



# RETENTION. NOT REGRETS.

**STAY**  
**METRICS**  
Driving Retention

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## Outline

- 1 Who we are – what we think
- 2 When Do Drivers Leave?
- 3 Examine Expedited Drivers Satisfaction
- 4 Describe Stay Days for Expedited Drivers
- 5 Explain Driver Socialization Challenges & Solutions
- 6 Q&A



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# Who We Are/ What we think

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## Why we started Stay Metrics



Founded by Tim Hines, CEO & Kurt LaDow, CAO

After a combined more than **50 years in trucking**, Stay Metrics co-founders Tim Hines and Kurt LaDow knew:

1. Drivers are “**chronically underrecognized**” and feel unheard at their carriers.
2. Driver turnover **will only get worse** if this doesn't change.

They knew there *had* to be an answer.

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## Our Read...



**Failing to attract younger workers /**  
paying the price



**Trades are short:**  
prospective hires have **more alternatives**



**Fear of automation:**  
**discouraging** career-minded people



**Automation coming too slowly** to offset significant shortage



**Best play:**  
get laser-focused on **retention and/or find new groups to attract**

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## Our Purpose & Passion = Our Business Model

Ask Drivers' Opinions\*

Reward & Recognize Drivers\*\*

=

More Engaged & Loyal Drivers

\* Share the results with them, respond and make changes.

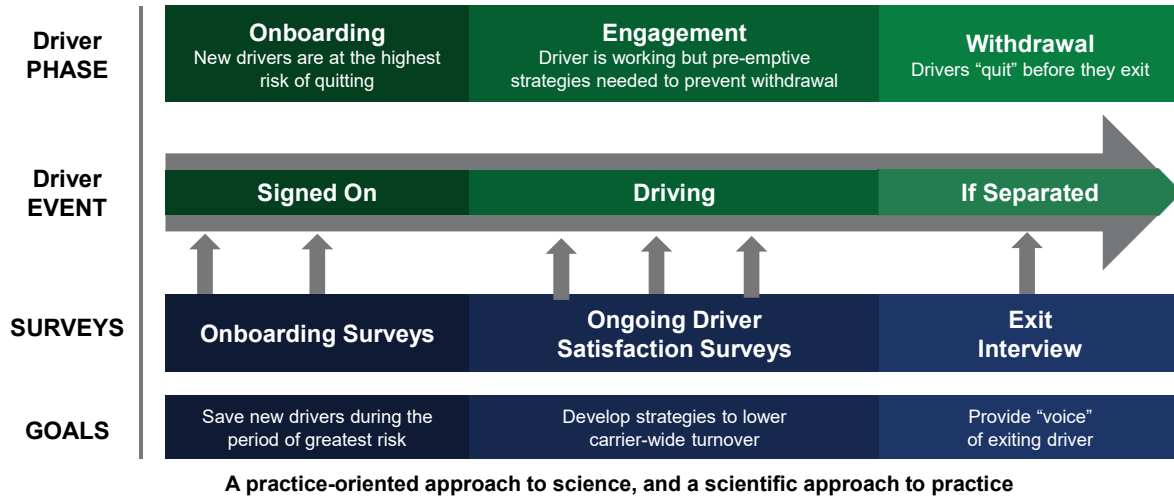
\*\* With an abundance mentality.

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## Lifecycle Approach to Driver Feedback



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## Rewards & Engagement Platform

### Research-Based

- Recognition
  - Not a substitute for pay
  - Want vs. need
- Gamification
- Engagement



### Content

- Surveys
- Training
- Communication
- Points & Shopping

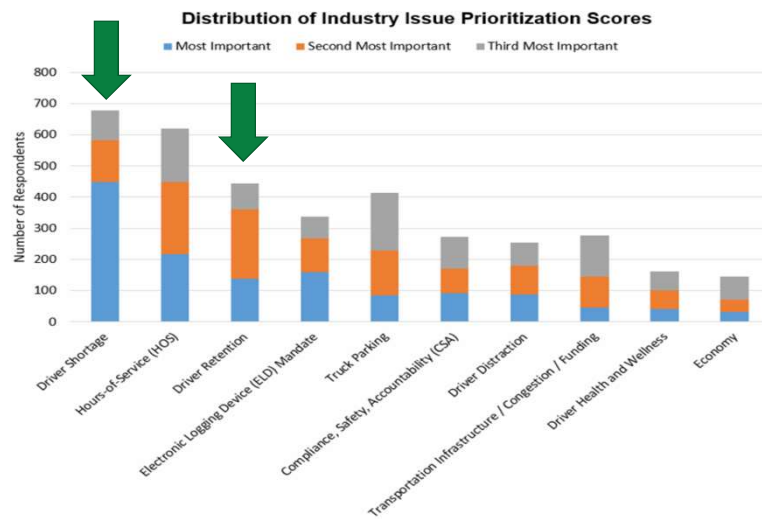
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## Top Industry Issues

(Source: ATRI's 2018 Survey, 2/19/19)



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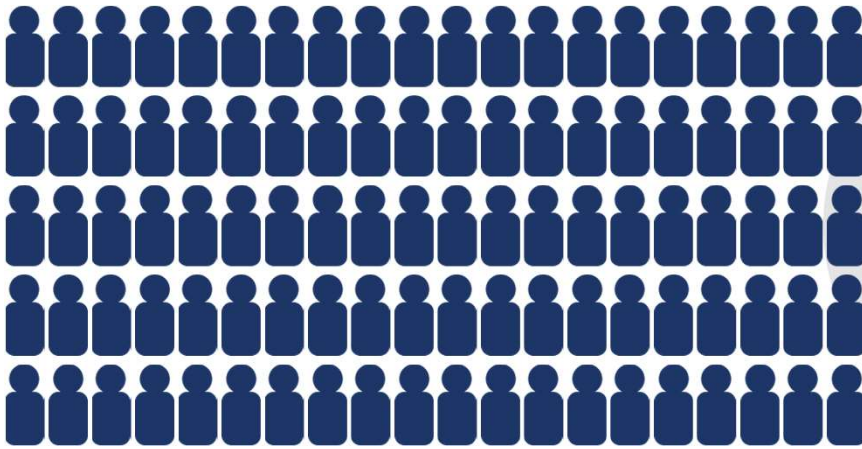
## When Do Expedited Drivers Leave?

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## Focus on Early-Stage Turnover



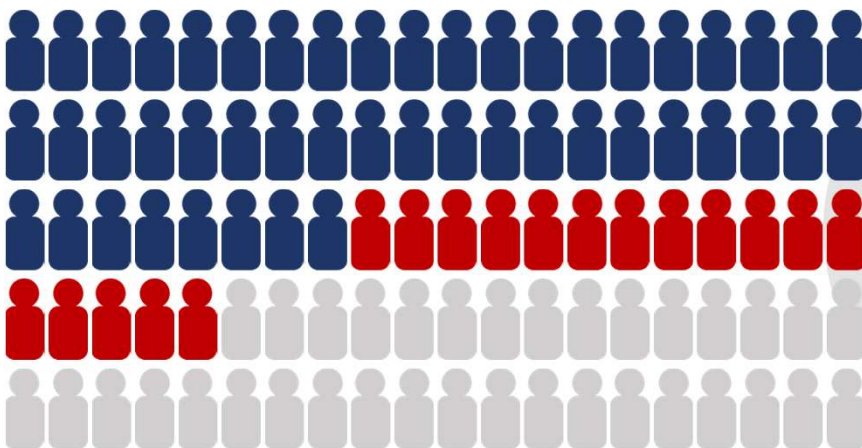
**100**  
Drivers  
Started  
Orientation  
Monday

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## Focus on Early-Stage Turnover



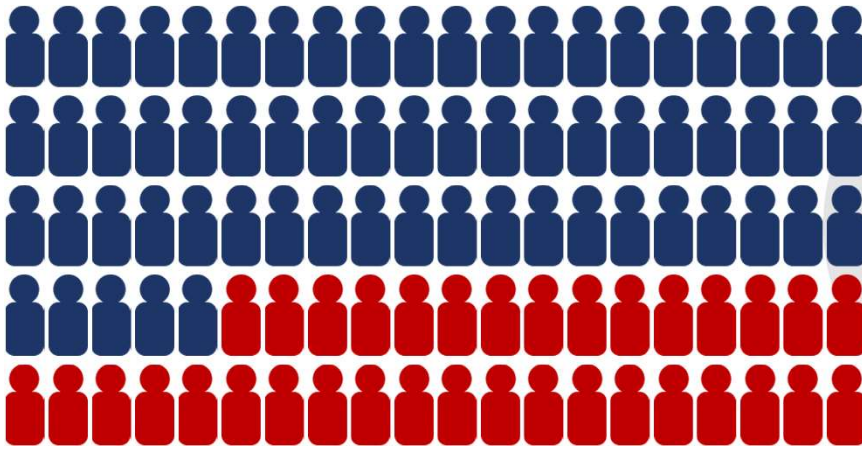
**22**  
More Will  
Leave Within  
**180 Days**

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## Focus on Early-Stage Turnover



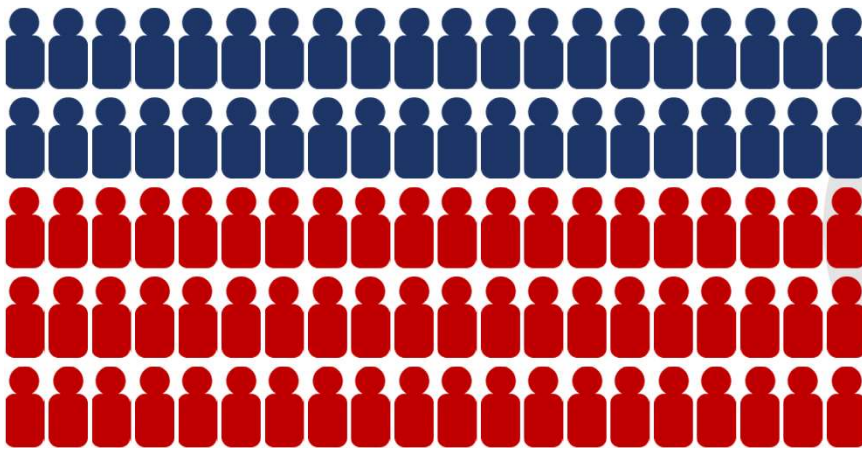
**35**  
Will Leave  
Within  
**90 Days**

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## Focus on Early-Stage Turnover



**60%**  
Leave Within  
**First Year**

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## STAY DAY TABLE 2018-2019 EXPEDITED DRIVERS

	Percent of Drivers Staying with Carriers at Least:							Average Number of Days Stayed
	30 Days	60 Day	90 Days	120 Days	180 Days	270 Days	365 Days	
January 2018 (n =161)	78.9%	65.8%	59.6%	52.2%	42.9%	34.2%	21.1%	199
February 2018 (n =155)	86.5%	72.9%	61.9%	52.3%	40.6%	29.0%	25.8%	203
March 2018 (n =151)	79.5%	63.6%	57.6%	49.7%	35.8%	24.5%	18.5%	171
April 2018 (n =174)	84.5%	74.7%	66.7%	55.2%	42.0%	31.6%	23.6%	195
May 2018 (n =162)	86.4%	64.8%	54.9%	46.3%	34.6%	23.5%	16.7%	157
June 2018 (n =171)	90.6%	74.9%	58.5%	46.2%	37.4%	23.4%	17.5%	161
July 2018 (n =171)	86.5%	74.9%	66.1%	56.7%	42.7%	26.3%		
August 2018 (n =174)	85.6%	71.3%	63.2%	53.4%	47.7%	30.5%		
September 2018 (n =156)	87.2%	74.4%	64.7%	54.5%	37.8%	26.3%		
October 2018 (n =196)	87.2%	71.4%	61.7%	53.6%	40.8%			
November 2018 (n =157)	85.4%	73.9%	61.1%	54.8%	37.6%			
December 2018 (n =137)	87.6%	75.9%	57.7%	51.8%	40.1%			
January 2019 (n =255)	82.0%	67.5%	52.9%	43.9%				
February 2019 (n =206)	82.5%	60.2%	47.6%	40.8%				
March 2019 (n =190)	72.1%	60.0%	50.0%					
April 2019 (n =262)	85.1%	64.5%						
May 2019 (n =179)	83.8%							
<b>Average</b>	<b>84.2%</b>	<b>69.4%</b>	<b>59.0%</b>	<b>50.8%</b>	<b>40.0%</b>	<b>27.7%</b>	<b>20.5%</b>	<b>181</b>

Source: Stay Metrics database, drivers who were hired during each month of 2018 and 2019 and whose carriers are still providing data.  
n = 3057

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## Voice of Expedited Drivers

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What led you to choose that number?



## NPS Score

What parts of driving for this carrier have NOT been included in this survey, but impact your decision to stay?  
Please specify below:



## NPS Score – Net Promoter Score – Lowest Ratings

What led you to choose that number?



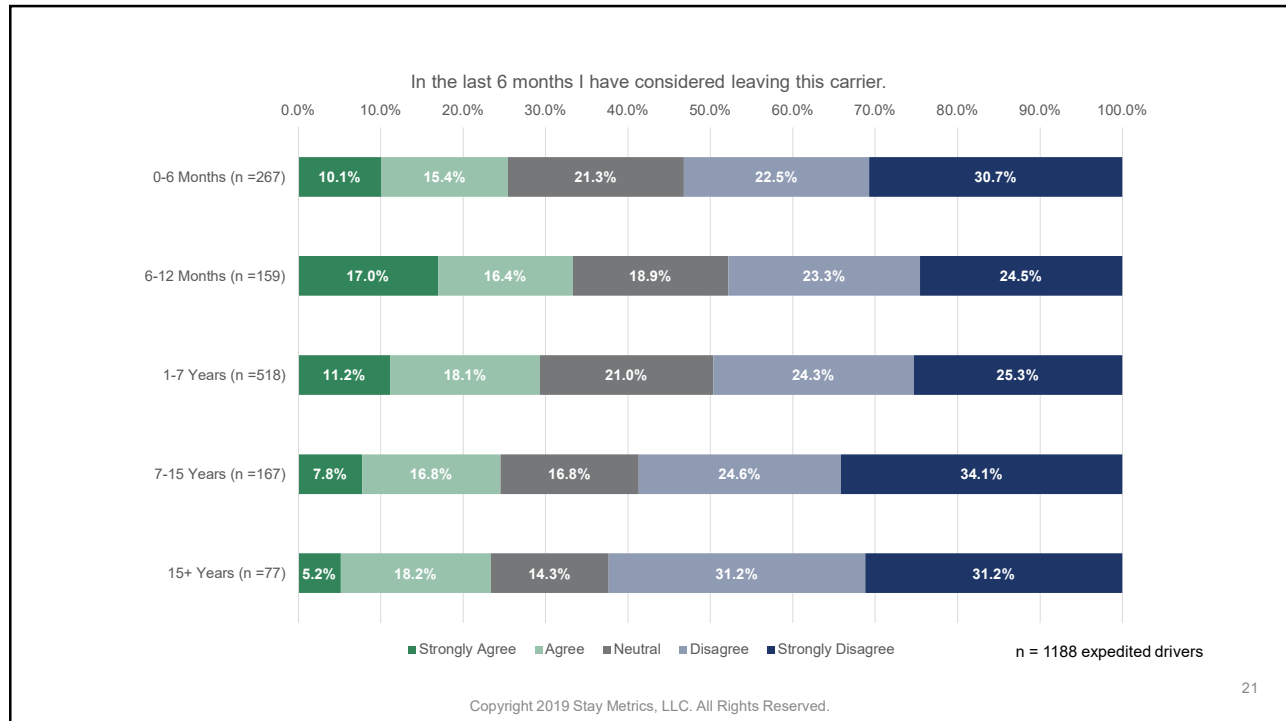
19

## NPS Score

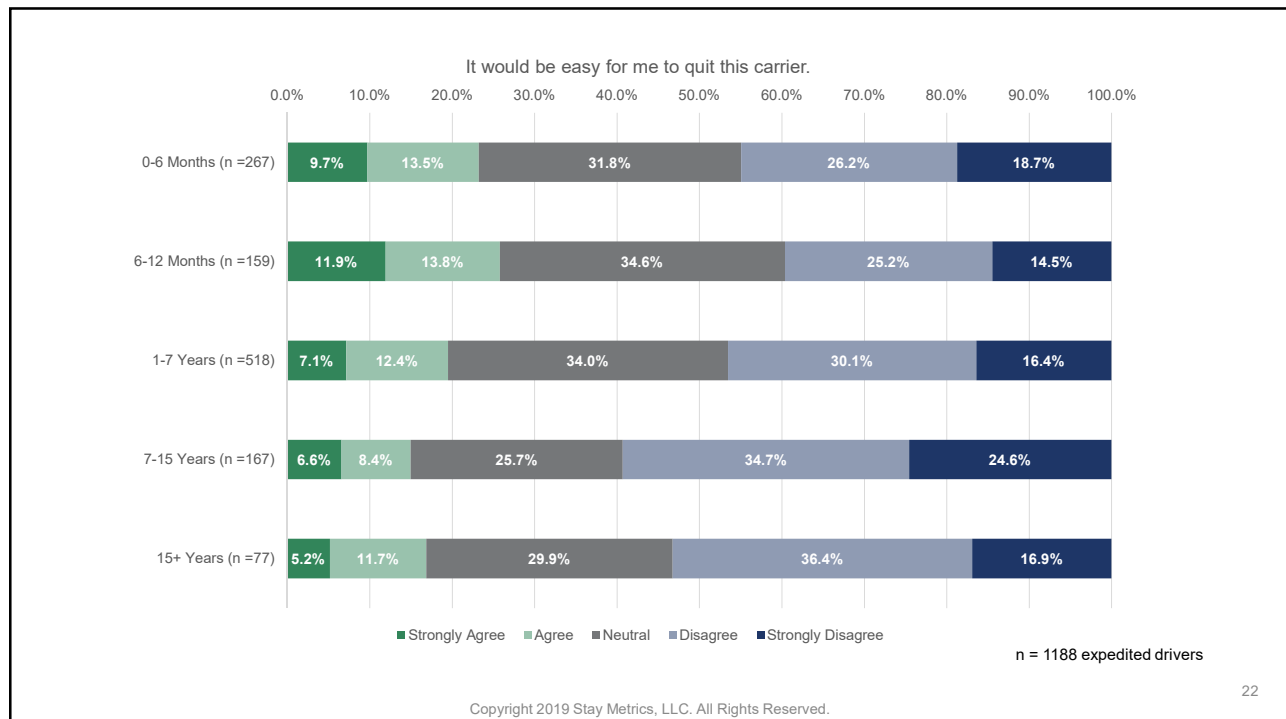
What parts of driving for this carrier have NOT been included in this survey, but impact your decision to stay.  
Please specify below:



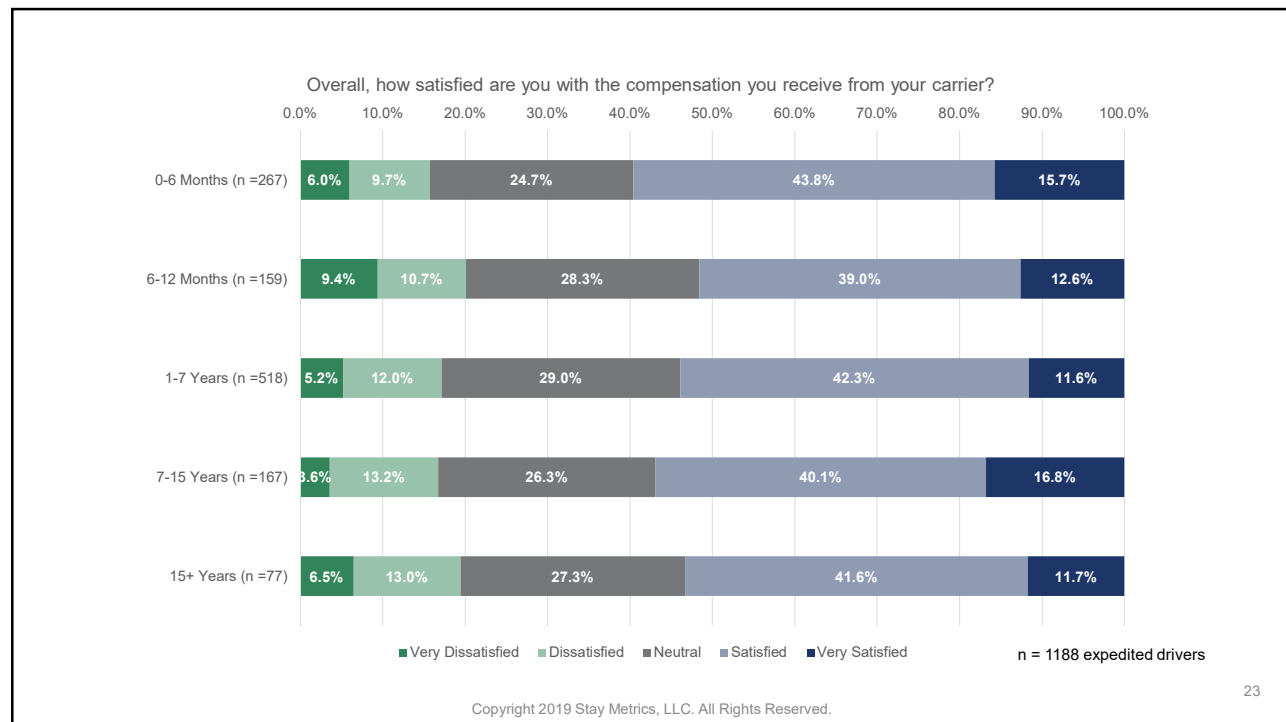
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What led you to leave?					
Choice Option	0-30 Days	31-180 Days	181-270 Days	271-365 Days	366+ Days
Promised more money elsewhere	15.2%	18.2%	19.3%	23.0%	11.4%
Broken promises	12.9%	11.5%	17.4%	20.3%	17.4%
Left fleet owner	12.9%	12.3%	9.2%	5.4%	12.1%
Load planning	8.2%	9.2%	14.7%	13.5%	16.0%
Settlement issues	8.2%	9.0%	4.6%	10.8%	6.4%
Personal health	9.9%	7.2%	5.5%	4.1%	4.6%
The health of a family member	5.3%	7.4%	5.5%	4.1%	8.2%
Promised more home time elsewhere	8.2%	6.6%	3.7%	4.1%	4.6%
Dispatcher relationship	5.8%	5.5%	5.5%	4.1%	8.9%
Promised a better route elsewhere	6.4%	4.1%	0.9%	1.4%	2.1%
Improperly maintained equipment	2.3%	3.3%	7.3%	4.1%	3.2%
Changed to a different profession (other than driving)	2.3%	2.9%	5.5%	2.7%	2.5%
Opportunity to be an owner-operator	2.3%	2.5%	0.9%	2.7%	2.5%
To avoid e-logs	0.0%	0.2%	0.0%	0.0%	0.0%
Surveys Completed	185	512	129	73	276

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## Exit Survey Comments: Expedited

What would have kept you from leaving?				
Choice Option	0-30 Days	31-60 Days	61-270 Days	271+ Days
Higher Compensation	22.4%	20.3%	22.7%	26.7%
More Loads	12.0%	11.9%	20.2%	17.8%
More Miles	15.1%	19.2%	16.5%	20.2%
More Home Time	10.9%	8.5%	8.8%	4.7%
More Respect	8.3%	7.9%	4.5%	5.9%
Better Dispatchers	5.7%	6.8%	5.1%	6.9%
Better Management	4.2%	4.5%	4.5%	4.0%
Benefits and/or Health Care	5.7%	4.5%	2.9%	2.0%
Better Equipment	2.6%	4.5%	3.9%	3.0%
Better Working Conditions	2.6%	4.0%	2.9%	0.7%
Better Work Schedule	0.5%	2.3%	1.6%	1.2%
More Flexible Working Hours	1.6%	1.1%	1.4%	0.0%
Better Training / Education Opportunities	1.6%	1.1%	1.0%	0.5%
More Opportunities for Career Advancement	1.6%	0.6%	1.0%	0.7%
Higher Accessorial Pay	1.0%	0.0%	1.0%	2.0%
Better Rewards for Good Performance	0.5%	1.1%	0.8%	1.7%
More Job Security	0.0%	0.6%	0.6%	0.5%
Better Company Reputation	1.6%	0.0%	0.2%	1.0%
Less Direct Supervision	1.6%	0.0%	0.2%	0.5%
Vacation	0.5%	1.1%	0.2%	0.0%
Surveys Completed	185	173	468	349

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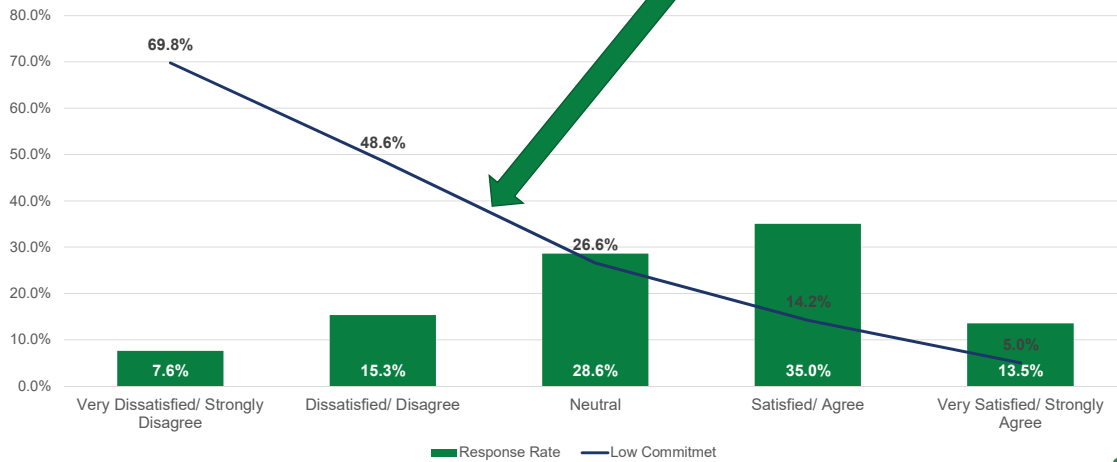
## Stay Index: Expedited Carriers

Category	Item Text
Pay and Benefits	My compensation is fair for the amount of work I do.
Trust	This carrier has my best interests in mind.
Terms of Employment	How satisfied are you with the number of miles you typically drive per week?
Trust	I trust this carrier to look out for me.
Pay and Benefits	Overall, how satisfied are you with the compensation you receive from your carrier?
Recruiter/Career	This job provides steady work.
Recruiter/Career	This carrier cares about my success.
Pay and Benefits	How satisfied are you with your carrier's compensation for wait-time?
Work-Family Conflict	My compensation adequately supports my family.
Pay and Benefits	I am underpaid compared to other drivers with my experience.
Pay and Benefits	How satisfied are you with your carrier's compensation for deadhead miles?
Pay and Benefits	How satisfied are you with your carrier's accessorial compensation?
Trust	I have faith in the leadership of this carrier.
Trust	My carrier always does what it says it will do.
Terms of Employment	How satisfied are you with the number of hours you typically work per week?
Trust	I trust my Dispatcher.
Supervisor/Dispatcher	My Dispatcher recognizes good performance on the job.
Work Itself	This job gives me the chance to be respected in the community.
Supervisor/Dispatcher	I am happy with the way my Dispatcher handles his or her drivers.
Work-Family Conflict	My family wants me to change to a different profession.
Trust	My carrier is consistent in its actions.
Company	How satisfied are you with your communication with this carrier?


  
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## Compensation and Commitment Expedited Carriers

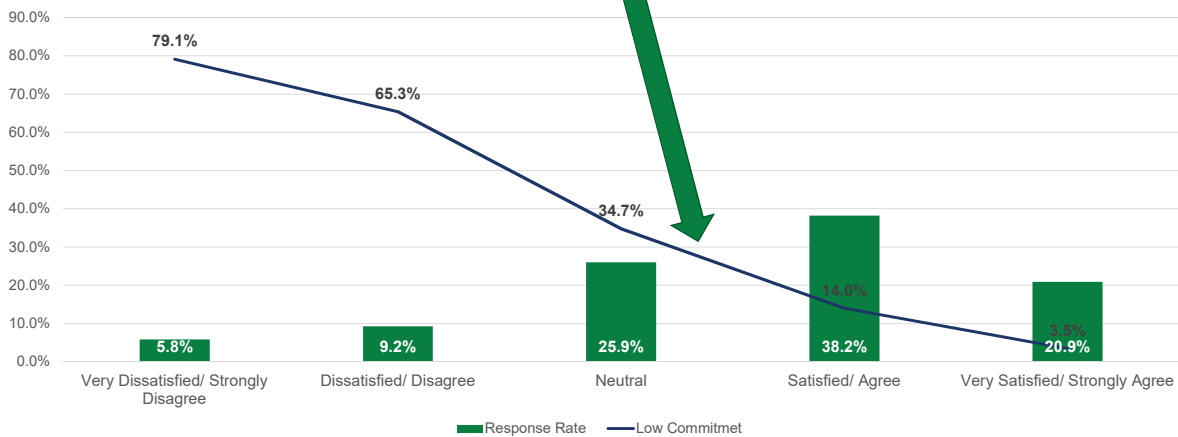


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## Trust and Commitment Expedited Carriers



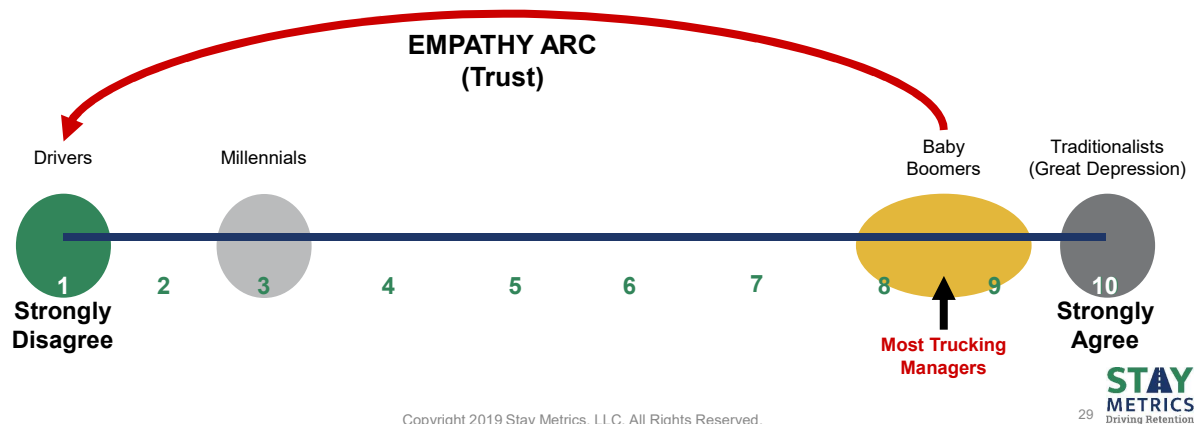
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**On a scale of 1-10, how much do you agree with the statement:**

**“People should feel lucky to have a job.”**



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**4**

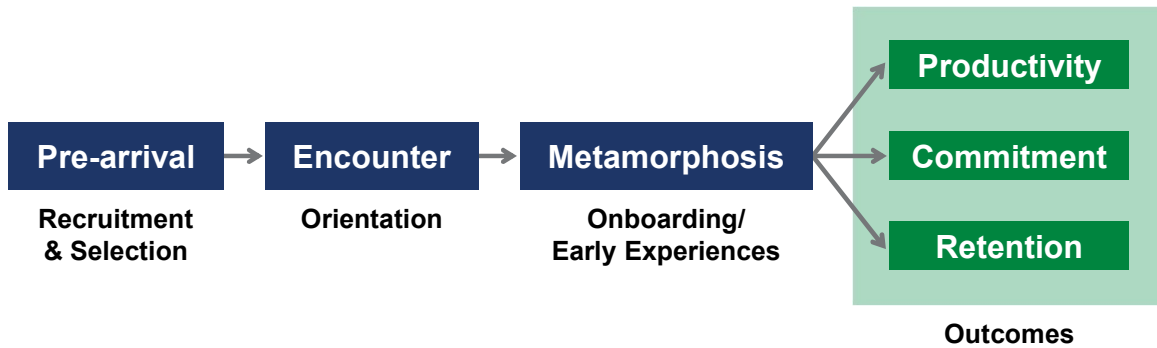
## **Socialization: Challenges & Opportunities**

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## Socialization: How a “Newbie” Becomes an Organizational Member

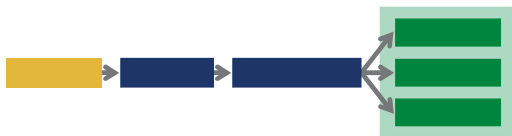


Model developed by John Kammeyer-Mueller, PhD; University of Minnesota. Member Stay Metrics Scientific Advisory Board.

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## Recruitment Challenges

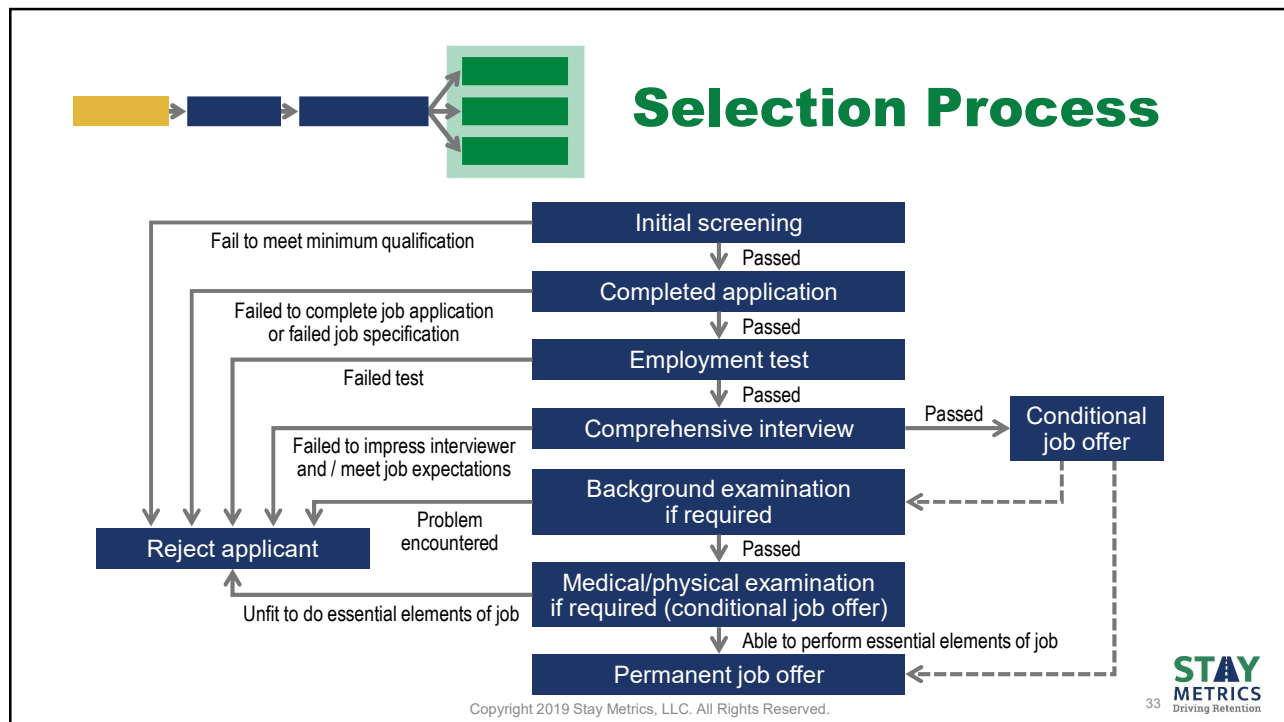


- Accurate / Inaccurate descriptions of the job
- Missing information on pay policies
- Overall recruiter relationship

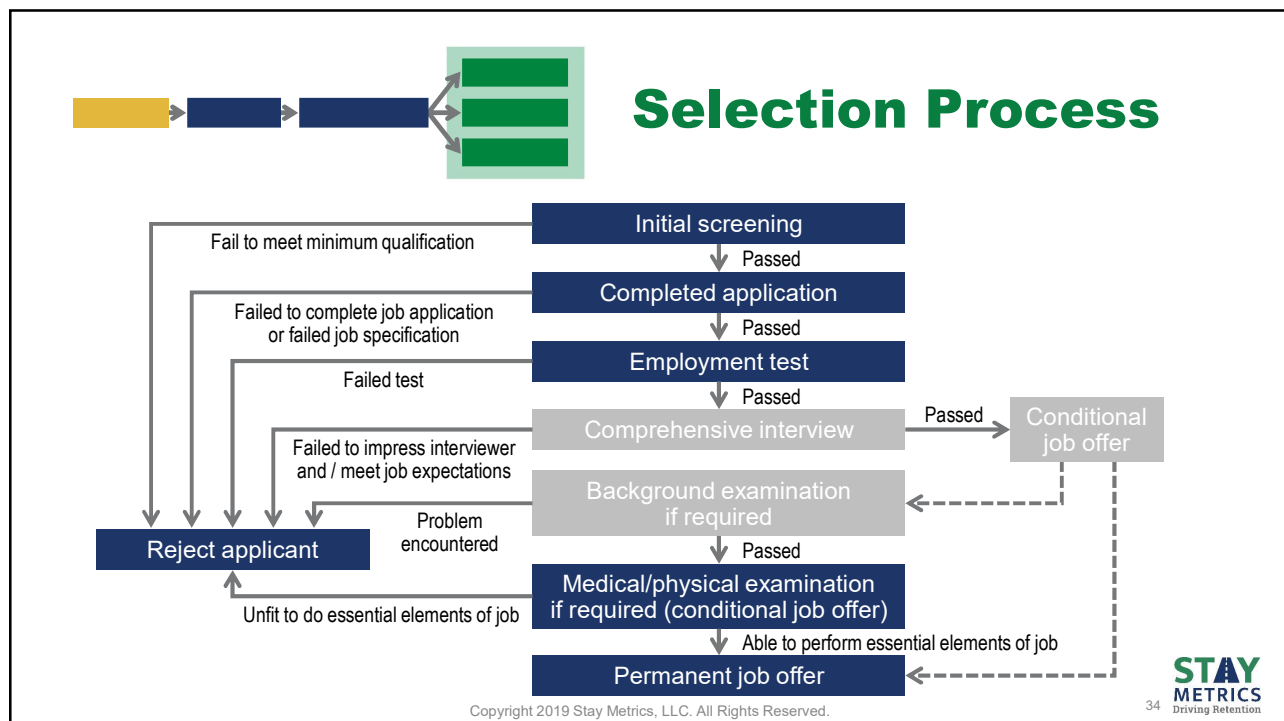
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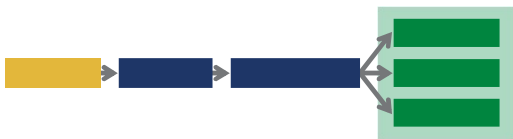
## Recruiting & Selection

- **Communicate a consistent message**
  - What is “reality”?
- **What can they realistically expect during the first few days and weeks on the job?**
  - Be sure to market areas the company is improving based on driver feedback



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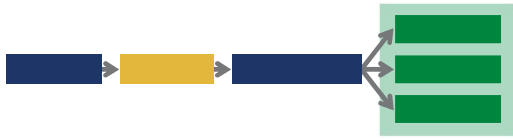
## Recruiting & Selection

- What is your **selection process**?
- **Behavioral interviewing**
- **Driver matching**
  - Teams
  - Trainers
- Which candidate will be a **successful driver** for YOU?



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## Orientation Challenges

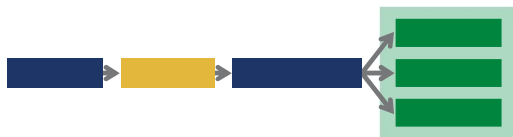


- Information Overload
- Unclear Policies
- Paid / Non-paid orientation time
- Is it 4 hours or 40 hours?

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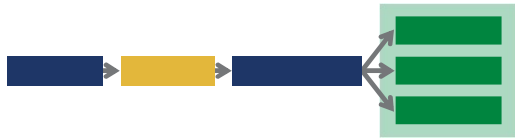


## Orientation

- **The quality of your orientation is entirely in your control.**
  - Survey drivers after orientation to see how you are doing.
  - What does the driver say in the first call home?
- **Engaged learning**
  - Interactive technology and e-learning tools
- **Develop relationships**
  - Start process of check-ins **early** and **regularly**.
- **100 Day Plan**

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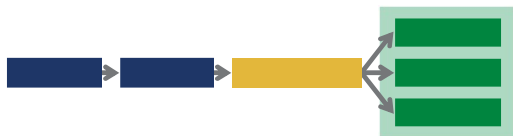
## Orientation



- Pay transparency for new drivers
- Brady Trucking implemented a pay expectations worksheet
  - Drivers come in, let them know what they expect to be paid
  - Brady comes back to them to let them know when they could expect to reach that level and what they would need to do

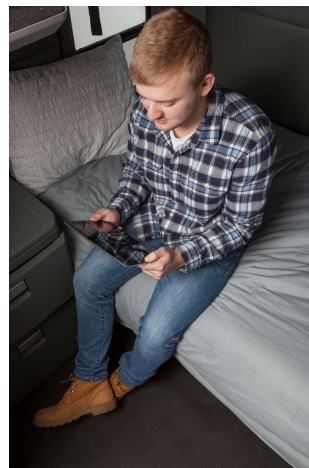


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## Early Driving Challenges

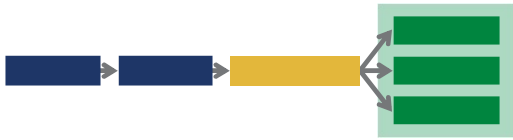
- New “everything”
- Dispatcher Relationships
- Trainer Relationships
- Unmet Expectations



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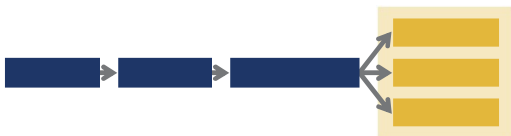


## Onboarding / Early Experiences

- **Socialize new drivers.**
  - Mentoring programs
- **Check-in often.**
  - Have a plan to keep up with new drivers.
- **Another survey several weeks into driving experience**
  - How has a driver's satisfaction changed since orientation?

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## Ongoing Challenges

- Maintenance
- Settlements
- Work / Life Balance
- Stress
- Health and Safety
- Policies - People

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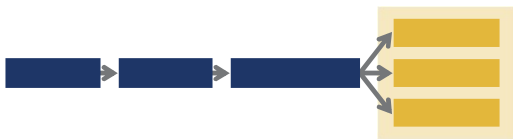


## Ongoing

- **Commitment to a Driver-Centric Culture**
  - Develop “I won the lottery” culture
    - What do we have to stop doing?
    - What do we have to start do?
- **Focus on Improving Communications & Messaging (Trust-Building)**
- **Ensuring Drivers Feel Welcome at Your Office**
  - Don’t differentiate driver lounge, events, and outings from staff equivalents
  - Foster an “open door” policy for your staff at the office
  - Clear career paths for drivers interested in being dispatchers, recruiters, etc.



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## Ongoing

- **Driver Retention Strategy & Plan**
  - Worked & Refined Every Day
- **Driver Feedback**
  - Ongoing Surveys / Spot Surveys
- **Robust Recognition & Rewards**
  - Referral Program
  - Applause Awards
  - Abundance Mentality



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## Why do drivers leave?



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## CONTACT

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Want to learn more strategies for improving driver culture and retention?

Read recent case studies from **Load One, Liquid Trucking, Brady Trucking, Usher Transport & Ag Trucking** at [staymetrics.com/category/case/](https://staymetrics.com/category/case/)