

An open book with glowing pages and flying paper strips against a starry night sky. The book is open, and several pages are flying upwards, appearing to be part of a magical or digital process. The background is dark with many small, bright stars, suggesting a night sky or a digital space. The overall mood is one of knowledge, innovation, and progress.

# Views from the Edge

**A collection of trucking, technology,  
and training columns from the past year.**

# Forward

---

For several years now I've been posting regular columns on LinkedIn. Alternately focused on training best practices, technology developments, and industry trends observed through the *Best Fleets to Drive For* program, these columns have prompted many exciting and enlightening conversations with our customers, partners, and industry colleagues.

Reviewing some of these past stories in the context of this year's pandemic, I've been struck by how many of them are still pertinent even though the entire world seems to have changed.

Since our primary mission is helping fleets build safer, more efficient, and more profitable businesses, we've compiled 10 of these columns from the past year into this collection. Some of them you may have read already through our connections on LinkedIn, some you may never have seen before. Whatever the case, hopefully these provide some insights, or perhaps just a much needed distraction, as we continue to explore the uncharted world that is 2020.

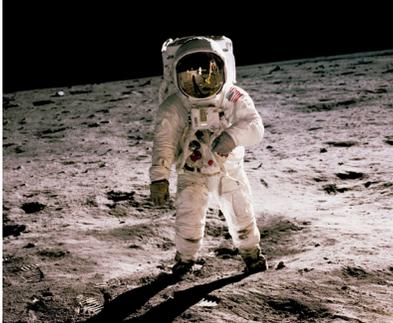
*Mark Murrell  
President  
CarriersEdge*



# Contents

---

## Business Management



Dealing with the Increasing Pace of Technological Change 7



Why I Hate Open Door Policies 10



Data Breaches and Bad Management 13



Cybercrime: Why Trucking Is A Ripe Target 17

## Human Resources



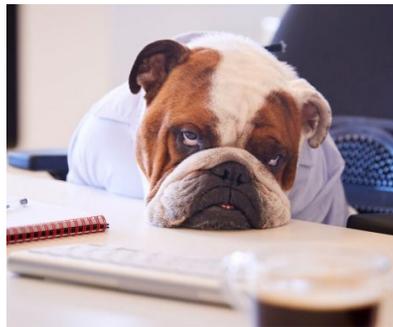
When Driver Turnover Isn't Really Driver Turnover

21



How Best Fleets Tackle Driver Turnover

24



Preventing Boredom and Stagnation In the Fleet

27

**Training & Development**



The Evolution of eLearning - Why Trucking is Different

31



Evaluating Training Courses

34



How Much Is Too Much?

38

**Appendix**

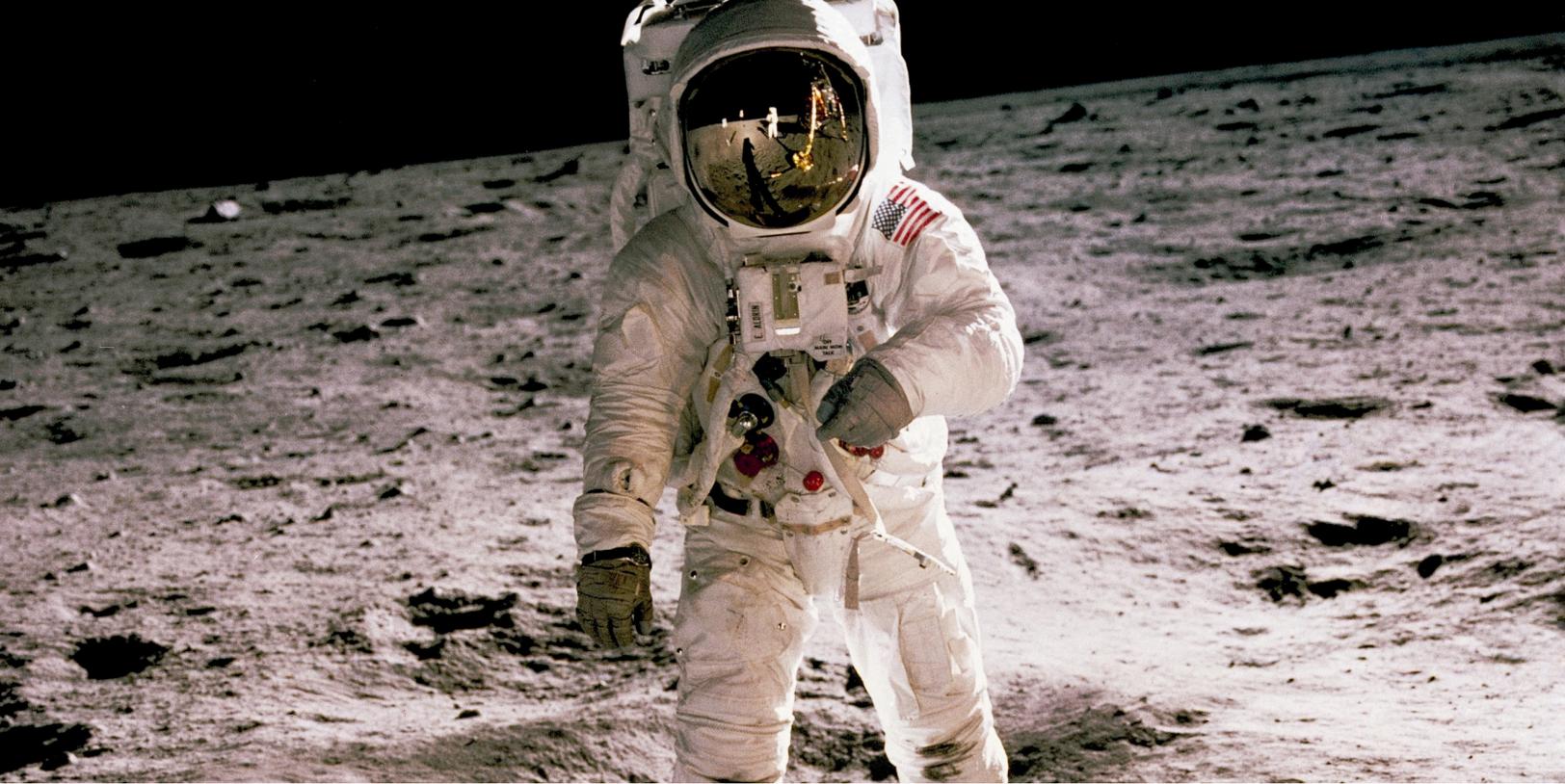
42

**About**

43



# **Business Management**



# Dealing with the Increasing Pace of Technological Change

Originally published on September 12, 2019

---

*"In a little over 60 years we went from Kitty Hawk to the moon"*

This summer, much attention was paid to the 50th anniversary of the moon landing, and the quote above highlights how fast that technology developed in the first half of the 20th century. Of course, much has changed in the world since then, and technology continues to change at an ever accelerating pace.

500 years ago, there might have been 1 significant technological change every 3 or 4 generations. Now that equation has flipped - there could easily be 3 or 4 major changes in a single generation. As an example, when I was a kid people bought LP records. Then the Walkman opened up the market for cassette-based music. Then came CDs, then MP3s, and now everybody just streams the music they want.

Depending on how you count it, that's 3 or 4 majorly disruptive changes to the market in as many decades, and it's just one example in one small part of society.

It's not going to slow down again.

Since each new technology builds on the foundation of tech that came before, it's easier than ever to create, perfect, and share technological advances, and it's getting easier all the time.

If we could get from a short 120' flight in 1903 to landing people on the moon in 1969, where can we go in the next 60 years? With the pace of change exponentially faster than it was 100 years ago, a more reasonable question might be, where can we go in the next 10 years?

I've written before about what I see happening with autonomous vehicles and other disruptive tech that will impact the trucking industry, but it's important to recognize that technological change and advances come from all sides and they're often unexpected. They're also inevitable and unavoidable, so we may as well get used to the ground continuing to shift under our feet.

That philosophy stands in stark contrast to the position held by a lot of drivers. There are still plenty out there who don't spend much time with technology, don't have a smartphone (let alone something like

a smart home device!) and generally want nothing to do with any of it. When fleets look at adding online training or other types of technology-driven enhancements, these drivers are generally the first to complain, and in some cases may threaten to quit.

I understand their interest in sticking to what they know, but that's not a viable option anymore. You can't be a driver today and have your head in

You can't be a driver today and have your head in the sand about technology.

the sand about technology. Whether you like it or not you're going to have to use an ELD. More and more companies are moving other business online, whether it's paperwork, dispatching, scorecards, inspection reports, maintenance scheduling, whatever. It's not realistic to think you can ignore that and just keep driving like you did 10, or even 5 years ago.

From a company perspective, letting those drivers stay in the past isn't helpful either. Whether they like it or not, they're going to get dragged into the modern tech world, so the best thing the company can do is help ease them into it. Provide the tools and guidance to get them comfortable with it, help them understand that they're not going to break things by clicking or tapping the wrong place, and give them the time to get comfortable with it.

We did a webinar this past summer with some customers talking about their experiences with online

training, and both of the speakers talked about how they spent the time necessary to help their drivers get comfortable with the technology. What was most striking for me, however, was what they saw as an after effect of that effort - once drivers got over the hump and started to get comfortable with the basics of using technology, they became converts. Those same drivers who complained about having to use computers for training are now some of the first to complete their assignments. The ones who griped most about the invasion of technology into their workplace have now replaced their old flip phones with modern smart phones. The drivers are seeing the benefits of modern technology. Without that pushback from drivers, the fleets are finding it easier to implement other new technology in other parts of the business as well. That puts them at an advantage over their competitors who delay adopting new technology because drivers express skepticism about it.

The pace of technological change is continuing to increase, and it's not going to slow down. We can either figure out how to adapt and gain the advantage over slower competitors, or we can ignore it and get flattened by the others who are racing ahead. However, by spending some time working with drivers to get them comfortable with it, we can ease the process of adapting and be better prepared when the next big change or opportunity comes along.

At the rate we're going, it won't be long.



# Why I Hate Open Door Policies

Originally published on December 4, 2019

---

Another edition of Best Fleets to Drive For, another round of people extolling the virtues of their open door policies. *[sigh]*

If you've ever heard me talk about Best Fleets, whether live or in a webinar, you've no doubt heard me rant about how much I despise this phrase.

However, rather than just grumbling about it and seeming like a curmudgeonly broken record (even though I am definitely that), I thought I'd instead use this space to explain why I'm not a fan of the phrase, and what people can do instead.

Here then, are some of the reasons why I find this phrase unhelpful when evaluating what companies do for their drivers.

## **Is There Actually a Policy?**

I always wonder about that. I can't imagine there's an actual policy document somewhere in the company specifying that doors must be open, or the conditions in which a door may be closed. It's more an expression of a philosophy than an actual policy, but because of that it's not really helpful in explaining what a company is doing.

## Everyone Says It

This is now our 12th year conducting the Best Fleets program, and every single year I've heard fleets talking about their open door policy. It's so common and familiar that we just refer to it internally as ODP. Not only do we hear about it every year, but we know that every single fleet (even those who have learned not to mention it specifically) has one. Some people talk about a "real open door policy" or a "true open door policy" but I just hear the same thing. Everyone says it like it's a groundbreaking thing, but when everyone is doing it, it's not groundbreaking anymore. It's just the price of entry.

I'm waiting to find a fleet that advertises their closed door policy – that would be different, and I'd be really excited about discussing that with them.

## It Tells Us Nothing

The real problem with the phrase, when used during Best Fleets interviews, is that it doesn't tell us anything about what the company is actually doing. It's an expression of a belief that anyone in the company can talk to anyone else. That's fine as a philosophy, but philosophies don't make great companies. How those philosophies are implemented in the real world, and the tangible things they translate to on a day-to-day basis, are what make a company great.

That's the stuff we're interested in, and why we probe deeper to find out how a company embodies and lives their ODP. We are very interested in how a company communicates internally, how it builds community among its staff, what the process is for identifying and resolving issues, how it decides what it should and shouldn't be doing as a business, and much more. Those are all things that are distinct and together define the essence of the workplace culture in a business, but just saying "we have an open door policy" tells us nothing about any of them.

## It's the Wrong Approach

An ODP itself isn't necessarily the best way to do things. On the Best Fleets questionnaire we have a question that asks fleets how they ensure they're creating a total work environment that meets the needs of the drivers, and we normally see ODP as the answer to that question. So, the question asks "How do you know you're doing the right things for your drivers?" and the answer is "Drivers can come and tell us if they don't like what we're doing or want something else". The problem with that approach is that it's passive – waiting for someone to come in and mention a problem or suggest something isn't a great way to run a business. You get skewed feedback from the people who are most vocal but you miss out on hearing from the quieter ones. Also, people often don't know what they don't know so waiting for them to make suggestions never provides as much insight as something more direct – "Would you like to see X or Y implemented here?"

In many cases, it also misses the point. Talking about how any driver can come in and talk to any exec bypasses the fact that in a well run organization drivers shouldn't need to talk to exec. If their issues are being dealt with by their direct supervisors, they shouldn't need to go into the office and start hunting for an exec to talk to.

Instead, the exec should be going to them. If the org structure is working properly, drivers won't be coming to exec with their problems, but exec still needs to hear the voice of the driver. Going to them and asking directly for feedback is a much better way to build community, get better insights, and provide a gut check that the rest of the organization is doing what it should.

That's not an "*open door policy*" as much as an "*open cab*" or "*open yard*" policy, where any exec can talk to any driver to discuss issues or float ideas.

Now THAT'S a policy I'd be happy to hear people mention.



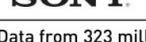
# Data Breaches and Bad Management

Originally published on January 23, 2020

Another week, another embarrassingly large and public breach of private information. This time it's Capital One, with 100 million people in the US and 6 million in Canada affected. CBC had a great story about the fact that at this point we've all been hacked and our data is out there, whether we like it or not. They included this handy chart to illustrate the point:

## Top 10 data breaches, 2008-2019

All numbers in the millions

COMPANY	SERVICE	BREACH (DATE)
	Web services provider	<b>3000</b> (2013)
	Social networking company	<b>412</b> (2016)
	Social networking website	<b>360</b> (?)
	Hospitality company	<b>323*</b> (2018)
	Employment-oriented service	<b>165</b> (2012)
	Consumer credit reporting	<b>145</b> (2017)
	Payment processing provider	<b>130</b> (2008/9)
	General merchandise retailer	<b>110</b> (2013)
	Bank holding company	<b>106</b> (2019)
	Online entertainment services	<b>102</b> (2011)

\* Data from 323 million guests and 25 million passport numbers

CBC NEWS

Source: The Canadian Press

Every time this happens people are shocked and horrified, wondering why it continues to happen. Yet those same people are often the ones perpetrating the behavior that makes this kind of breach not only possible, but easy.

I've been reminded of that several times this week, which is what's prompting this column/rant.

In the last week, 5 different organizations have asked me to send credit card details through email. This is a massively insecure practice that's also a direct violation of the Payment Card Industry Data Security Standards (PCI DSS). The PCI DSS outlines all the things that an organization accepting credit cards has to do to keep those cards safe. If an organization is setup to receive payments by credit card, they're required to follow these standards, which change regularly as business and technology evolves. One part of the standard that's been consistent since the beginning is the basic rule that you never send (or ask customers to send) card information through unsecured networks. Email sent over the public internet is pretty much the epitome of "unsecured network".

Never send card information through unsecured networks. Email sent over the internet is pretty much the epitome of an "unsecured network"

In other words, every one of these organizations asking me to send credit card data by email is violating the terms of their card processing agreements. When I point out to them that they're not supposed to be asking for this, I always get the same answers from the front line staff I'm dealing with: *"This is how we've always done it"*, *"No one else has complained"*, or *"What other options are there?"*

Those responses demonstrate a huge gap between what the organizations are supposed to be doing (and what they're probably telling the card processors they are doing) and what's actually happening in their daily operations. That gap, and the giant lack of knowledge that it represents, helps explain why these hacks keep happening.

The companies asking me for private data via email should all know better. Over the past week it's been industry associations, trade show organizers and service providers, a large hotel chain, a law firm, and even a bank. That's right, a bank asked me to send private info via unsecure email. Is it really any wonder that these "hacks" keep happening.

## A "Hack" That Isn't A Hack

I think that even calling them hacks is unfair. So far, data thieves haven't had to work very hard to break in to the networks and collect the data that's lying around. If you look at what actually happened with all of the public debacles listed in the chart above, you'll see that it hasn't been secure, encrypted data that's been compromised. It's always been bad data management, private info stored in plain text, and terrible internal processes. It's not like a movie where hackers have to crack some complex secret code to decrypt massively secure systems. They're just exploiting known bugs in existing software (that weren't patched as they should have been) then grabbing unencrypted information and leaving. That barely qualifies as "hacking". After all, if you knew there were thieves in your neighborhood and still left your bike on the front lawn, you wouldn't call the inevitable robbery a break in or home invasion, you'd call it stupidity.

Sending sensitive info through unencrypted email is just as careless. Internet email travels through a variety of systems en route from sender to receiver, and since you can't control those intermediary systems, you have to assume they're not safe.

If you knew there were thieves in your neighborhood and still left your bike on the front lawn, you wouldn't call the inevitable robbery a home invasion, you'd call it stupidity.

So, we've got a variety of organizations where the staff are so poorly trained that they don't know they shouldn't be asking for card info by email, the data handling processes are so bad that they don't have a better option readily available, and their internal controls are so weak that

the presence of card data collected through email hasn't raised any red flags. That really makes me wonder what they're going to do with my card info once they get it.

I can call in and give the details directly to a company rep, but there's a good chance they're writing it down on paper somewhere and leaving it lying around. Even if they enter it directly into their system, it may not be much better. If the data is stored unencrypted, it's no safer in their database. Having everything stored in a badly designed database might actually increase the risk. If it's all in one place - an unencrypted, easy to copy file - it's ripe for someone to steal and sell on the dark web.

As an organization that stores credit card data, and spends a lot of time making sure it's handled securely at all times, this drives me crazy. We've invested significant effort in designing encryption processes, we go through regular 3rd party reviews, have monthly vulnerability scans, and train front line

staff on the rules and best practices of secure data management. So, when I see all these other companies being so lax with their processes, it's highly annoying.

## Staying Positive

However, since I aim to balance these rants with something positive and/or useful, here are some things to think about when it comes to sharing and managing private data on the web.

1. *Never send any sensitive info through external email*

Sending from one user to another within your company may be okay, but don't send it to an outside user, or vice versa. (Sensitive info includes credit card details and any other data that could be used for identity theft, like driver's license and SSN/SIN). If someone asks you to send card info through email, DON'T DO IT. Pay through some kind of secure payment processing system, direct deposit (ACH or EFT for corporate, email money transfer for personal), or call them and provide the card info over the phone (which, as noted above, may only be marginally better). Some credit cards allow you to create a temporary card number for a specific purpose, and that's great as well.

2. *Don't save your credit card details on a site that isn't trustworthy*

Entering card info when making a secure purchase is pretty common, but it's not always a good idea to save the card info into your account for later use. Everyone offers that option, but it's rarely a good idea to use it. If the vendor is in a space not known for internet security (e.g. hotels, brick and mortar retailers) it's particularly risky. Vendors in the cloud hosting business, like Amazon, Microsoft, and similar companies that are highly focused on encrypting and securing data, are less likely to be sloppy with it so they're generally safer. That's a small group, though, so you have to be very careful.

3. *Don't even enter any private info into an unsecure web form*

That's a simple one - watch for the little lock icon in the browser address bar and don't enter anything sensitive if you don't see that. On today's web, however, even the lock icon indicating a secure connection is just barely sufficient. Any serious ecommerce site should have the green lock icon, indicating enhanced protection and security. Of course, if your browser warns you about the site, or says there's a problem with the certificate, then definitely avoid entering private info.

And of course, if you're one of the people who routinely requests card data to be sent via email, STOP DOING THAT!

Okay, I feel much better now that I've got that out!



# Cybercrime: Why Trucking Is A Ripe Target

Originally published on May 5, 2020

Last week Freightwaves and CCJ both had stories about fleets being hit by ransomware attacks. I've been seeing these stories at least monthly for the last year. Cyberattacks against all businesses have been steadily rising, with trucking one of the most targeted industries. And that was before COVID-19 – now it's even worse because the sheer number of scams and hacking attempts has increased dramatically.

Yet when I bring up the subject, people kind of gloss over. Across the industry, there doesn't seem to be much of a concern about the risk. In general, the response is kind of “*yeah, that's too bad*”, like it's something far-fetched that doesn't happen often. I think that disconnect is part of why trucking presents such a ripe opportunity for attackers.

Rather than trying to scare people with stats about the frequency of attack or increasing size of average cost, I thought I'd do something different and think about it from the point of view of a cybercriminal. So, putting on my hacker hat, here are the reasons why I would definitely target the trucking industry if I was a cybercriminal looking to maximize the return on my effort.

## Trucking is a high dollar business

Not high margin, but high dollar. That means companies have relatively large amounts of cash or credit

available, and they're used to paying pretty big bills. If you successfully execute a ransomware attack, you can extract a higher payment than you'd get targeting small and midsize companies in other, lower dollar industries.

### **Trucking companies have weak IT policies and management**

Many small and midsize fleets have a single "IT guy" who's responsible for keeping the network running, doing desktop support, maintaining the website, handling security, and in many cases doing light development work as well. Those are all very different jobs that require different skillsets to do well, so one person doing all of them will necessarily have to make compromises. Even if the IT guy is diligent and tries to create a secure environment, something is going to fall through the cracks.

### **Trucking companies don't invest in modern equipment**

I'm not talking about trucks, I'm talking about computers and network gear. I regularly see people running older versions of Windows that aren't up to date with the security patches, older browser versions, and low-end email systems with minimal protections. All of those things open up security holes that are easy for hackers to exploit.

### **Trucking companies do minimal security training for their staff**

This is probably the biggest issue, since the number one target of hackers is people (they need someone to click a bad link in a phishing message to initiate their attacks). Without regular training of staff on best practices for internet security, everyone in the office is potentially opening the door to attackers.

### **Trucking companies are centralized and local**

This seems like a strange one, since the whole point of trucking is to have people all over the country delivering freight, but the non-driving staff is concentrated in terminals where everyone is connected to a local network. Because of trucking's history with on-site dispatch management systems (and the infamous AS400 which is way too common in this industry!) all the files are on the local network and easily accessible by everyone in the office. There may be some permission management to prevent people from seeing unauthorized data, but with a general purpose IT guy in charge of it all, there's a good chance there are gaps in those permissions. Or the undertrained staff just disregard the policies and leave files where they shouldn't.

### **Trucking companies aren't worried about attacks.**

Fleets are concerned about road safety and devote considerable effort to preventing problems, but (as I noted at the top) aren't that concerned about cybersecurity. That only makes the risk of attack even

more significant. Many successful cyberattacks feature hackers who spend months exploring a company's files before finally pulling the trigger on the attack, and if people aren't concerned then they'll be less likely to spot the signs of an intruder, making it less likely for the intruder to be caught early. That makes all the above points even more dangerous: an easy target to break into, with lots of time to steal files and determine how much ransom the company can afford to pay, and a low risk of getting caught before commencing the attack.

Of course, these are generalizations that don't apply in absolute terms to every fleet, but they do describe what I commonly see across the industry. Put them all together and you can see why trucking is such a lucrative target. While there is slow movement towards rectifying a few of those things (e.g. newer IT equipment, moving data to the cloud), it won't really matter if the company has weak passwords, or the undertrained staff are clicking on the wrong links and opening up their networks to malware and ransomware.

This is a big part of why we put out a course on cybersecurity awareness. A cyberattack may not be as dangerous to human life as a wheel-off or rollover, but it absolutely represents an existential risk to the business - more than one company has been bankrupted by a cybersecurity attack. It may not kill people, but it could definitely kill the company.

It's a sizeable threat, but also one that can largely be mitigated by education. A well-trained workforce, who deny attackers the access they need, can make a huge difference in preventing these attacks.

It may not save lives, but it could save the business, and that's definitely worth considering.

PS. If you are interested in some stats, Data Breach Today has a story noting that ransomware payouts in the first quarter of this year averaged \$111,605, up 33% from just the previous quarter. So, yeah, the hackers are making out pretty well during the pandemic.



# **Human Resources**



# When Driver Turnover Isn't Really Driver Turnover

Originally published on January 23, 2020

We've just completed the scoring process for this year's Best Fleets to Drive For program (results to be announced January 30!) and once again the challenge of measuring a fleet's driver turnover has come up. In determining the Top 20, we look at how effectively the company retains its workforce – generally seen as a measure of good corporate culture, and a positive outcome of the company's efforts to make life better for drivers. An important consideration, but an area that's always tricky so we're constantly reviewing and tweaking our formulas for calculating it.

That probably sounds strange, since in theory it should be pretty simple to calculate turnover. You look at how many drivers a fleet has over a particular period and how many left during that same period, then figure out a ratio or percentage reflecting those numbers. There's a standard formula used in the HR world that combines those numbers to create a retention score, but we learned long ago that basic formulas don't work for us because they don't control for the various influencing factors that we need to consider.

No, it turns out that calculating turnover is actually much more complicated than I ever imagined it would be.

Let's look at why it's complicated, and what we find as we dig into it.

## What Is Turnover?

To begin with, what really counts as driver turnover? If older drivers retire, does that count? What about drivers who get injured and never return from medical leave? Other medical disqualifications? What about people who are fired for performance reasons? All of those are exits but not necessarily indicative of a bad culture.

In some industries, those specific situations are rare so you don't need to worry about it. In trucking, though, they're much more common. Truck drivers tend to be older, and often not that healthy, so retirements and medical issues can be significant contributors to turnover - one of this year's fleets saw retirements represent 81% of its exits. All those exits need to be considered.

Even if you just look at people who quit and go to another job elsewhere, it can still be complicated. When asked why drivers are quitting, the most common reason we hear is that they're going to a local job. That seems like someone who's essentially leaving the industry (or at least leaving the regional / OTR segments of it) but it's also a convenient answer that likely isn't true all the time - if a driver gives that as a reason then the company is less likely to challenge it or try and convince them to stay. You can't always trust that it's true.

Now, if drivers are quitting and going to other similar fleets, that seems like the kind of turnover that we're looking for, and something that may indicate culture issues. Still not black and white, though. It's pretty common for at least some of those drivers to return to the company within a year - across all Best Fleets finalists this year, 28.44% of voluntary exits returned within the year.

Okay, so let's ignore those and just count the "*net voluntary exits*". That should give us a reliable number that we can use to determine turnover, right? We're getting closer, but it's still insufficient. It turns out that even looking purely at the percentage of drivers who voluntarily leave and don't return, we still don't always get a clear picture of what's happening.

Most notably, those numbers get skewed by the presence of a new entrant program. Fleets that have substantial programs to bring new drivers into the industry generally have much higher turnover than fleets who don't. They're doing the tough work of weeding out the many people who think they want to be truck drivers but discover the hard way that they really don't. Their turnover is higher but it doesn't really indicate a bad culture. Similarly, fleets where drivers stay out for extended periods often have more turnover just because of the nature of the work. Not necessarily a bad culture either.

## What Does That Turnover Indicate?

It's also important to recognize that if someone quits, the problem may be the hiring process and not the company culture. If the company hires the wrong person for the job, and they quit because they're unhappy, that doesn't mean there's a bad culture. There are problems in recruiting that need to be fixed,

but when the right people get hired they might be perfectly happy.

But wait, there's more!

Over the past couple of years there's been a lot of merger and acquisition activity in the industry. Anytime a company gets a new owner, there are going to be employees unhappy about it who quit. In several cases, fleets have acquired other fleets and discovered that drivers at the acquired company don't really want to follow the rules at the new company. There are, unfortunately, drivers on the road who don't want to be safe and compliant, and they often end up working at companies who are happy to look the other way. When those companies get acquired and the new owner insists people run safe and compliant, those drivers leave. That's not always what happens in an acquisition, of course, but in the Best Fleets program we've certainly seen examples of excellent companies acquiring smaller ones and having the drivers quit or get fired for safety reasons. That's definitely not a case of a bad culture, in fact it's more the opposite – a great culture that doesn't have room for poor performers and bad attitudes.

To get a real picture of driver turnover in a fleet, we have to factor in all those elements and create a scoring process that controls for them.

In 2019, with the economy squeezing people significantly, we also saw fleets shrinking their driver counts. Sometimes they lost a major customer, sometimes they saw reduced business across multiple customers, but either way they didn't have work for everyone and some drivers got cut. Also not indicative of a bad culture, but it can look like turnover.

To get a real picture of driver turnover in a fleet, and what that turnover is saying about the culture, we have to factor in all those elements and create a scoring process that controls for them. I can't divulge the specifics of the formula that we use for the process, but it does get longer and more complicated every year!

The larger question, of course, is what to do about that turnover.

In the next article, I'll look how the Best Fleets break out the different types of turnover, and what we're seeing people do to tackle that problem for each of those types.



# How Best Fleets Tackle Driver Turnover

Originally published on February 12, 2020

---

In my previous piece I talked about the challenges of figuring out what really counts as driver turnover. I ended by noting that there are different types of turnover and that the Best Fleets use different tactics for dealing with each type. For this column, we'll look at some of those different types of turnover, and what the Best Fleets are doing to address them.

First, it's worth considering what constitutes "*problem*" turnover. The ATA regularly cites industry average turnover numbers around 100%, and we see fleets who are happy just to be under that level. However, the Best Fleets finalists, and certainly the winners, are always way under those numbers, so just being under the industry average isn't enough. Having turnover anywhere near the industry average is a problem worth solving, given the costs associated with it.

It is important to note, though, that not all turnover is bad. Over the years, we've consistently seen that the fleets who raise the bar most significantly in the Best Fleets program are always fleets that have turnover they'd like to reduce. Those exits are motivating them to explore the creative ideas that end up making things better for everyone. Fleets without any real turnover never do as well - they're not incented to change things if drivers aren't complaining or quitting.

So, some turnover is good as incentive to innovate, but it's good to understand where that turnover is

happening and think about what can be done to keep it in check. Here are some of the things we're seeing Best Fleets do to address the issue at different stages in the driver lifecycle.

### **Turnover in the First 30 Days**

For most fleets we talk to, turnover is highest at the beginning of a driver's tenure with the company. That's the area they're most interested in improving, and there are very specific things being done here.

While many people look at driver turnover as a broader indicator of poor culture at a company, it turns out that turnover in the first 30 days is most often a result of a broken hiring process - if the wrong people are getting hired for the job, they're not going to stick around.

It may be that they realize they're unhappy with the job, discover that they're not making what they're expected to, or aren't able to perform up to company standards. Whatever the case, it's a hiring problem: the company's recruiting and screening process produced someone who wasn't what the company needed, or is looking for something the company wasn't offering. Reducing turnover at this stage requires that process to be fixed.

The Best Fleets have concentrated their efforts in a few places to address this issue.

First is improving communication across different departments so everyone is clear on what the company needs from its drivers. Operations, safety, and recruiting are working together to develop job descriptions and refine the screening process, ensuring that recruiting knows what to look for, and how to market it accurately and effectively, and safety is able to screen for those skills among applicants.

We're also seeing fleets creating profiles of successful drivers in the fleet to identify common characteristics. Some have started using psychological profiling and personality tests to help them find candidates that have the best chance for success. Those efforts have paid off, with fleets able to reduce turnover during the first month substantially.

### **Turnover in the First 90 Days**

Beyond the first month, the first 90 days can still be precarious for new hires. If that new driver is fresh out of school, turnover will often be higher as people realize that life on the road isn't for them after all. But even seasoned drivers can struggle getting used to a new job, so turnover here is another area where fleets have invested some real effort.

In many cases, turnover during the first 90 days is a failure of the company's onboarding program. It may be that the driver wasn't a fit for the job and didn't figure it out in the first month, but even in cases where they are a good fit, if they don't get properly assimilated into the company's culture, they're more likely to leave before their probation is finished.

During this period, the new driver is interacting with different parts of the business and corporate community, and those interactions help shape their perception of the company and their prospects for a future there. If those interactions aren't good ones, or if the company isn't making a concerted effort to bring drivers into their culture, drivers will stay detached and may drift back to a previous employer or find greener grass elsewhere.

The Best Fleets know that, and have been putting substantial effort into post-orientation ramp-up activities. A few years ago that may have just meant periodic check-ins at designated points in the process, but now it's much more immersive.

We regularly see fleets doing check-ins with drivers at many different points in the ramp-up, and involving different parts of the company to do it. The current best practice is to tie those check-ins to other activities as they happen, so the driver gets a call from payroll with their first settlement, the shop contacts them the first time their truck is due for maintenance, etc. That provides multiple benefits:

- The driver feels more supported since they're getting proactively contacted, and they're not worrying about bothering someone with questions
- The driver develops better relationships with different parts of the company
- The contact happens at the time it's most useful, so questions and concerns can be addressed in context, and are likely to be remembered
- The staggered approach means a lot of different contact is happening without any one department being overburdened.

On top of that, we also see executives regularly getting involved in the outreach as well. That allows them to build their relationship with the drivers, but also provides an opportunity to get feedback on other departments and make sure that driver needs are being met across the company.

Lastly, driver mentors or coaches have become almost standard practice across Best Fleets now. It may be a dedicated driver trainer who works with new hires for a few months, it may be another driver provided as a mentor or buddy to help with any questions that come up. Whatever the specific implementation, pretty much every fleet is doing something in this area now.

Put all those together, and you can see there are lots of ways to minimize turnover during the critical ramp-up period for new hires.

In future articles I'll look at how fleets are reducing turnover after the first 90 days, but even by focusing on just the beginning of the driver's experience, a lot can be done improve the numbers.



# Preventing Boredom and Stagnation In the Fleet

Originally published on March 5, 2020

---

In the last article, I looked at the common causes of driver turnover in the first 90 days, and some things fleets are doing to address those issues. For the final piece in this series, I'll apply the same process to turnover that happens later in a driver's career with the company, what it often indicates, and what can be done about it.

After the first 90 days, driver turnover in a fleet typically drops off considerably. However, it's still worth considering why it's happening and what can be done about it. At this stage, turnover can be a mix of different things:

- Lifestyle changes prompting them to consider career change or move to another region
- Boredom with the work they're doing and interest in trying something new
- Perceived lack of future opportunities
- Frustration with the specific mix of shippers and lanes they're dealing with

There probably isn't much that a fleet can do about the first one (and I have to believe it's not a significant contributor to turnover in most fleets anyway), but there are definitely things that can be done

about the others.

## Dealing with Stagnation

Larger fleets are often perceived to have more options for addressing the whole boredom and opportunity thing, since they have different divisions and a broader client mix so drivers can move around more. However, they're not the only ones who have solutions to this problem. We're seeing Best Fleets of all sizes do things in this area that can really help keep drivers engaged and continuing to develop as professionals.

The secret here appears to be a pretty simple one – get drivers involved more directly in the business. Over the past few years, we've seen fleets create shipper scorecards and rating systems and rely more heavily on drivers to provide feedback on the experience so it can be improved. Similarly, driver feedback on truckstops and fueling locations has led several fleets to change their policies and practices in this area.

Creating driver committees or mentoring programs has also offered something of a career path for more seasoned drivers, giving them a way to share their expertise and contribute to the business in different ways. It may be helping to ramp-up new drivers, it might be changes to the performance management and dispatching process, and in some cases it has even led to major changes in equipment specs. In all cases, though, making drivers part of the solution, rather than leaving them to be victims of the problem, goes a long way to keeping them motivated and actively engaged with the company.



Building the kind of culture that keeps drivers engaged isn't something that can be executed by mid-level management.

In the marketing and product development worlds, this kind of active engagement through crowdsourcing has become quite common, and the results can be fantastic. The same thing applies in trucking - drivers amass a wealth of knowledge about the intricacies of the business that office staff rarely consider, so finding ways to capture that wisdom can dramatically improve operational efficiency and profitability.

## Executive Engagement

For these activities to succeed, though, they need to be supported by the executive team. Building the

kind of collaborative, continuously improving culture that keeps drivers engaged isn't something that can be executed by mid-level management.

We've seen fleets attempt to address their turnover problems by hiring a "*retention manager*" but those efforts are never successful. That kind of role never has the power to make the required changes in the company, so they end up just making superficial changes around the edges instead of solving the real problems. They get notified when someone is on the verge of quitting and get stuck trying to convince unhappy people to stick around.

Instead, company leaders need to get involved and give people a reason to stay. Once drivers reach the point in their careers where they understand the job and are doing it well, they need opportunities to contribute that knowledge back into the business through coaching programs, advisory groups, and regular feedback.

It's also a great idea to start recognizing them for their service. Best Fleets routinely run outstanding recognition programs internally, but association programs are even better. This week, TCA announced their company driver and owner-operator of the year, and both of these winners are excellent examples of drivers who stick with their fleets because they have good reason to.

### **Management Needs Help, Too**

Finally, it's worth noting that it isn't just the drivers who need opportunities for development and engagement. The fleets that invest in ongoing management development programs also tend to have better long term driver retention. The companies that develop their staff also tend to have a better sense of their corporate identities, making it easier to deliver a consistent message to the entire company. That not only helps avoid the miscommunication that leads to frustration, but it helps everyone feel like a more integrated part of team.

None of these things is directly about improving driver retention, and they're not directly about improving corporate culture, either. They're about building a more efficient workplace, with better communications, and an opportunity for everyone to be part of the success. Better driver retention is just the positive side effect of doing the right things.

The background is a dark blue gradient with abstract, flowing light trails and numerous small, bright blue particles scattered throughout, creating a sense of motion and depth.

# **Training & Development**



# The Evolution of eLearning - Why Trucking is Different

Originally published on October 16, 2019

When career eLearning people come into the trucking industry they're often struck by how different it is from other industries. The content itself is not usually an issue - every industry has its own quirks, acronyms, and arcane regulations, so trucking actually fits in pretty well with other industries there. Where it's different is the focus on video-based training. In the broader learning and development world, video is generally regarded as a useful component of a larger training product, but not as a complete product on its own. Within trucking, though, video is often the only thing people think of for online training.

So how did trucking get to be so different from everyone else when it comes to online education?

Tracing the evolution of eLearning both inside and outside of the trucking industry provides some explanation, but also highlights some very different approaches to content design. Let's have a look at that evolution and see what it means for the training world today.

## The Evolution of eLearning in Trucking

In the beginning, there was classroom training, and it was unpleasant. It was inconvenient and disruptive to fleet operations, but it was the only option so people put up with it. To minimize the pain, fleets only delivered the training they absolutely had to. The critical stuff got covered, but non-critical

things rarely made the cut.

In the '80s and '90s, video emerged as another option. It let people participate at any time, in any quantity (whether one person or a full class), and it offered some consistency in delivery. That flexibility meant that more subjects could be justified, so the amount of training being delivered went up. It was a big improvement over classroom training, but there were still issues.

People still had to physically be there to watch, which meant the scheduling headaches didn't disappear completely. Video tapes also had a habit of disappearing or breaking, and when the regulations changed fleets had to get new versions of the videos and make sure the old ones were pulled from circulation. Paper-based tests included with the videos offered a way to confirm that learning happened, but that meant keeping track of which tests went with which videos, keeping track of answer keys for marking, and storing the completed tests in a physical file somewhere. DVDs offered better quality and had more capacity, but they were otherwise the same as VHS. It's worth noting that VHS and DVD were a pain for providers as well, since having to ship physical products (which tended to break in the mail) added to the fulfillment costs and headaches.

After dealing with all that, the emergence of online video was a big relief for both vendors and fleets, since it solved a lot of those problems. With online video, there's no physical product to ship, no issues with tapes disappearing or breaking, and people can access the content remotely so they don't have to come into the terminal. Having tests online also removed need for paper and simplified the marking process. The result is a much more flexible product, and today most of the vendors who were previously selling VHS/DVD safety products have added (or moved completely to) online video.

## **The Evolution of eLearning in the Corporate Space**

In the corporate space, the progression was very different.

Training here also started in the classroom, but even though participants were in the office already it was still a pain to get them into training. Adding to the challenge was the fact that you could always count on someone being sick on training day, or a new hire who started right afterwards. The environment may have been different from trucking, but many of the issues ended up being the same.

Instead of moving to video, though, Computer-Based Training (CBT) was the next step in the corporate world. In the '80s and '90s everyone there was getting PCs and getting connected to corporate networks, so CBT content (stored on corporate servers and delivered over internal networks) was a logical option. CD- and DVD-based CBTs moved this off the corporate network and made content available in more remote places, but like VHS/DVD it didn't change the essential part of the experience from the previous network-based delivery. These ended up being very similar to the interactive CD-ROMs from the '90s - a combination of different media types presenting content on a particular subject - but with more exercises

and testing at the end.

CD-ROM and DVD training had the same issues as their VHS counterparts - physical items that would break, go missing, or need to be replaced when the content changed - so moving online provided the same benefits in terms of remote access, ease of updates, and no more need for shipping or replacing physical objects. Today, essentially all of the vendors who used to produce interactive CD/DVD courses have moved completely online.

### **Which Method is Best?**

Two very different product types, reflecting two very different development paths and approaches to training. So, which one is better?

It depends on the context.

For situations where you need very specific, immediate guidance, videos work just fine. If you need help doing something that you've never done before and may never do again, you're probably going to find a 5 minute Youtube video and get exactly what you need.

However, if it's something where you need to develop a deeper understanding of the content and retain that knowledge for a longer period, the interactive CBT-style approach will work much better. In another article I talked about the difference between passive and active learning, and the importance of training that sticks with people. Videos aren't sticky, so while they can be a great help in the moment as a visual guide, people tend not to retain that information for very long. They're like the pictogram instructions you get with Ikea furniture - they guide you through the process of assembling the item (most of the time), but you won't remember the steps a week later.

Interactive CBTs would be overkill for that simple one-off task, but they're more of an active learning experience so they're stickier. That makes them better suited to situations where it's important to understand broader concepts and develop a strong base of ingrained knowledge.

In the trucking world, many of the safety-related topics are things where drivers should be developing that deeper level of knowledge, so the interactive CBT approach is generally going to be the more effective tool for that. There are certainly situations where a quick video or pictogram will give people the steps they need in a particular moment, but for larger training initiatives a more complete solution is going to be the way to go.



# Evaluating Training Courses

Originally published on November 13, 2019

---

In addition to creating our own library of training content, we're often asked to review courses produced by other people. It may come from customers, current and potential partners, or from other eLearning production companies, but with commercial eLearning authoring tools becoming increasingly accessible, it's happening more often. In the last few months I've been asked by probably half a dozen different people to review their material. Sometimes the material is pretty weak, but sometimes it's actually really good. That's a wide range of quality levels, but it only takes a few minutes to figure out where a given course fits on that spectrum.

Since many of you also have occasion to review training material, and may even be producing it as well, I thought I'd take some time to discuss the main things that I notice, and why so they're so immediately obvious.

## Structure

When I launch someone's eLearning course, pretty much the first thing I notice is the overall structure. Not the template design or colors, since most of those are pretty standardized now, but two elements that are fundamentals of instructional design – navigation and objectives.

Navigation is the set of instructional landmarks that tell you where the course is taking you and how it

will get you there. In addition to control buttons like play and pause, navigation also needs to tell you basic things like how long the course is, how many lessons there are, and what to expect when going through it. As a participant, that information gives me a rough framework for the course, something that I can start attaching the content to as I proceed through it.

Once I have that framework, the learning objectives build on it by telling me what I'm going to get out of it. Whether or not the objectives are well written and measurable is a whole other topic (we have a

webinar that devotes significant time to this), but their presence alone is important. Without them, I have no idea where I'm expected to be at the end of the course.

It seems simple, but these two pieces are important starting points. Can you imagine going into a classroom course and not knowing how long it was going to last or what you were going to

be learning? You wouldn't even enter the room. Same thing with eLearning. You need to know what you're going to get and how long it's going to take to get it, so if the course is missing either one then we're not off to a good start.

## Sound

Much of the eLearning that I review now has audio narration in it, and that's great. The audio track compliments the text and other media elements, serving more learning styles and providing a better educational experience.

If it's done well.

If people use professional voiceover artists for the narration, it almost always sounds fine. However, many people producing eLearning content don't have budget for that, so they do it in house. Sometimes that's immediately apparent, but there are some tricks that people can use to make it sound more professional.

## Reading the Material

In addition to having a clear, consistent tone when reading a script, good voiceover artists also have a few technical things they do to bring the script to life. Fortunately, these can easily be done by anyone

You need to know what you're going to get and how long it's going to take to get it, so if the course is missing either then we're not off to a good start.

recording their own voiceover:

1. Enunciate consonants much more heavily than in normal conversation
2. Read through the script and rehearse it enough times that it can be read smoothly, with the appropriate inflection, at a conversational pace

Both of those feel strange at first, but get more comfortable over time. And they make a huge difference to the quality of the final product.

Courses that have a confident, clear voiceover narration, delivered at a comfortable pace with good inflection, are WAY easier to sit through and learn from.

### Recording it Cleanly

Of course, that great script reading needs to be captured nicely as well, or I'll be constantly distracted by the bad recording. This is another place where professional artists have an advantage, but amateurs can get pretty close without spending any real money.

The biggest thing that makes a voiceover recording sound amateurish is the echo-ey sound that comes from recording in a room with hard walls. When people do that, the sound waves from their mouth bounce around the room before getting picked up by the microphone, causing the speaking-in-a-sewer effect that's so unpleasant to listen to. It's really easy to prevent, though, just by hanging some towels or blankets on the wall beside and/or behind the narrator.

Some people have figured that out, and some haven't. It may seem that I'm being unnecessarily picky, but if people are expected to sit for 40 or 60 or 90 minutes listening to this narration as they go through the course, it should be pleasant and not punishing.

When people have nice sounding voiceover in their courses, I notice immediately. Not unlike the infamous [brown M&Ms](#), it's a quick indicator of how much care went into the details of the product.

### Images

This one also has two subsections that tell me a lot about the quality of the course, and are usually found within the first slide or two. (In fact, if I can't get this one within the first couple of slides, and have to go further into the course to even see any images at all, it's always a bad sign.) The simple things I consider when looking at the images in the course:

- Are they the right images?
- Do they have the right treatment?

## **The Right Image**

Determining whether a particular image is the right one for the content may seem complicated, but it's actually really simple – does the image have anything at all to do with the content that's being discussed? If so, does it help me to understand that content?

Surprisingly, much of the time the answer to the first question is no – the image doesn't actually have anything to do with the content. That happens when course developers add an image for the sake of having a visual on the page, without really thinking about what the RIGHT visual is for the context. If you see stock images of smiling people, generic images of metaphor clichés, or random landscape pictures, you're seeing an image for the sake of an image.

If the image does actually relate to the content, then it's a matter of looking at it and seeing whether or not it helps you understand the content better (by providing a visual representation of the text or narration). I'm not too strict on this one, since different designers have different approaches, but I often don't even get this far so.

## **The Right Treatment**

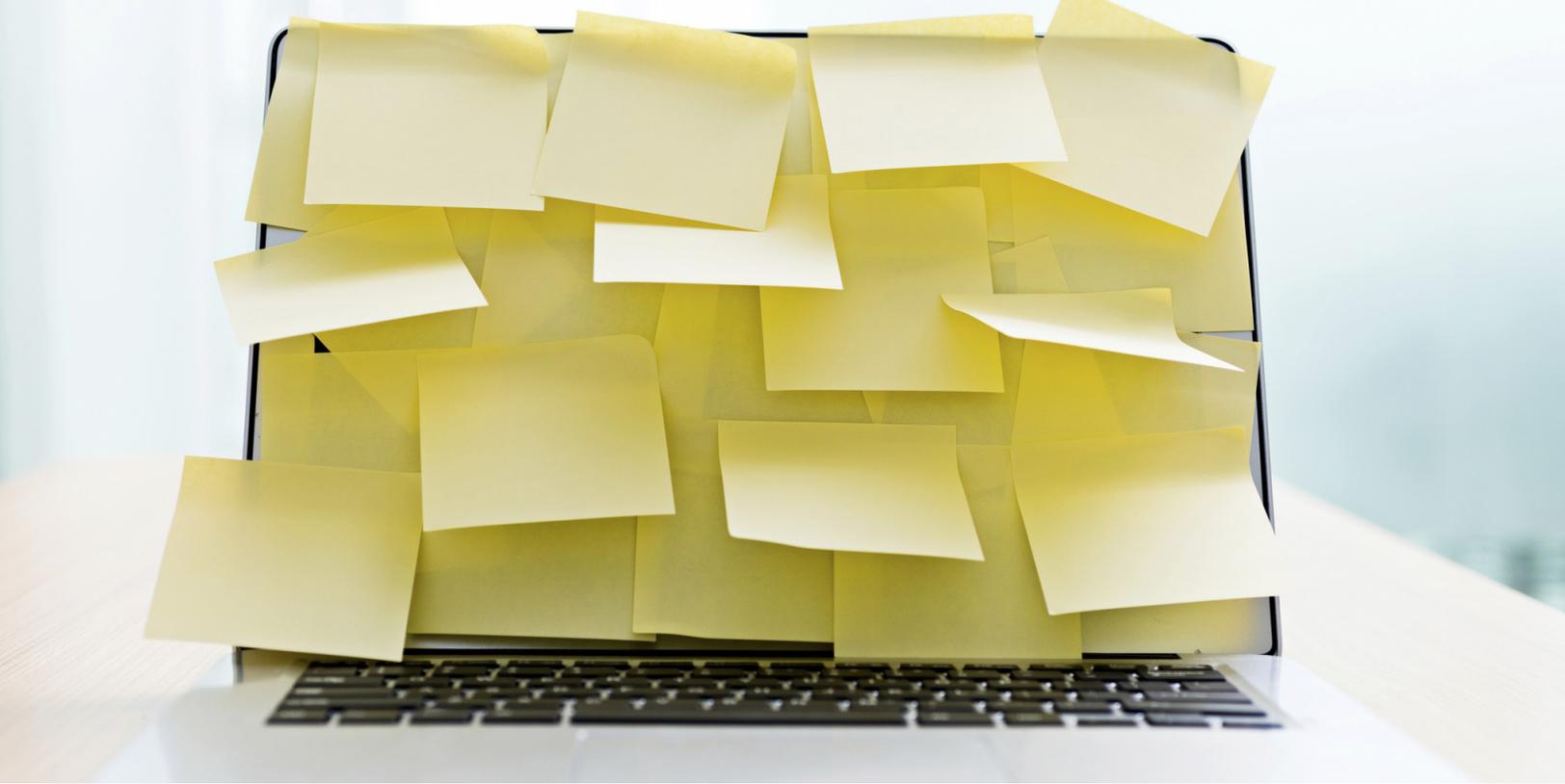
The right treatment for the image means that it's the proper size and resolution, and hasn't been squished or stretched. It also means that it's not blocking other content, it's not running off the slide improperly, it's framed appropriately so you can easily see where it begins and ends, and a few other things like that. There are technical considerations around color choices, but even skipping those it's easy to see if the image is a decent quality and placed properly on the page.

Much like good quality narration, if I see good quality images, that actually support and enhance the content, I can tell a lot about the quality of the course.

These are just the immediate things that I notice when evaluating a course. There are lots of other things to consider when during a thorough review, but I've found that just looking at these few can give me a really good sense of what the overall quality of the course is going to be.

You may notice that I haven't even mentioned the content of the course itself. That may seem strange, but if these other elements aren't right, the content won't matter. If the course isn't structured properly, if people are distracted by terrible voiceover, or bad images confuse the message, they aren't going to learn what they're supposed to learn anyway.

So, next time you're reviewing an eLearning course (or building your own) think about these things and see what you notice. You'll be amazed at how quickly you can tell a good course from a bad one.



# How Much is Too Much?

Originally published on June 17, 2020

---

How much training is too much?

That's a question I never thought I'd be considering, but it turns out that there is such a thing as too much training.

When we first came into trucking, we found an industry where the workers were dramatically undertrained. Compared to other industries, trucking did (and for the most part still does) very little training. Considering how many regulations and safety principles drivers need to be familiar with, very little training actually happens. I'm not just talking about new entrants, but workplace training for experienced drivers as well. I understand the reason why that's been the case (the horribly disruptive effect classroom training has on the fleet and the huge cost it incurs, as a result) but people were definitely undertrained. We gave customers a subscription training service with unlimited use and told them to go nuts with it. We wanted them to do way more training than they had been doing, and just as important, get out of the mindset that training is something that only happens at orientation or when someone has a problem.

Now, it seems that some fleets have taken that to heart, testing the limits of how much training can actually be done with drivers in any month. As a result, I'm seeing situations come up now where some fleets are actually doing too much training.

Yes, I acknowledge that it's weird for me to be saying that – our business is selling driver training so it seems like I should want as much of it being done as possible. I definitely want as many fleets as possible to be training their drivers, but within each of those fleets there is a point at which it becomes too much and loses its effectiveness.

## Monthly Driving Training

The “*too much training*” situation normally comes up when fleets are doing monthly training assignments for drivers. In these cases, they assign some block of training every month, and drivers need to complete it by month's end.

In general, this is a bad idea. Doing monthly safety training for drivers, every month without fail, is counterproductive.

You can't just dump content onto people and be done with it. You need to take time to review what happens after, adjust the plans, work on any lingering gaps, and get the audience involved.

Assigning training for drivers to complete every month over a long term isn't an effective strategy for improving driver knowledge, fleet safety, or workplace culture. If drivers are assigned new courses every month, it's often not because the fleet sees specific issues emerging and wants to address them (in which case it wouldn't likely be happening

consistently every month). The fleet may be doing it because they're trying to embrace the idea of continuous improvement and want to create a culture where people are constantly learning, or it may be that they've heard that they need to do this and are just checking a “*regular training*” box. They may be doing it for their own reasons, because their insurer pushed them to, or perhaps because they hope it will minimize their risks if they end up in court later. However, it won't actually help any of those efforts.

Why not?

The simple answer is that you can't just dump content onto people and be done with it. You need to take time to review what happens after that content goes out, adjust the plans, work on any lingering gaps, and get the audience involved. All of those things work together to improve the risk profile and work culture, but there's no time for it to happen if new content is being served out every month.

To maximize the effectiveness of training, it's important to watch the effect over time and make decisions based on those effects: maybe the training worked beautifully and solved a problem, maybe it didn't do much at all. If new things just keep getting assigned every month, there won't be time to measure the real impact of any of it.

On top of that, not everyone develops at the same pace. There are some people who may love having something new to learn every month, but refreshing their memory of existing regulations and best practices isn't really going to fit the bill for that. Other people need more time to assimilate new knowledge and skills, so bombarding them with monthly assignments robs them of that opportunity. Of course, with drivers having different experience and skill levels, it's also unlikely that they're all going to need exactly the same content every month.

Finally, if it's something that happens every month, it becomes a chore. There's no way that people are going to find every monthly assignment timely and valuable, so it will just become one more thing they "have to do" at work. That's the wrong way to think about professional development, though, so the long term benefit will be minimized or negated altogether.

## **A Better Approach**

So what should you do instead? How do you structure an ongoing safety improvement program that shows results, is more dynamic, and is still manageable to develop and deliver?

It's not that hard, but it requires a different approach.

First, think of it in terms of a monthly activity instead of monthly training. Training is one of the elements, but there are other activities that can be incorporated to support that training that are just as effective.

Start with a quarterly cycle of monthly activities centered around a specific topic area, perhaps structured like this:

- Month 1 – training assignment in the topic area (traditional online course, 20-30 minutes required to complete)
- Month 2 – survey collecting feedback from drivers on their work experiences related to the topic (e.g. real world examples of it, stories from the road, that kind of thing)
- Month 3 – custom content related to the topic; maybe a video reviewing related customer- or equipment-specific policies or tricks, maybe a recap of the feedback gathered in Month 2, maybe even a personal story from management on the subject

That's just one example, but there are many variations available. There might be some live events in a

particular month, or maybe someone finds a funny Youtube video that relates to the subject. Maybe drivers are asked to post related pictures on Facebook for a contest. What matters is that the monthly activities incorporate content specific to the company, and that drivers have a chance to participate rather than just being told to complete something.

By combining those elements, a more engaging program is created, the workforce becomes more invested in it, and the content gets ingrained more deeply into the minds and work habits of the participants. By running it on a quarterly schedule the pace of activities gives people time to think about the content and adjust their daily habits accordingly. There's also more time to watch the results of those efforts in the field and adjust future plans as necessary. Maybe some people need some individual coaching in the subject afterwards, while others might demonstrate a natural aptitude that can be tapped in training and coaching efforts.

Note that there's still monthly engagement with drivers here. The practice of assigning new training every month may have stopped, but there's still interaction with drivers and the topic of the quarter gets a deeper focus.

There's also a better story when an audit or court case happens – not only is the fleet regularly training its drivers but it's also involving them in that process more actively and evolving the program to respond to industry and workplace changes. And since a more engaged workforce is less likely to leave, turnover can improve as well, making the story even better.

Hmm, better engagement with drivers, better turnover numbers, and a better story for auditors - those are things you CAN'T have too much of.

# Appendix

---

While this compilation focused on sharing more general topics, several other columns have been published in the past year with more specific topics. Those include:



**The World has Changed, but the Fundamentals Haven't**  
Originally published on March 25, 2020



**Fake Sincerity and Pandemic Marketing**  
Originally published April 15, 2020



**The Return of the Reptile Brain**  
Originally published May 26, 2020



**What Being a Rush Fan Taught Me About Business**  
Originally published July 7, 2020



CarriersEdge is a leading provider of online driver training for the trucking industry. With a comprehensive library of safety and compliance courses, supported by advanced management and reporting functions, CarriersEdge helps over 2000 fleets train their drivers without sacrificing miles or requiring people to come in on weekends.

---

---

## **BEST Fleets**® **TO DRIVE FOR**

---

---

CarriersEdge is also the creator of the Best Fleets to Drive For program, an annual evaluation of the best workplaces in the North American trucking industry, produced in partnership with Truckload Carriers Association.

