

PART III

FAST FORWARD

ADAPTING TO A DISRUPTIVE FUTURE

VOLUME 2

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6 THERE'S AN APP FOR THAT: We are an app-driven society. There are hundreds of thousands of them, from games, to weather to news and entertainment channels, and many aimed specifically at the trucking industry. Some are expensive, some are a waste of time but some are cost effective and can make your life on the road much easier.

8 LESS IS MORE: The importance of GHG emission-reducing technology cannot be overstated. The fact that lowering GHG emissions naturally equates to a reduction in fuel consumption, should be motivation enough for fleets to want to employ new technologies to do just that.



Adapting to a disruptive future

Welcome back to our three-volume Fast Forward editorial series examining how to adapt – and thrive – in a future sure to continue to be shaped by disruptive technologies and monumental demographic changes. In our previous supplement we focused on familiarizing you with emerging technologies and how they will challenge your data gathering and security protocols as well as how they will reshape the driving profession.

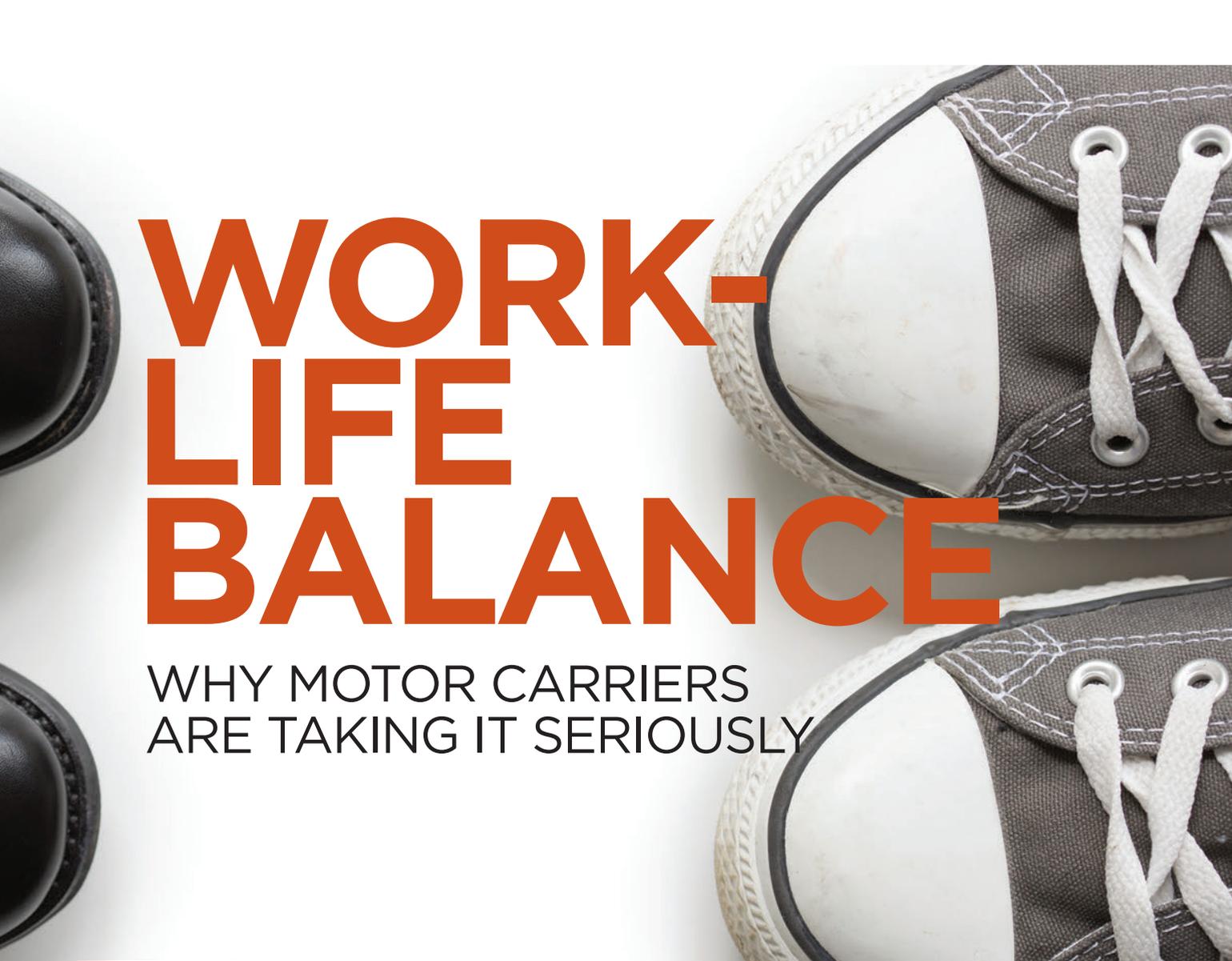
With our second supplement we look at how demographic changes will drive a rethink of human resource strategy with work-life balance given serious attention as a way to attract millennials and give long-time employees the flexibility they need to stay on the job. We also continue to explore new technologies, this time focusing on apps that make life on the road easier and make the business case for investment in GHG reduction.

Once again I would like to thank Imperial Oil for its support of Fast Forward – a project now in its third year. We have learned a lot over the past three years about how our industry will change and how to adapt to this change. And we plan to discuss these changes with industry experts at our upcoming Surface Transportation Summit in October. The highlights from that discussion will be featured in our third and final volume of Fast Forward for this year.

I also encourage you to turn to the special Knowledge Centre entitled *An Inside Look at the Future of Trucking* we created for you on www.trucknews.com for more news stories, features and videos on the subject.

Lou Smyrlis, Managing Director, Newcom Trucking Group

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WORK- LIFE BALANCE

WHY MOTOR CARRIERS ARE TAKING IT SERIOUSLY

BY SONIA STRAFACE

Many human resources experts will tell you the way in which trucking companies are having to recruit and retain drivers is changing rapidly.

As more drivers are set to retire, and more fleets are looking for young people to refill those seats, carriers are having to get creative and change their recruitment and retention strategies to make their employees happy.

One of the most noticeable practices fleets are putting in place is an effort for drivers to achieve a healthy work-life balance – something millennials in particular are looking for in a career today.

“I have read many studies about millennials and there isn’t one that doesn’t talk about the importance (millennials) place on work-life balance,” said Angela Splinter, CEO of Trucking HR Canada.

Trucking HR Canada started the Top Fleet Employers Program which recognizes carriers with sound HR policies and

practices in the Canadian trucking industry. Trucking HR Canada personally interviews employees of the nominated fleets and follows up with the company to measure its formal HR policies.

According to Splinter, through the program Trucking HR Canada has learned that fleets are using work-life balance initiatives to not only recruit younger drivers but retain their experienced ones.

“What we’re seeing in the program as it relates to trucking, is it’s not just about younger employees coming in that want a work-life balance, it’s also wanted by the aging workforce,” Splinter said. “In particular, with the drivers, we know they’re older. Mature drivers are looking for more part-time arrangements and more flexibility. So because fleets want to keep these experienced drivers on, out of necessity, these fleets are making accommodations and offering that work-life balance to their existing drivers.”

Splinter noted that making these sorts of arrangements seem to be paying off for fleets that put them in place, as according to the numbers of its latest Top Fleet Employers Program, 92% of the Top Fleet Employers offered flexible work options to their company drivers.

One of those workplaces recognized as part of the program was Sutco Transportation Specialists based out of Salmo, B.C.

The company currently employs 106 drivers according to Doug Sutherland, vice-president of Sutco, and manages to accommodate almost each and every one of its drivers.

"I believe we have to have more flexibility as employers because times are changing," he said. "Finding work is easier than ever today, so to keep and hold on to your good people, we believe we have to have good programs in place to retain them."

Sutherland said that the company has offered its drivers the ability to work flexible hours to suit their needs, and adjusted work weeks.

"So if they want to work Saturday and Sunday, they can, and

NOT JUST FOR DRIVERS

Having work-life balance options isn't just for drivers. More trucking companies are offering flexible work hours and work-from-home options to better suit their internal and office staff, too.

Sutco offers its office employees flexible work hours, where instead of being restricted to working 9 a.m. to 5 p.m., they can work 7 a.m. to 3 p.m., if they want.

"Whatever works for them is what works for us," Doug Sutherland, vice president at Sutco said. "Often office staff will come to us and say 'You know, I have to change my hours because my kid's school hours changed or my spouse's work hours changed' so we make sure we can work with that."

Bison Transport offers its employees in non-driver roles flexible work shifts as well as the option to work from home if their job permits them to.

"Just like what we offer our drivers, with the office staff we have a similar theme of accommodation," Linda Young, vice-president of HR at Bison said. "We use a variety of shifts to help cover the clock, and in some positions we can offer four days on and four days off...The option to work remotely is available for those in a role where they don't have to be in the office to do their job, and we want to increase people working from home here at Bison."



then they can get two days off during the week," he said. "We also have the ability to transfer our drivers across divisions, to transfer them from full-time to part-time to spare board. It really gives our drivers choice in how many hours they want to work."

Sutherland said that this progression evolved as the company grew larger and human resources became more of a focus for the company. Plus, accommodating driver schedules was a point Sutco wanted to promote to attract new blood.

"We don't have new people coming into trucking because of the reputation of our industry," he said. "So by having a company like ours, with policies and procedures in place that allow drivers to work the hours and days they want, people are now looking at us as a reliable source of employment. In our advertising, especially advertising for new drivers, we say that we offer flexible shifts and part-time work."

Splinter said that placing work-life balance and flexible work options tags on your job advertisements is something more fleets should be doing to find success on the hiring front.

"One of the things we've noticed is that fleets don't even know they have work-life balance practices in place," she said. "Carriers are accommodating their drivers, and offering flexible work options, but they aren't using that language and calling it work-life balance. We often learn about these accommodations through the employees...drivers tell us they love working the flexible hours their company offers, and when we go back to the employers, they tell us, 'Well to keep these older drivers, this is something we have to do.' So as a fleet executive, you need to call it as it is, and in your recruitment efforts make sure you call it work-life balance."

Placing flexible work and work-life balance on its job posting helped Sutco recently when it found success at one of its struggling terminals.

"Our Creston terminal was struggling and we had a tough time staffing up that location," Sutherland recalled. "So what we looked at was having more part-time people fill that gap and today we are sitting at a higher driver ratio out of that terminal than we've ever had before."

Sutherland added that the added benefit of the accommodation is the loyalty he gets back from his employees, "Being flexible is such a give and take," he said. "When you give drivers that flexibility, we found that they're more willing to go the extra mile for you."

Bison Transport is another fleet that is offering exceptional work-life balance options to its drivers.

"On the driving side, the traditional long haul driver used to be out 10-14 days, and we've

managed to get that down to 5-7 days for our long haul drivers,” Naomi Henry, manager of driver services at Bison said. “In our eastern region, we have a short haul fleet, and those drivers are home every second night. And we also have a truck share option for drivers, where they are one week on and one week off.”

Bison’s work-life balance program is a sophisticated one that has seemingly thought of every scenario drivers could want. For example, for those drivers who prefer the flip seat/truck share option, they also have the ability to work here and there on their week off. Additionally drivers are given a snowbird/unpaid leave option, where they can work through the summer, spring and fall and have winters off.

Their most popular program though, by far, said Henry is the passenger waiver option, where they can take their spouse or family member with them during longer trips.

“I’d say about 75% of our driving fleet will take advantage of our passenger waiver,” Henry said adding that some drivers even take their children along with them during school’s summer break.

“We are very fortunate to have a great freight mix, because it allows us to offer these different work options,” added Linda Young, vice-president of HR at Bison. “One of the trends we’ve noticed is that all drivers – not just millennials -- want to be home more, so we do try and accommodate as much as we can. We don’t ever want to turn a driver away, so we make sure we look at every option to get a driver working for us.”

Henry said the HR department’s efforts to be nimble aren’t going unnoticed, either.

“We really see the reward in being accommodating. We saw it recently in our last driver survey,” she said.

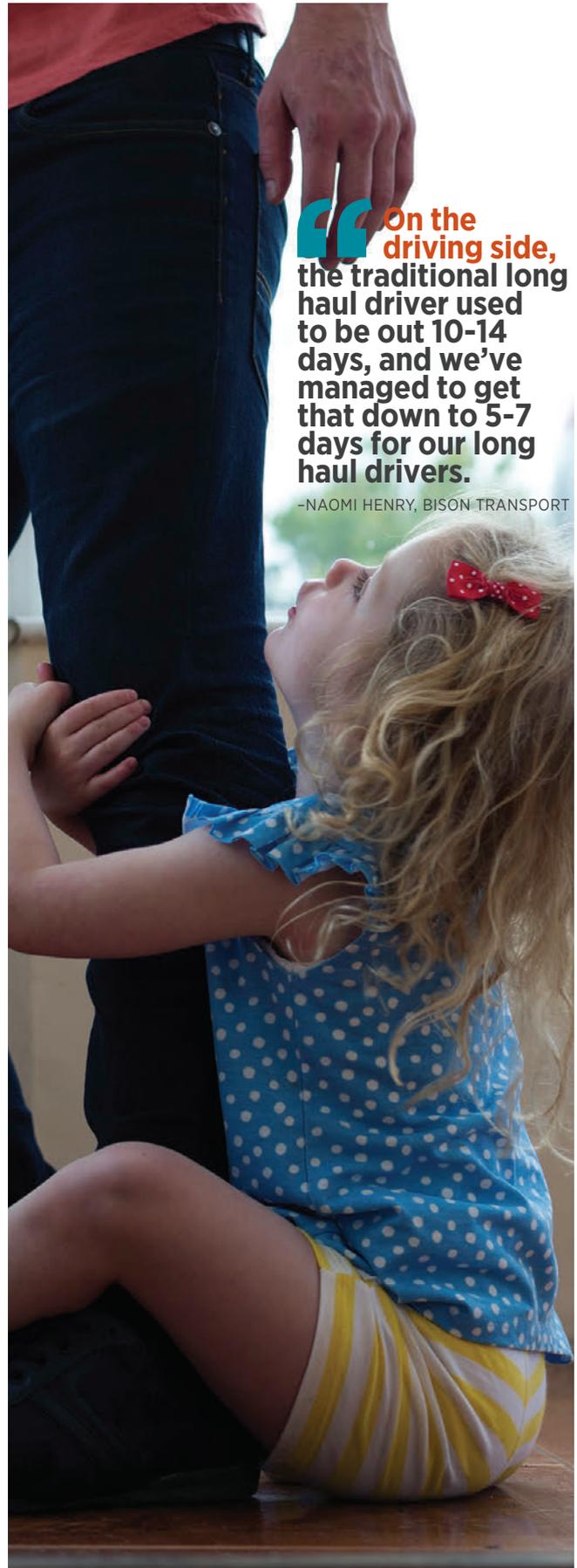
Being flexible isn’t just an option for large fleets like Bison, but small fleets can take steps to being more accommodating as well, Splinter said.

Take, JG Drapeau for example. The operation only has 20 drivers, but according to Margaret Hogg, general manager of the fleet, all have the benefit and option of work-life balance programs.

“A lot of our drivers have been with us for many years, so they’re all like family,” she said. “So if they need a half-day off to pick up their son from baseball, it’s a non-issue. We have no problem with that. We have an awesome dispatcher who will rearrange things so that the customer is still satisfied at the end of the day.”

JG Drapeau drivers are also allowed to take their spouses on the road with them, as well as have pets in the cab.

“What happens when you treat your drivers like that, we found at JG Drapeau, is that they’ll always be dedicated right back to you,” she said. 



“On the driving side, the traditional long haul driver used to be out 10-14 days, and we’ve managed to get that down to 5-7 days for our long haul drivers.”

—NAOMI HENRY, BISON TRANSPORT

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THERE'S AN APP FOR THAT

New apps putting important information at drivers' fingertips

One of the best tools at our disposal is often overlooked in terms of its usefulness. Most of us have one and yet we hardly use it for anything but the simplest of tasks, although it is capable of so much more.

I'm talking about the smartphone. Many of you will be familiar with apps - there are hundreds of thousands of them, from games, to weather and news channels, apps from your TV provider, Netflix-type apps, the list goes on and on.

The smart phone is a handy gadget that provides entertainment on top of its core role as a communication device. You can make phone calls, send text, video and picture messages, e-mail, and find out what your friends are having for supper on social media, but it can also play an important role in making your job or operation far more efficient, too.

There are many apps aimed specifically at the trucking industry. There are a lot that overlap and during my research for this feature, I also discovered that some of them are a waste of time. They freeze, they have pop-up ads, they lure you in with advertised features that are only available if you take out a subscription and if you take a little time, you can find those for free elsewhere.

Not that I object to paying for something that I will use to my benefit; I realize that it takes a lot of time and effort to put these apps together and it's only right that the developer gets rewarded for that, but some of the better apps give you a good deal of features for free, so you can play around and see if they're user-friendly before you subscribe to them.

Now we have the coming implementation, if you haven't already, of the electronic logging device (ELD) on the horizon. It shouldn't make a difference to how the job gets done as everybody will still be working under the same hours-of-service (HOS) rules, but there was a little flexibility with paper logs. If you were running out of logbook and couldn't find a

parking spot and had to go to the next truck stop or rest area, who would know if you bent the rules a little?

However, with an ELD you will immediately record an HOS violation the second you exceed your daily driving or duty limit. In the real world, you can't start parking an hour before you run out of time, just in case the next truck stop or rest area might be full. Runs are scheduled to take into account the HOS, so an 11/13-hr driving day is often necessary.

As Canadian carriers and drivers, this causes its own problems, as we leave one of the major cities and trundle off down the road for 11/13 hours only to find the truck stop or rest area full of other Canadians who left a little earlier than we did! So, what's the answer? How can the smartphone help us out? Apps can be the solution.

The large truck stop chains all have an app. It will tell you how full the parking lot is, how many trucks are in line at the fuel pumps, how many showers are available, and some of them will even allow you to reserve a parking spot or shower from your smart phone. Yes, there is a cost for reserved parking. This may well be something you are not in favor of, but think about it. A few dollars for a guaranteed parking spot is a whole lot cheaper than an HOS violation or a missed appointment because you shut down too early in order to find a place to park before the ELD started flashing warnings at you.

Even pre-booking a shower or saving time by knowing which fuel pump is likely to be free next is going to pay dividends. Everything is being logged by the minute and that can work in your favour instead of against you if you use your time efficiently.

There are also apps from companies such as Transflow or Load Docs that allow you to send bills of lading, ACE and ACI manifests, and Customs documentation directly from your smartphone, avoiding having to go into the truck stop and stand in line waiting for a fax machine. You can also receive the same stuff directly to a smartphone. This can easily save 30 minutes

BY MARK LEE



or more and could make a huge difference to the working day.

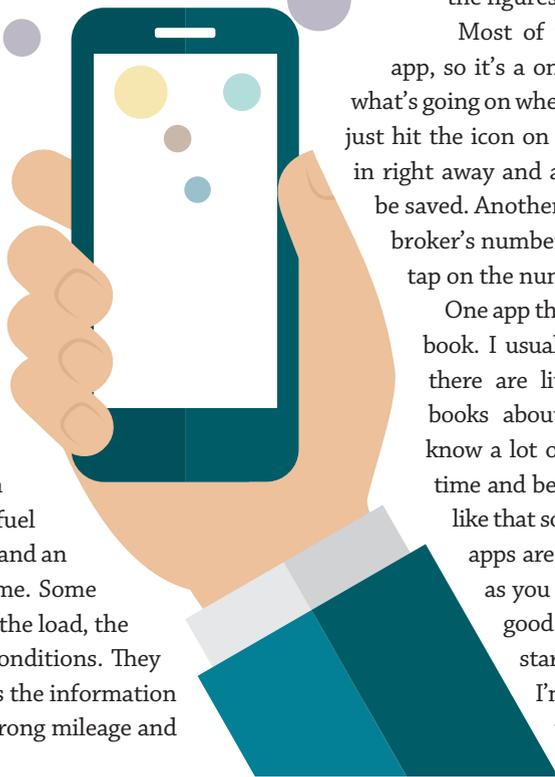
Weather apps can be extremely useful during bad weather. You can see when a storm is heading in and in which direction it is moving, allowing you to plan a trip to take into account the effect it will have on a journey, possibly delaying your departure or taking a different route to avoid it altogether. A lot of states and provinces have highway hotline – or 511 – apps and on these you can see construction, road closures or travel advisories. These are a must-have, in my opinion.

There are also apps for monitoring fuel mileage and maintenance expenses. You can just key in mileage and fuel added while you fuel and they will give you figures for the last tank and an average for the past week/month/year/lifetime. Some allow you to add details such as the weight of the load, the speed you were traveling, and the weather conditions. They can be useful tools, but they're only as good as the information you put in. Miss out a fuel-up or put in the wrong mileage and

the figures will be incorrect.

Most of the load boards also have an app, so it's a one-touch operation to find out what's going on when you're looking for a load. You just hit the icon on your screen and you're logged in right away and any details you've entered will be saved. Another advantage of these is that the broker's number is listed and you only need to tap on the number and the call is made.

One app that I use all the time is for audiobook. I usually listen to fiction novels, but there are literally thousands of self-help books about improving your business. I know a lot of people listen to these all the time and benefit greatly from them. If you like that sort of thing, then the audiobook apps are perfect for this. You can listen as you drive down the road and make good use of time that is usually spent staring out of the window. And as I'm sure your teachers told you, that is not the way to learn! 



STAYING AHEAD OF THE GAME

The importance of
GHG emission-reducing
technology cannot
be overstated

In today's evolving trucking world, it's becoming ever more important to stay ahead of the curve when it comes to curbing your greenhouse gas (GHG) emissions.

And that's not simply because governments are putting regulations in place to force the carrier's hand – there's much more to it than that.

"There are a couple of factors to consider," said Stephen Laskowski, president of the Canadian Trucking Alliance (CTA). "One, the trucking industry is a hyper-competitive sector. Secondly, the amount of carbon that a tractor-trailer emits is in direct correlation to the amount of fuel that it burns. With fuel being the first or second leading operating cost for a fleet in a hyper-competitive sector, the need to look at new technologies designed to reduce carbon emissions is imperative."

The fact that lowering GHG emissions naturally equates to a reduction in fuel consumption, should be motivation enough for fleets to want to employ new technologies to do just that.

Ken Rosenau, president of Rosenau Transport, said for him, fuel savings comes first and foremost from a business standpoint.

"Technology is improving on a daily basis and we want to be the leaders in the industry when it comes to technology," Rosenau said. "Everything we can do to reduce GHG emissions and increase fuel savings we are all for it."

Rosenau Transport has employed the use of side skirts on trailers, super singles, or single wide-base tires, and are

BY DEREK CLOUTHIER

currently testing three different pieces of technology for electronic logging devices (ELDs), which Rosenau said comes with a tremendous amount of information, including idle time, which when reduced, saves fuel and lowers emissions.

And these new technologies are not going away. Not just because the race to develop new technology is the way the world works in 2017 and beyond, but because today's younger generations truly want to make a difference for the environment.

"Today's youth truly value protecting the environment and pays attention to a company's environmental commitments," said Laskowski.

Laskowski highlighted that many of today's Fortune 500 companies list their achievements and commitments to the environment in their annual reports, but at present, the strength of this commitment has not translated into preferential pricing for carriers that have separated themselves from other transportation providers.

"When today's youth become the future shareholders of these Fortune 500 companies, environmental action and commitment won't be measured in words, but instead, with action," he said. "No doubt by rewarding supply chain partners who are committed to these environmental values."

There have been several resources put in to developing new technologies to help carriers reduce GHG emissions, including from the Canadian Fuels Association, which worked with the SmartWay Partnership program to offer fleets options that work for them.

Rob Hoffman, director of government and stakeholder relations for the western division of the CFA, said his association is dedicated to helping Canadians get more mileage out of their gas tanks and its members are committed to developing fuels with a smaller environmental footprint.

"Better mileage minimizes the environmental impacts of transportation and, at the same time, reduces fuel costs for individuals and businesses," said Hoffman.

The SmartWay Partnership program's goal is to reduce fuel costs, improve efficiency and encourage best practices in freight supply chains. Natural Resources Canada administers the program in Canada and has encouraged more than 3,000 North American companies to take part.

The program was launched by the US Environmental Protection Agency in 2004, and taken up by Natural Resources Canada in 2012, and because of that, Hoffman said there is 'a huge volume

of existing and emerging information under the program's umbrella' that those taking part in the SmartWay Partnership should leverage.

"SmartWay is a great tool for members to tap into for learning and sharing about fuel efficiency and reducing emissions," he said.

One of those members is Steinbach, Manitoba's Ruby Truck Line.

Rob Broesky, business development manager for Ruby, said his company was looking for ways it could develop a more competitive business model for the future, and the SmartWay program just made sense.

"The biggest benefit that we see at this point is the awareness that SmartWay has stirred up in many areas of our operation," Broesky said. "There are tangible results that will change how we do things moving forward to make us better."

These initial benefits Ruby has seen in the first months being a part of the SmartWay program have come as a bit of a surprise, as they have helped to reveal some of the nuances of the company's operating habits.

"Things such as shifting, idling, vehicle inspections and speed are everyday occurrences that once broken down reveal surprisingly massive inefficiencies you didn't realize were there," acknowledged Broesky.

When it comes to idling, Broesky said a statistic he came across made an enlightening impression on him.

'If a 100-truck fleet were to cut idling by one hour a day for 260 days, it would save approximately 104,000 liters of fuel or approximately \$114,400.'

"Those are huge numbers," said Broesky, "and every truck making a slight adjustment to its idling habits can make an immediate, direct impact."

With the ongoing development of new technology at a seemingly furious pace, fleets must decide which options work best for them.

"In the near future, the majority of trucking companies are going to have to either enter partnerships with third party evaluators or OEMs to ensure their fleets are staying competitive on the technology front," Laskowski advised. "Such partnerships will serve to separate the snake oil from the real, proven technology opportunities, ensuring the carrier is operating at peak environmental and operational efficiency."

Rosenau believes the investments carriers make today will help improve their future.

"You have to have big-picture thinking and be able to adapt to changes," he said. "Bottom line, it is very important." ●

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