering 4th of July flyers. The 2nd was a driver that I ran with and eventually managed for 7 years, Jesse Holland, who was struck, head-on, in a curve by a driver dialing a number on his cell phone at 4 am.

As a reminder, the articles have always been on the desktop of my computers. I am reminded again, every time my kids are near a street, and every time I pick up a cell phone or hear about a vehicle fatality.

Vigilance to safety takes a "Personal" obligation (My Family) and a strong support network (My NWRA Family).



Jesse Grady Holland

A truck driver, formerly of Franklin, Jesse Grady Holland, 44, of Royston, Ga., formerly of Franklin, died Monday, Aug. 18, 2003 in Savannah, S.C. He was a son of Grady and Betty Stewart Holland of Franklin. He was a truck driver employed with Walpole Transport Waste Carriers.

He is survived by his wife of 10 years, Doris Buffington Holland, of the home; daughter, Jessica Nichole Holland of Franklin; step-daughter, Laura Ann Shirley and husband, Tony, of Lavonia, Ga.; four stepsons, Michael C. and William Allen Hamilton, both of Franklin, and Jason Eugene and Lamar W. Herring, both of Lavonia; sister, Marianna Solesbee of Hiwassee, Ga.; and two brothers, Gary D. and Randy E. Holland, both of Franklin. He is also survived by several nieces and nephews.

Funeral services were held Monday, Aug. 25, in the chapel of Bryant Funeral Home with the Revs. John Rogers and Mike Hildreth, both of Pine Grove Baptist Church, officiating. Pallbearers were David and Michael Holland, Lane and Barry Cabe, Mike Pressley, Sandy Swafford and Keith Holland.



Anthony Hargis

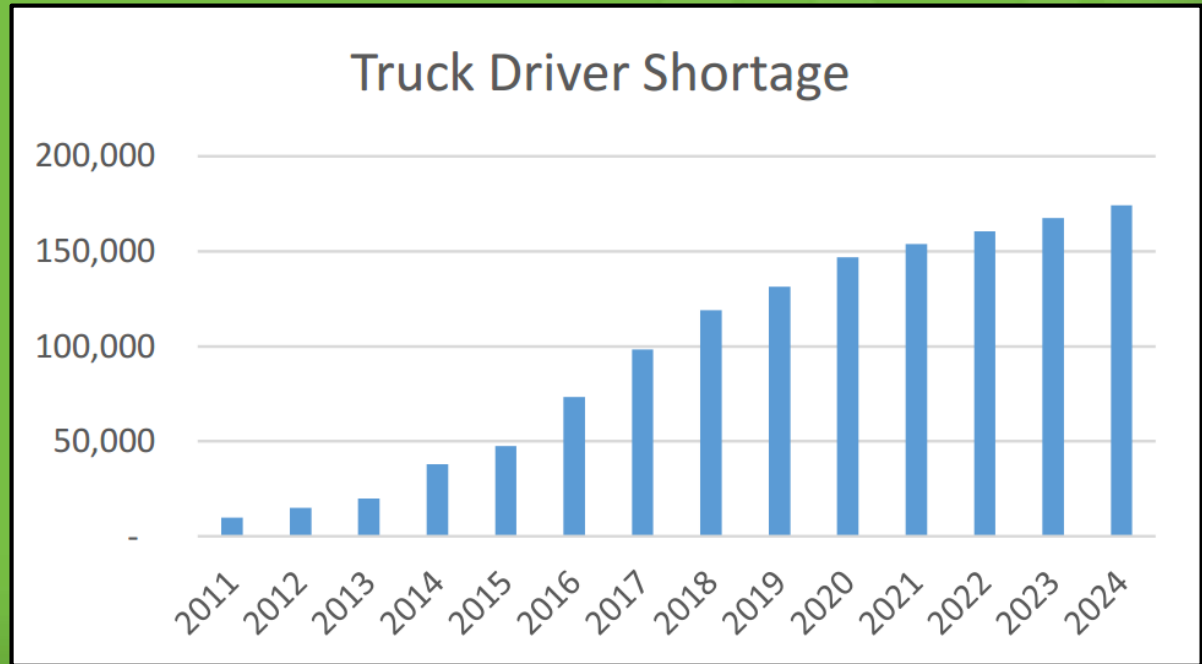


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Positive Safety Culture to Recruit Commercial Drivers



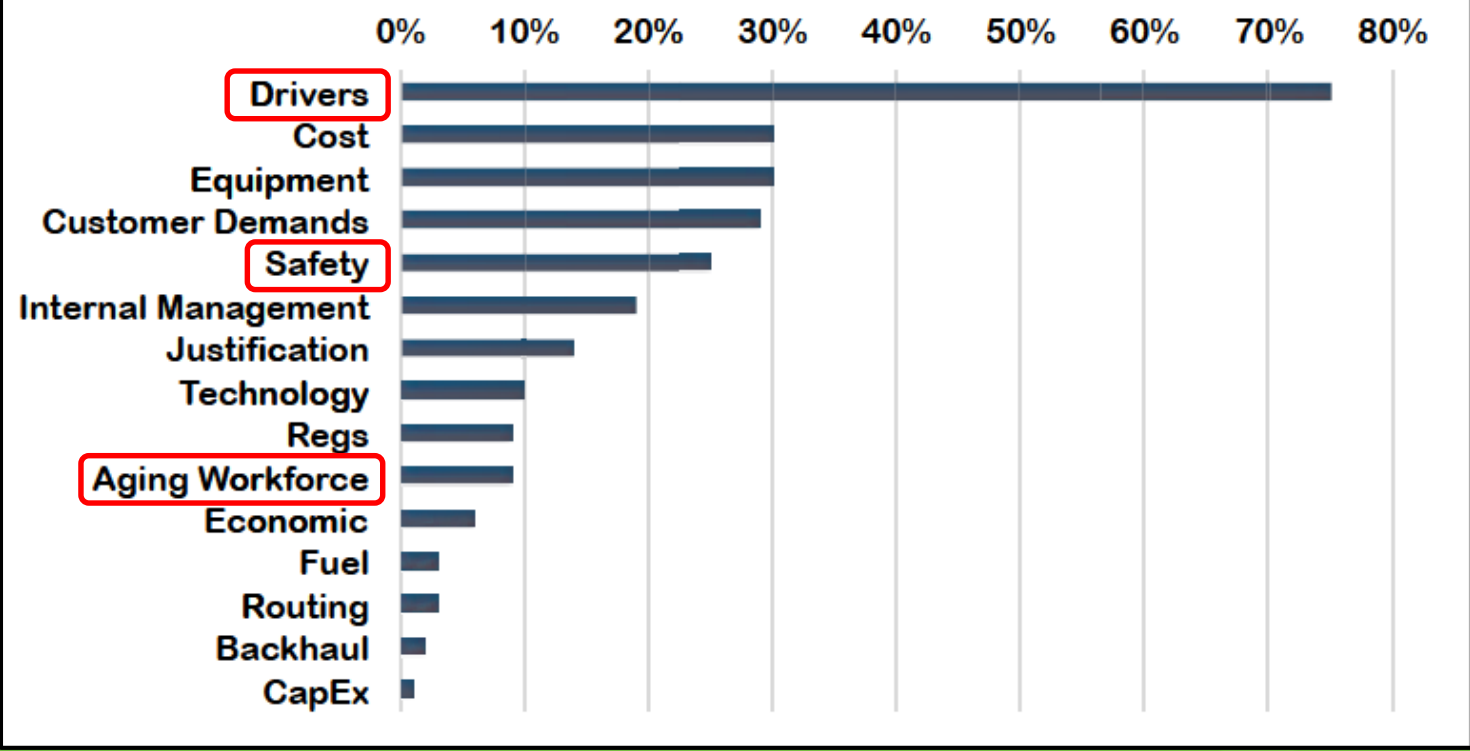
In 2014, the trucking industry was short 38,000 drivers. The shortage is expected to reach nearly 48,000 by the end of 2015. If the current trend holds, the shortage may balloon to almost 175,000 by 2024.



Positive Safety Culture to Recruit Commercial Drivers



Top Private Fleet Challenges



National Private Truck Council 2016 Benchmarking Survey Report



Positive Safety Culture to Recruit Commercial Drivers



A real threat to meeting freight demands is the **aging driver population**—and the inability of trucking to get younger drivers behind the wheel.

The American Transportation Research Institute's (ATRI) analysis of 20 years of data confirms that a demographic shift is underway:

- Younger employees is decreasing
- The core driver is within the 45-54 year-old age.

Positive Safety Culture to Recruit Commercial Drivers



Millennials want:

- Mentoring and coaching
- Develop skills and expertise for the future
- LIFE/work balance
- Self-management and personal productivity
 - Real pluses for trucking.

Millennials aren't looking for a career or a company with lifelong expectations.

- 18 to 36 months is about the average amount of time millennials commit to a job.

Positive Safety Culture to Recruit Commercial Drivers



Culture is one of the primary contributing factors to why organizations, operations, and planning initiatives succeed or fail and why companies are able to achieve world-class results or are still struggling to hold accountability to job responsibilities, policies, and procedures.

- A positive culture is the most effective and sustainable resource that company-wide leadership can support, promote, and communicate to change the norms that drive the behaviors, which improves the overall company culture.

Positive Safety Culture to Recruit Commercial Drivers



Step One:

- Make sure good, Safe, experienced drivers don't leave.

Step Two:

- Make the job of truck driver appealing.
 - Especially to Millennials.

Step Three:

- Create a work environment where you would want your family to work.

Positive Safety Culture to Recruit Commercial Drivers



FFY 2015 – 2016 HIGH HAZARD INDUSTRY LIST

| Industry Group | NAICS | Industry Activity | DART | Establishments | Employees |
|--|--------|--|------|----------------|-----------------|
| Agriculture | 1114 | Greenhouse and Nursery Production | 4.6 | 1004 | 27178 |
| | 112 | Animal Production and Aquaculture | 5.2 | 2601 | 28288 |
| Construction | 23813 | Framing Contractors | 4.5 | 672 | 13407 |
| Manufacturing | 31161 | Animal Slaughtering and Processing | 5.1 | 308 | 21690 |
| | 31211 | Soft Drink and Ice Manufacturing | 6.5 | 167 | 12417 |
| | 314** | Textile Product Mills | 4.4 | 607 | 8653 |
| | 316 | Leather and Allied Product Manufacturing | 6.8 | 161 | 3313 |
| | 32111 | Sawmills and Wood Preservation | 5.0 | 77 | 4010 |
| | 3219* | Other Wood Product Manufacturing | 4.5 | 786 (459) | 14327 (7592) |
| | 3272 | Glass and Glass Product Manufacturing | 5.8 | 232 | 6879 |
| | 33151 | Ferrous Metal Foundries | 4.3 | 85 | 3515 |
| | 3362 | Motor Vehicle Body and Trailer Mfg | 4.3 | 146 | 4599 |
| | 3379** | Other Furniture Related Product Mfg | 5.4 | 130 | 3828 |
| Retail Trade | 4412** | Other Motor Vehicle Dealers | 4.9 | 1056 | 11290 |
| Transportation and Warehousing | 481** | Air Transportation | 5.1 | 499 | 43755 |
| | 492 | Couriers and Messengers | 5.7 | 1656 | 58840 |
| | 493 | Warehousing and Storage | 4.3 | 1683 | 75418 |
| Waste Management | 562** | Waste Management and Remediation Service | 4.8 | 1885 | 44517 |
| | 5622** | Waste Treatment and Disposal | 6.6 | 313 | 12265 |
| Accommodation and food services | 721** | Accommodation | 4.6 | 6099 | 206043 |



Positive Safety Culture to Recruit Commercial Drivers



How can an employer leverage their company's positive culture to recruit world-class talent?

- Especially companies on OSHA's High Hazard Industry list.

The answer:

- Recruit the most qualified talent who are the best organizational fit. (Senior leader or a front line employee)
 - Apply the same standards of excellence and shared values that match your company's mission and vision.

Positive Safety Culture to Recruit Commercial Drivers



What makes up an organization's Safety Culture?

- Management and employee norms, assumptions, and beliefs;
- Management and employee attitudes;
- Employee and Leadership values, myths and stories;
- Policies and procedures, are they strictly applied or are they just words?;
- Supervisor priorities, responsibilities, and accountability;
- Whether productivity and profit trump safety and quality;
- Actions or lack of action to correct unsafe behaviors; and,
- Employee involvement or "buy-in."

Positive Safety Culture to Recruit Commercial Drivers



Why do employees leave a company?

1. The job or workplace was not as expected.
2. There's a mismatch between job and person.
3. There's too little coaching and feedback.
4. There are too few growth and advancement opportunities.
5. Employees feel devalued, unrecognized, and **not properly compensated.**
6. Employees are stressed from overwork and work/life imbalance.
7. There's a lack of trust and confidence in senior leaders.

Positive Safety Culture to Recruit Commercial Drivers



There are two types of turnover personalities:

- “The Walker.”
 - They quietly walk away from the industry and start a new life elsewhere.
- “The Talker.”
 - Most common: Changes jobs within the industry
 - If their previous employer(s) had a negative culture, they talk and it’s always subjective and negative.
 - If they don’t see an immediate and visible difference between the old employer(s) and the new employer, they begin to change the norm with their negativity and doubt.

Positive Safety Culture to Recruit Commercial Drivers



Positive Safety Culture to Recruit Commercial Drivers



Starts with a good job description:

- Be transparent in the job posting.
- Clearly **and truthfully** describe the job's duties and responsibilities.
- Strictly enforce the prequalification, prerequisite requirements listed in the posting.

No bending the rules just because the company is desperate to fill the open position or because the applicant is the owner's relative or friend of a good employee.

Positive Safety Culture to Recruit Commercial Drivers



Verify the applicant's employment and safety history:

- Verify the reason why they left their previous employer(s).
- Have they performed the same job at many different companies.
- Have they changed jobs more than 5 times in the past 3 years.

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Doing the same job for many employer isn't a sign of experience or dedication to the industry, it is a sign of negative churn.

This type of churn, known as "Bottom Churn" can undermine your positive culture and fracture employee relations with leadership and other employees,

- Especially if the employer(s) they worked for in the past had a negative culture and the hiring employer has a positive culture.

Positive Safety Culture to Recruit Commercial Drivers



How and when do employers leverage their company's positive culture to recruit the best talent?

- It starts before a position is even posted.
- It starts with the way you treat your "best recruiters."

Do you know who your best recruiters are?

– They're your current employees.

Positive Safety Culture to Recruit Commercial Drivers



The quality of the employees that companies attract, mirrors the culture of the organization.

The sooner leaders adopt this philosophy and hold all managers and supervisors responsible for turnover, the sooner companies will begin drawing and retaining top talent, and, ultimately, achieve a culture of safety.

Positive Safety Culture to Recruit Commercial Drivers



Starting 30 days before the recruitment period.

- The company's culture begins to present itself to job seekers.
- Let's call this T-minus-30 (T-30)

The following are 12 successful practices showing what an applicant looks at during the T-30, before hiring on with the company:

Positive Safety Culture to Recruit Commercial Drivers



T-30: 12 successful practices

1. Equipment—What condition is the equipment in?

- New/Clean/Damage Free— Signs that the company cares and shows respect for them and the company's image. They know they will be productive and making money.

2. Employee Buzz

- People by nature spend more time “Trash Talking” than “Glad Talking” (the Pollyanna principle). If they hear something bad, they will look to prove it's true.

3. Advertisement —

- Can the company back up the job posting?
 - Duties, responsibilities, fair and equitable treatment, home time, pay, benefits, etc.

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T-30: 12 successful practices

4. Internet

- Applicant's access and search the internet for info about the company.
- Keep website updated and demonstrate successful employment news.
- Post Newsletter, Brochures, and Q&A's that show employee engagement.

5. Recruiter Knowledge - The recruiter is the embodiment of the company

- Must be able to explain issues in several different ways
- The recruiter is the Go-To person of the company for the driver

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T-30: 12 successful practices

6. Accessibility

- Workers must be able to get a live person on the phone
- If the applicant/new hire can't contact a live person during recruitment. They'll assume they won't when hired. (e.g., Supervisor, HR, Safety, Payroll, Maintenance)

7. Wage Package

- Straight forward and simple to explain. Hourly, productivity, per load, mileage rate, etc.
 - If it's a combination of these, then it needs to be made clear, before they are hired.

Positive Safety Culture to Recruit Commercial Drivers



T-30: 12 successful practices

8. Application

- User-friendly, informative and easy to read and complete, without tricky multi-part questions.
- Commercial Motor Vehicle drivers must complete an FMCSA regulated application (Part 391.21)

9. Homefront Package

- Keep in contact at the Homefront—everyone is family.
 - With FYI's and Q&A's
 - Birthday and anniversary cards

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T-30: 12 successful practices

10. Orientation / Food and Lodging

- More than \$7000 spent to recruit a new employee, don't skimp now.
- If traveling to orientation:
 - Put them in a hotel a manager would stay in
 - Provide access to transportation
 - Pay for decent meals—not fast-food.
 - Pay them to attend the orientation (and don't violate minimum wage laws)

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T-30: 12 successful practices

11. Orientation / Facility

- Provide them a space that they can feel relaxed.
- Comfortable/ Clean/ Supplies/ Showers/ Sofas/ Access to computers, faxes, copiers, phones

12. Orientation / Topics

- Bring in members of each department to perform their subject matter portion of orientation.
- This will also become a part of your on-boarding **mentoring program.**

Positive Safety Culture to Recruit Commercial Drivers



BEST PRACTICES:

1. Get the New Hires over the 1-2 month hump, then they'll stay.
2. Always talk on the phone with a smile on your face, then you will always sound pleasant and helpful
3. Driver has to know we care by our response and action.
4. We all have to be available to the drivers, when the drivers needs us, not the other way around.
5. Don't pass the problem—Answer Questions the best you can, bring in someone who does know, Then follow up.
6. Don't perpetuate negativity. It has to end somewhere it might as well be with you.
7. When a driver has a complaint about someone don't take sides. Speak to that person and ask them about it---without asking leading questions (ie. You didn't do....did you?)

Positive Safety Culture to Recruit Commercial Drivers



BEST PRACTICES:

8. Consolidate the Strengths amongst every level of the company's operation (Rally the Team)
9. Sell Benefits—everything we do can be presented as a benefit
10. Sell Company—Family values, Our moral and ethical responsibility to safety and the customer
11. Sell Yourself—Let them know “You”, this will gain Loyalty and Trust with the driver
12. Think outside the box. Always have more than one way to describe something.
13. Know our weakness and present it as an advantage (ie. Our loads are heavy. BUT Freight is consistent)
14. Don't let people badmouth the company or anyone at the company.
15. Walk the Talk. Stand behind the company. The whole organization has to communicate the same message.