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# **BEST Fleets**® **TO DRIVE FOR**

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2014 FINAL RESULTS



# BEST FLEETS 2014



“ Through **Best Fleets to Drive For**, we’re learning just how dynamic our industry can be.

Whether it’s embracing social media, continuing education, or profit-sharing, carriers are setting new standards when it comes to retention programs. ”



Chris Burruss  
President, Truckload Carriers Association

**Best Fleets to Drive For** is produced in partnership with **CarriersEdge**.



CarriersEdge allows fleets to improve their business performance by improving the quality of their drivers, and do so without the sacrifices traditionally required. The CarriersEdge Software-as-a-Service system combines a library of online training courses, testing and assessment tools, and management reporting to help fleets identify gaps in driver knowledge, and then close them without disrupting operations or driver home time.

[www.carriersedge.com](http://www.carriersedge.com)



Welcome to the **2014 edition of Best Fleets to Drive For!** Battles over HOS, concern over fuel costs, as well as a slow economic recovery, have made it a very busy one. Our top 20 fleets have created innovative programs that involve and motivate their drivers, as well as provided the technology to support them as they do their jobs. We are very proud of our top 20 for continuing to move the industry forward.

## HOW WE DO IT

**Best Fleets to Drive For** is open to all for-hire trucking companies with 10 trucks or more, operating in the United States or Canada. Each company completes a four-step process:

### 1 Driver Nomination

Fleets are nominated by a company driver or owner-operator currently working with them. One nomination is all it takes.

### 2 Corporate Questionnaire

Nominated fleets must complete a corporate questionnaire that collects information about programs across a variety of categories.

### 3 Corporate Interview

An interview is conducted to discuss and verify information provided in the questionnaire.

### 4 Driver Surveys

A selection of drivers are surveyed about their experience with the fleet.

## THE NEW NORMAL

Last year, we looked at the ways in which the industry has changed since we started the Best Fleets program. This year, these changes have become the new normal. With very few exceptions, fleets are making the most of social media. Many have created an engaging and vibrant

environment on both Twitter and Facebook where drivers can engage in discussions, share their surroundings through pictures, enter contests, ask questions, and answer a weekly **What's your 20?** Because of advances in technology and the introduction of CSA, driver scorecards, online training, and benchmarking have become the standard. Efficient use of fuel, clean inspections, and customer service are now an important part of a driver's bonus structure.

We routinely tweak the questionnaire and scoring matrix to reflect ongoing changes that we see occurring in the industry each year. In the survey results this year, you'll see that some of the scores are now out of 5, including total work environment, use of technology, performance evaluation, benchmarking, and best practice programs. This reflects areas that we have found are strong indicators of success and overall health of the fleet.

## FLEETS TO WATCH

Every year, we pick five **Fleets to Watch** and we strongly believe that these fleets have the programs and positive environments that should be recognized and commended. The five 2014 Fleets to Watch are:

- Drive Logistics, Windsor, Ontario
- Erb Group, New Hamburg, Ontario
- Roehl Transport Inc., Marshfield, Wisconsin
- Steelman Transportation, Inc., Springfield, Missouri
- Tennant Truck Lines, Inc., Colona, Illinois

Not one, but **two** of last year's Fleets to Watch have been named to the top 20 in 2014.

Congratulations to **Prime Inc.** and **TransPro Freight Systems!**

# 2014 TRENDS



## HIGHER TECH

Every year, our Top 20 takes technology to the next level. And it's not only the big fleets that are implementing technology successfully! **D.J. Knoll Transport**, based in Emerald Park, Saskatchewan, provides each of their 80 drivers with an iPhone 5, used for daily activities such as paperwork and route mapping.

**Grand Island Express**, who was named the **2013 Best Overall Fleet for Company Drivers**, has made their website completely mobile-friendly. In addition, they have started a program where the company purchases and configures 7" and 10" tablets for their drivers. Drivers are trained on how to use the technology and they can deduct the cost through a payroll program or the company's rewards program.

**Prime Inc.** has taken it a step further. They've created their own custom app, which can be downloaded from both the Apple and Android app stores. As of November 2013, approximately 68% of Prime drivers were using the app, which allows them to perform tasks such as scanning documents, viewing training videos, receiving Qualcomm messages, sending messages to fleet managers and fellow drivers, checking fuel prices and submitting photos in the case of an accident.

## THE NEWBIES

It's a hot topic. Where are the drivers going to come from when the old guard retires? This year, we started asking fleets specifically about hiring new entrants, and finding out a little bit more about how these programs work.

Thirteen of our top 20 this year have entry-level programs, some of which take the form of a finishing school. New drivers are paired with a series of trainers, who each supervise the new driver for a short period, and report on their progress.

Although this is working well for many compa-

nies, the lifestyle is one of the biggest challenges for new drivers. Because of this, we found that in most cases, hiring these drivers has a significant impact on a company's overall retention numbers.

## WELLNESS

Wellness remains a focal point in the transportation industry, and many fleets have moved far beyond providing healthy recipes in their newsletters. **19 of our top 20** have some combination of a formal weight-loss program, fitness program, and access to gym (either onsite or at a fitness club). The focus of the industry is starting to move from losing the weight, to keeping it off and increasing fitness levels.

Here are two outstanding examples of health and wellness programs in our top 20:

- **Halvor Lines.** Halvor has traditionally led the Wellness charge in the Best Fleets program. A fulltime Health and Wellness Coordinator is on staff and accessible to drivers and their spouses. Drivers have free fitness club membership, access to an onsite gym, and new trucks are equipped with power inverters and refrigerators.
- **Prime Inc.** Prime Inc.'s **Driver Health and Fitness program** (DHF), created by Siphive Baleka, a former Prime driver, is a 13-week program. If the program is successfully completed, Prime reimburses the driver for the cost. Prime also has an onsite sleep lab, and runs a **Fittest of the Fleet** competition.

## PROFIT-SHARING

We are starting to see profit-sharing programs more and more throughout the Best Fleets program. **Kriska, Grand Island Express, and Grammer Industries** all have plans in place. Two of our **Fleets to Watch** do as well: **Drive Logistics** and **Tennant Truck Lines**.



## FEATURED FLEETS

### Load One Transportation & Logistics

**Head Office:** Taylor, MI

**Total Independent Contractors:** 335

2014 is Load One's second appearance on the top 20 list, having made the cut their first year out in 2013. This contractor fleet not only has the highest percentage of women working for them in the top 20, but also has the highest contractor retention score (4th highest overall).

Load One's rewards program, known as **Driving For Gold** has been instrumental in helping them achieve this score. The program allows drivers to earn points by taking online training, or completing anonymous surveys to identify areas of improvement. Drivers have had the opportunity to rank the office staff on proficiency and knowledge in this manner. The company reports that they have seen retention improve by 27% since the program's inception in July of 2012.

### FTC Transportation

**Head Office:** Oklahoma City, OK

**Total Drivers:** 41

FTC Transportation's first appearance on the top 20 was in 2013, and they are slightly different from the rest of our top 20. While they operate as a for-hire carrier, they are also the core carrier for **Feed The Children, Inc.** Drivers assist with hunger and disaster relief efforts throughout the United States, working with those in need. The Highway Angel program has seen a few FTCT drivers, the most recent of which helped deliver a baby in a Denny's parking lot!

FTCT has added Good Friday as an extra paid holiday for drivers. There is a military leave policy, where any employee who must take leave for military duties and are on orders will be paid up to three weeks (120 hours) of leave, over and above the requirements of FMLA.

### TransPro Freight Systems

**Head Office:** Milton, ON

**Total Drivers/Contractors:** 90

After being named a **Fleet to Watch** in 2013, TransPro has made it to the top 20 in 2014! This fleet has increased bonuses in the last year, with additional seniority pay as well. In-house financing is available to drivers when they need a helping hand. The company offers a corporate discount for a national chain of fitness clubs, as well as participating in the 13-week **Healthy Trucker** program.

Drivers are given the choice of which day they go out to ensure proper rest and time off. Owner-operators are paid regardless of whether the customer has paid. Safety is paramount, and the company provides awareness training when implementing new technology, such as in-cab cameras.

### Central Oregon Trucking

**Head Office:** Redmond, OR

**Total Drivers:** 207

This is Central Oregon Trucking's first appearance on the Top 20 list, and they have some pretty interesting ideas. The company has set up two trailers in their training facility where drivers (some of them new entrants) can practice securing mock loads using fall protection equipment.

When drivers are ready, they can **challenge the tarp test**. If they can finish tarping the load in 30 minutes or less, they are advanced through orientation, which includes instruction on the company's simulator as well.

Central Oregon employs five driver coaches, who work 1 week per month on the road. This is partly to stay in touch with what drivers face on a daily basis, but also to act as an "undercover boss" and experience how customers treat their drivers!

# WINNING WAYS



Here are some of the programs that the top 20 **Best Fleets to Drive For** had up their sleeves this year!

## **Bison Transport**

**Head Office:** Winnipeg, Manitoba

**Total Drivers/Contractors:** 1718

Night premiums are available to LCV drivers. Company drivers receive 10-15% and owner-operators 3.5 - 5%. Using the percentage, drivers receive a bonus on **all** work performed.

## **Brian Kurtz Trucking**

**Head Office:** Breslau, Ontario

**Total Drivers/Contractors:** 94

Kurtz has ramped up their online presence in the last year, using Facebook and Twitter to recognize drivers, as well as using online training.

## **Central Oregon Trucking**

**Head Office:** Redmond, Oregon

**Total Drivers:** 207

The driver lounge includes stadium seating and cable TV for up to 10 people, along with a full service café, and on-site gym. Drivers can use Skype to talk to their families from the terminal.

## **D.J. Knoll Transport**

**Head Office:** Emerald Park, Saskatchewan

**Total Drivers/Contractors:** 80

Drivers who go the extra mile during busy periods receive extra paid vacation days. The company's driving school has also facilitated more sharing between instructors and existing drivers.

## **Fremont Contract Carriers**

**Head Office:** Fremont, Nebraska

**Total Drivers/Contractors:** 329

FCC conducts multiple driver surveys throughout the year and management thanks each driver for their contribution. If drivers leave, but return within 30 days, they retain their seniority levels.

## **FTC Transportation**

**Head Office:** Oklahoma City, Oklahoma

**Total Drivers:** 41

FTCT gets feedback from their drivers in multiple ways: round-table discussions, on-board computers, safety meetings, the company website, social media, and 2013 Best Fleets survey data!

## **Gordon Trucking**

**Head Office:** Pacific, Washington

**Total Drivers/Contractors:** 2207

To ensure a harassment-free environment, Gordon conducts regular anti-harrasment training. Risk Managers are required to participate in monthly and at times weekly, ride-alongs with drivers.

## **Grammer Industries**

**Head Office:** Grammer, Indiana

**Total Drivers/Contractors:** 191

Grammer uses technology such as BestPass Transponders that include agriculture and weigh scale bypasses, as well as toll payments. Drivers can receive dispatch changes on their smart phones through Google Chrome.

## **Grand Island Express**

**Head Office:** Grand Island, Nebraska

**Total Drivers/Contractors:** 159

Grand Island Express doubled the size of their driver lounge to include a second 55" TV. The set is hooked up to Netflix and Xbox for the drivers to use at any time.

## **Halvor Lines**

**Head Office:** Superior, Wisconsin

**Total Drivers/Contractors:** 319

Halvor drivers and staff participate in local activities such as the Polar Plunge and Dragon Boat Festival, raising money for charity.



### **Kriska Holdings**

**Head Office:** Prescott, Ontario  
**Total Driver/Contractors:** 396

Krisa is the largest single employer in Ontario in the commercial tractor-trailer driver **apprenticeship program**, having registered over 520 drivers with 215 completions on file since inception.

### **Landstar System**

**Head Office:** Jacksonville, Florida  
**Total Independent Contractors:** 8523

Landstar has over 800 million-milers, each of whom are annually taken to a resort for a week-end event. For each safely delivered load, all drivers are entered into a draw for a truck giveaway.

### **Load One**

**Head Office:** Taylor, Michigan  
**Total Contractors:** 335

Load One currently has two image trailers, one supporting the troops, and the other supporting a number of charities. In addition, a unit has been designed to support women's cancer prevention.

### **Motor Carrier Services**

**Head Office:** Northwood, OH  
**Total Drivers/Contractors:** 86

At MCS, drivers themselves select a **driver liaison team**. This team provides input to the executive on topics such as driver issues, accidents and incidents, as well as employee benefits.

### **Paramount Freight Systems**

**Head Office:** Ft. Myers, Florida  
**Total Contractors:** 130

When PFS started seeing more drivers who didn't want to be out for more than a week, they built a **quasi-LTL** function. Contractors can run terminal to terminal, more like a direct run.

### **Prime Inc.**

**Head Office:** Springfield, Missouri  
**Total Drivers/Contractors:** 6138

Prime Inc. partners with Bethel University to offer drivers and their families the **Success Scholars** program. This scholarship program assists with both graduate and post-graduate degrees.

### **Sue Vinje Trucking**

**Head Office:** Superior, Washington  
**Total Drivers:** 65

When drivers join the company, their rate of pay will depend on longevity with their previous carriers, skill level, and Hazardous Materials Certification. A portion of cell phone service is covered.

### **TimeLine Logistic International**

**Head Office:** Saskatoon, Saskatchewan  
**Total Drivers:** 25

Drivers are paid for each pick and drop, which compensates them for waiting times. A third party company handles fuel tax, so drivers don't have to record mileage in each state.

### **TransPro Freight Systems**

**Head Office:** Milton, Ontario  
**Total Drivers/Contractors:** 90

Management and dispatch make sure drivers know how much their efforts are valued by presenting Walmart gift cards to those who go above and beyond at customer sites.

### **Trimac Transportation**

**Head Office:** Calgary, Alberta/Houston, Texas  
**Total Drivers/Contractors:** 2486

Trimac uses a predictive modeling process to capture all aspects of driver performance such as fuel economy, safety, customer service, HOS, and driving related items including hard braking and speed.

# SURVEY RESULTS

The results listed on the following pages represent information provided through the Corporate Interview portion of **Best Fleets to Drive For** (see the legend on pages 12-13).

Name	Head Office	Total drivers (Cho + O-O)	Compensation			
			Avg Income - Co	Avg Miles - Co	Avg Gross - O-O	Avg Miles - O-O
Bison Transport	Winnipeg, MB	1718	\$49,912.00	88,233	\$141,857.00	89,554
Brian Kurtz Trucking	Breslau, ON	94	\$65,176.00	98,000	\$164,230.00	108,000
Central Oregon Trucking	Redmond, OR	207	\$49,450.00	108,325	–	–
D.J. Knoll Transport	Emerald Park, SK	80	\$65,000.00	144,000	\$234,000.00	144,000
Fremont Contract Carriers	Fremont, NE	329	\$60,445.00	131,609	\$199,632.00	131,225
FTC Transportation	Oklahoma City, OK	41	\$54,300.26	114,135	–	–
Gordon Trucking	Pacific, WA	2207	\$58,000.00	106,800	\$99,000.00	110,000
Grammer Industries	Grammer, IN	191	\$72,348.00	114,575	\$205,930.00	81,924
Grand Island Express	Grand Island, NE	159	\$52,148.00	117,955	\$180,298.00	121,553
Halvor Lines	Superior, WI	319	\$61,000.00	114,000	\$202,500.00	108,000
Kriska Holdings	Prescott, ON	396	\$54,346.34	92,000	\$132,000.00	116,000
Landstar System	Jacksonville, FL	8523	–	–	\$211,111.00	90,054
Load One Transpntn. & Logistics	Taylor, MI	335	–	–	\$147,755.78	110,000
Motor Carrier Services	Northwood, OH	86	\$55,000.00	108,000	\$142,500.00	110,000
Paramount Freight Systems	Jeffersonville, OH	130	–	–	\$145,000.00	145,000
Prime Inc.	Springfield, MO	6138	\$49,573.00	117,936	\$213,408.00	130,153
Sue Vinje Trucking	Superior, WI	65	\$60,000.00	125,000	–	–
TimeLine Logistic Int'l	Saskatoon, SK	25	\$67,500.00	132,000	–	–
TransPro Freight Systems	Milton, ON	90	\$57,500.00	110,000	\$147,000.00	125,000
Trimac Transportation	Houston, TX/ Calgary, AB	2486	\$65,000.00	100,000	\$225,000.00	120,000

## BONUS/INCENTIVE PAY PROGRAMS

### Bison Transport

Safety, productivity, referral, night and weekend shift premiums

### Brian Kurtz Trucking

Fuel, idle, pickup & delivery, referral

### Central Oregon Trucking

Safety, performance, fuel

### D.J. Knoll Transport

Safety, performance, customer service, referral

### Fremont Contract Carriers

Comprehensive performance, referral, profit-sharing, out of route/fuel

### FTC Transportation

Comprehensive performance, 14+ days without hometime, fuel

### Gordon Trucking

Performance, safety, idle

### Grammer Industries

Profit-sharing, safety, on-time deliveries

### Grand Island Express

Clean inspection, fuel, safety, referral, profit-sharing

### Halvor Lines

Performance, safety, fuel, retention, gym membership

### Kriska Holdings

Safety, performance, profit-sharing, referral

Salary Range	Bonus - Co	Bonus - O-O	Health Benefits / Insurance	Days to Qualify	401(k) / RSP	Paid Time Off	Entry-Level Driver Program	Retention score	Turnover Reduction Targets	Total Work Environment	Harassment Program	% Women	Retention Program	Onboarding	Driver Committee/ Forum
Benefits								HR Strategy							
2	Y	Y	Y/P	90	Y	2	Y	10.154	3	5	3	4	3	3	5
3	Y	Y	Y/F	90	Y	3	N	10.578	1	3	2	7	1	2	4
3	Y	--	Y/F	90	Y	3	Y	2.797	3	5	3	2	3	3	5
2	Y	Y	Y/P	90	Y	1	Y	9.168	3	2	2	1	2	3	3
3	Y	Y	Y/P	30(1)	Y	1	N	9.611	3	5	3	8.54	1	2	3
3	Y	--	Y/P	30	Y	3	N	9.474	3	5	3	5	2	3	3
3	Y	Y	Y/P	90(1)	Y	2	Y	7.182	3	5	3	7	2	3	2
1	Y	Y	Y/P	90	Y	2	N	10.517	3	1	2	1	1	3	1
3	Y	Y	Y/P	60(1)	Y	3	Y	8.257	3	5	2	7.5	3	3	5
3	Y	Y	Y/P	90(1)	Y	2	Y	10.026	3	1	2	5	3	2	1
3	Y	Y	Y/P	90	Y	1	Y	9.576	3	5	2	3	3	3	3
--	--	Y	Y/N	0	--	--	--	8.956	3	5	2	3	3	3	0
--	--	Y	Y/N	0	--	--	--	10.258	3	5	2	22	2	3	1
3	Y	Y	Y/P	90	Y	2	Y	9.250	3	5	2	5	2	2	5
--	--	Y	Y/N	0	--	--	--	7.846	3	5	2	18	2	3	4
2	Y	Y	Y/P	90	Y	1	Y	5.725	3	5	3	14	1	3	4
3	Y	--	Y/P	90(1)	Y	2	Y	9.541	3	3	3	9.2	2	2	2
1	Y	--	Y/P	90(1)	N	3	Y	8.726	3	5	3	9	1	2	4
1	Y	Y	Y/P	90	Y	1	Y	9.696	3	1	3	5	1	2	4
1	Y	Y	Y/P	90	Y	2	Y	8.212	3	5	2	2.6	3	3	3

**Landstar System**

Safety, truck giveaways, referral, customer service

**Load One Transportation & Logistics**

Rewards program, safety, customer service, clean inspection, longevity

**Motor Carrier Service, Inc.**

Comprehensive safety and performance, fuel, clean inspection, referral

**Paramount Freight Systems**

Safety, longevity, "white glove", sign-on, holiday pay, business suggestions

**Prime Inc.**

Longevity, fuel, productivity, clean inspection, referral

**Sue Vinje Trucking**

Longevity, comprehensive safety, cell phone reimbursements, clean inspection

**TimeLine Logistic International**

Customer Service, professionalism, house-keeping, clean inspection, fuel, mileage

**TransPro Freight Systems**

Fuel, clean inspection, safety, longevity, referral

**Trimac Transportation**

Safety, service, referral, longevity

Name	Company Tractor Av. Age	Prev Maintenance / Required Fitness Level	Safety Record	Safety Targets	Safety Technology	Efficiency Technology	Load/Route Choice	Safety/Escalation Policy	Shipper Issues	Performance Evaluation	Performance Recognition/Rewards	Benchmarking
	Operational Strategy								Performance & Recognition			
Bison Transport	0.875	3	0.17409	3	5	5	5	5	5	5	5	5
Brian Kurtz Trucking	1.5	3	0.13105	2	3	3	2	5	1	5	3	5
Central Oregon Trucking	2.2	3	0.3371	3	5	4	5	5	5	5	3	5
D.J. Knoll Transport	2	3	0	3	2	4	2	3	1	3	3	1
Fremont Contract Carriers	1.4	3	0.39	3	4	3	4	3	5	3	3	3
FTC Transportation	2	2	0	3	2	4	3	5	1	4	3	5
Gordon Trucking	2.9	2	0.287	2	3	2	3	3	5	4	3	3
Grammer Industries	3	3	0.419	3	3	2	3	5	3	3	3	3
Grand Island Express	1.5	2	0.328	3	4	4	4	3	4	5	3	5
Halvor Lines	1.17	1	0.27084	3	5	2	2	5	5	5	1	5
Kriska Holdings	2.5	2	0.3682	3	5	2	4	3	3	5	5	3
Landstar System	--	2	0.47	3	5	4	--	5	5	1	3	5
Load One Transpntn. & Logistics	--	1	0.685	2	4	4	--	3	1	3	5	1
Motor Carrier Services	3.5	1	0.2371	3	3	3	2	5	3	3	3	5
Paramount Freight Systems	--	1	0.2	1	3	3	--	3	3	3	3	3
Prime Inc.	1.5	3	0.51	2	5	5	5	3	5	5	5	5
Sue Vinje Trucking	1	1	0.2867	2	5	3	4	3	5	4	1	3
TimeLine Logistic Int'l	2	3	0	3	3	3	2	5	3	4	5	3
TransPro Freight Systems	2.5	2	0.228	3	2	2	3	3	3	5	1	3
Trimac Transportation	3.4	2	0.245	3	3	2	4	5	5	4	3	5

	Raises / Promotions *	Infraction Prevention	Advancement Opps	Training Days (new hires)	Training Days (existing drivers)	Compensated for Training?	Training Types	Continuing Education	Coaching/Mentoring	Best Practice Programs	Industry Participation	Terminal Facilities	Family Support	Health & Wellness	Finan/Legal Assistance	Use Social Media	Community Involvement	Industry Image	Environmental Efforts
Recognition		Development & Career Opportunities										Work/Life Balance							
Perf	3	Y	7	2+	Y	3	Y	3	5	Y	3	3	3	2	Y	3	5	5	
Perf/Sen	2	Y	5-7	4+	Y	3	N	3	3	Y	1	2	3	2	Y	2	3	1	
Perf	3	Y	10	6+	Y	3	N	3	5	Y	3	3	3	2	Y	3	5	3	
Perf	3	Y	3-25	--	Y	3	Y	2	3	Y	1	2	2	2	Y	2	3	1	
Perf/Sen	3	Y	10	5-7	N	3	Y	1	3	Y	2	1	2	3	Y	2	3	1	
Perf/Sen	3	Y	6	2	Y	2	Y	2	3	Y	1	2	2	2	Y	2	5	1	
Perf/Sen	3	Y	9-14	5+	Y	2	Y	2	3	Y	2	2	2	3	Y	2	5	3	
Sen	2	Y	15	2-5	Y	3	N	2	1	Y	1	1	1	1	Y	1	1	1	
Perf	3	Y	9	6+	Y	3	Y	2	5	Y	2	1	3	1	Y	3	5	3	
Sen	3	Y	4	3	N	3	Y	2	3	N	3	2	3	2	Y	2	3	3	
Perf/Sen	3	Y	3.5-33.5	1+	Y	2	Y	3	3	Y	1	2	3	2	Y	3	5	3	
Sen	3	Y	3	1+	Y	3	N	3	5	N	2	1	1	3	Y	2	5	1	
Sen	3	Y	2	1	Y	3	N	1	3	Y	1	1	2	1	Y	2	3	1	
Perf/Sen	3	Y	35-40	5-10	Y	3	Y	2	3	Y	2	2	3	2	N	3	5	1	
Perf/Sen	2	Y	5-7	5-7	Y	3	N	2	3	Y	2	1	2	2	Y	2	3	1	
Perf/Sen	3	Y	7+	7+	Y	3	Y	2	5	Y	3	3	3	2	Y	3	5	3	
Perf/Sen	3	Y	3-4	1	N	3	Y	1	1	N	1	1	3	1	Y	2	3	1	
Perf/Sen	3	Y	3	1	N	3	Y	2	3	Y	2	3	2	2	Y	1	3	1	
Perf/Sen	2	Y	3	--	Y	2	Y	1	3	Y	1	2	3	2	Y	2	3	3	
Sen	2	Y	9+	7+	Y	3	N	2	5	Y	1	2	2	2	Y	3	5	5	

\*Perf: Performance-based raises

Sen: Seniority-based raises

Perf/Sen: Combination of both

# CHART LEGEND



<b>Salary Range</b>	1	No range
	2	Range after probation
	3	Range from day one
<b>Portion of Benefits Paid</b>	Y/P	Partial benefits paid
	Y/F	Full benefits paid
	Y/N	Benefits available, but not paid (Contractor fleets only)
<b>Paid Time Off</b>	1	Legal minimum
	2	Legal minimum plus increases every few years
	3	Exceeds legal minimum from beginning
<b>Retention Score</b>	Score is calculated based on a number of variables. A higher number indicates a better score.	
<b>Reduction Targets</b>	1	No targets
	2	General, improve every year
	3	Formal targets and program for achieving
<b>Total Work Environment</b>	1	Open door policy/ industry reports/ outside comparisons
	3	Informal driver feedback (providing venues for drivers to speak up, e.g. Facebook)
	5	Actively solicit multiple forms of driver feedback (surveys, committee, formal opportunities to speak with executive)
<b>Harassment</b>	1	Informal, as needed
	2	Formal policy covered at orientation
	3	Formal policy supported by training and/or regular review
<b>Retention Programs</b>	1	Limited / nothing specific, focus on hiring process
	2	Have retention staff or department, make changes to address specific problems
	3	Formal programs put in place, specific goals of improving retention
<b>Onboarding/Orientation</b>	1	Orientation only / 90-day review
	2	Periodic post-orientation review (30-60-90)
	3	Formal / dedicated ramp-up support program
<b>Driver Committee/Forum</b>	1	Nothing specific
	2	Periodic / informal
	3	Drivers participate in other company committees
	4	Periodic / formal (i.e., few times per year)
	5	Ongoing, formal (i.e., regular meetings)
<b>Preventive Maintenance</b>	1	As per equipment specifications / regulatory guidelines
	2	Annual standard, completed more frequently than required
	3	Shop inspection every time the vehicle comes into the terminal
<b>Safety Improvement Targets</b>	1	No targets / unrealistic target
	2	General, improve every year
	3	Formal targets with granularity and action plan
<b>Safety Technology</b>	1	Nothing / Standard satellite
	2	Enhanced satellite / EOBR or technology on truck (rollover/stability)
	3	EOBR information and technology on truck
	4	Piloting / investigating advanced systems such as lane departure, in-cab cameras
	5	Implementation of advanced systems, simulator
<b>Efficiency Technology</b>	1	Nothing specific, traditional satellite
	2	Some standard technology (Enhanced satellite / EOBR, GPS, toll passes, in-cab scanning)
	3	Multiple pieces of standard technology
	4	Device provision plan, online tools (basic intranet, online training)
	5	Custom mobile applications, extensive intranet
<b>Loads/Route Choice</b>	1	No choice
	2	Informal, FIFO or seniority based
	3	FIFO with manual oversight balancing
	4	Formalized program
	5	Automated planning, personalization of preferences
<b>Safety/Escalation Policy</b>	1	No formal policy, driver choice, case-by-case resolution
	3	Formal safety-focused operational policy with driver override, customer advised as issues arise
	5	Formal safety-focused operational policy in place and communicated to drivers and customers up front

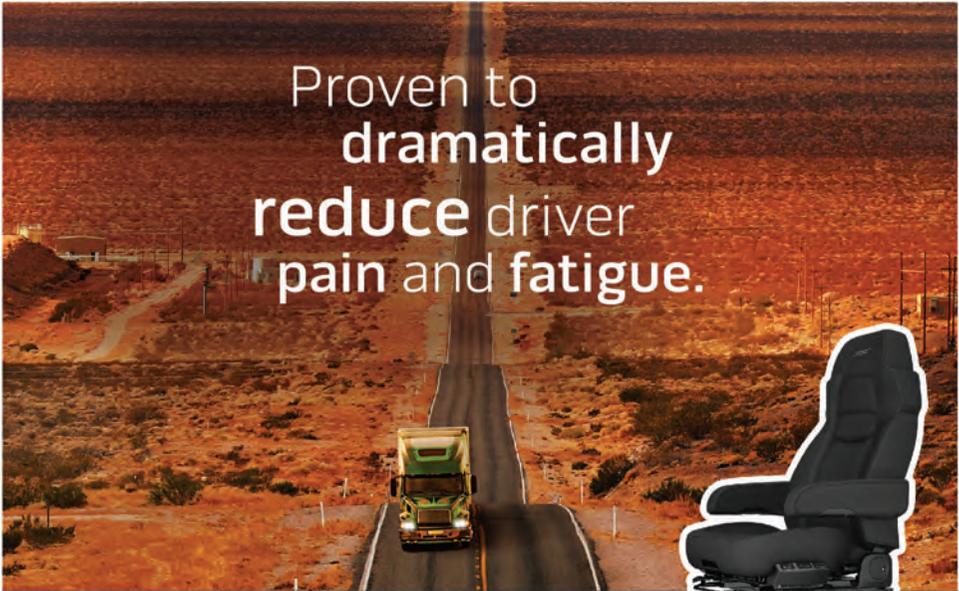


<b>Shipper Issues</b>	1	Handle on an ad hoc basis
	2	Shippers are aware of policies and penalties
	3	Carrier proactively working with shippers to facilitate process
<b>Performance Evaluation</b>	0	No formal reviews
	1	Annual performance review
	2	Semi-annual performance review
	3	Driver performance communicated quarterly
	4	Driver performance communicated monthly
<b>Performance Recognition</b>	1	Minimal / basic rewards, annual dispersement
	2	Multiple reward types / metrics, quarterly dispersement
	3	Wide range of programs / metrics, regular / ongoing recognition
<b>Benchmarking</b>	1	None / minimal
	3	Few metrics, no fleet comparison, quarterly or less
	5	Several metrics, fleet comparison
<b>Infraction Prevention</b>	1	Training at orientation, periodic policy refreshers
	2	Quarterly meetings, some variety of methods
	3	Regular proactive training, multiple methods
<b>Training Types</b>	1	Classroom only
	2	Variety (such as mentoring, video)
	3	Variety including online and simulator
<b>Coaching/mentoring</b>	0	None
	1	Informal / ad hoc
	2	Formal program in place (i.e. coaching, finishing)
	3	Formal program in place, with selection process / training for mentors and leaders
<b>Best Practice Programs</b>	1	Informal sharing
	3	Carrier provides tools / opportunities (e.g. newsletter, Facebook)
	5	Carrier actively solicits and shares best practices, multiple avenues for sharing
<b>Terminal Facilities</b>	1	Standard (e.g. shower, vending machines, computer / internet, laundry at some locations)
	2	Expanded facilities (e.g. gym, healthcare, free food) at some locations, standard facilities at all locations
	3	Expanded facilities at multiple locations, one or more with substantially expanded
<b>Family support</b>	1	Open door policy
	2	Company facilitates access to services as needed, EAP through benefits
	3	Formal support program (counseling, concierge) beyond EAP
<b>Health &amp; Wellness</b>	1	Informal / limited services
	2	Some services available (BP monitoring, smoking cessation)
	3	Dedicated programs and/or staff, range of options
<b>Financial/Legal</b>	1	Minimal / infrequent
	2	Informal / ad-hoc internal programs, EAP
	3	Formal program in place (ATBS, credit or legal counseling)
<b>Community</b>	1	Minimal / infrequent
	2	Informal, periodic, company directed
	3	Regular / proactive support, formal programs, employee directed
<b>Image</b>	1	Nothing specific, truck appearance policy, driver dress code
	3	Industry association involvement, some public appearances/outreach
	5	Actively engaged in school programs, substantial public services
<b>Environmental</b>	1	Minimal / basic programs (e.g. recycling in office, Smartway, equipment spec'ing)
	3	Some dedicated / advanced programs (e.g. fuel / idle programs, piloting new technology)
	5	Significant, dedicated programs (e.g. customer initiatives, custom equipment designs, implementing new tech)

# 2013 WINNERS



Keith Pirnie, Grand Island Express (2nd from right), with (from left) Chris Burruss, TCA  
Mark Murrell, CarriersEdge, and Mike Rosen, Bose.



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Rocco Davanzo, Landstar System (2nd from right), with (from left) Mark Langer, Marsh USA, Mark Murrell, CarriersEdge, and Chris Burruss, TCA.



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