



**NRMCA 2006 Developing Industry Leaders**

**Ready Mixed Concrete Driver Recruitment and Retention Challenges**

**Final Report**

**April 30, 2006**

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# **Ready Mixed Concrete Driver Recruitment and Retention Challenges**

## **Final Report**

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## Ready Mixed Concrete Driver Recruiting and Retention Challenges

### Summary

Late last year, under the direction of NRMCA's Executive Committee, a group participated in the Developing Industry leaders (DIL) program. The assignment was to choose and explore an industry related issue that needed attention. This issue, if improved upon, would have a positive impact on the industry as a whole, both short and long term. The issue we focused on was Ready-Mixed Concrete Driver Recruitment and Retention. Specifically, we wanted to identify the circumstances surrounding the current driver shortage, determine the current and future potential impact on our industry, and finally, initiate strategies to reverse the trend. We felt that the driver shortage, if left un-addressed, had the greatest potential to negatively impact our industry's performance.

Our group partners are David Bosarge, Bayou Concrete; David Killian, Rinker Materials Corporation; Frank Mathis, Sunroc Corporation; Dan Osborne, Titan America LLC; Ken Nehilla, Florida Rock Industries, Inc.; Steve Wild, Rinker Materials Corporation, and Chris Young, Lafarge North America, Inc. As a very representative cross-section of our industry, we work at companies of varying sizes, locations throughout the country, and experiences within the industry. However, as different as our team's background was, we all faced the same problem: ***How do we improve our recruitment and retention of the most highly qualified and suitable delivery professionals?***

Our project began late last year with a series of conference calls, which allowed us to share our experiences related to the shortage of delivery professionals. Since we had each volunteered to be part of the group, it was not the greatest of revelations that we were, indeed, all short of qualified drivers. We were able to summarize the major reasons for the shortage in just a few points:

- Long hours combined with an inconsistent work day;
- Performance expectations of a Ready-Mix Driver are greater than other drivers in the heavy truck category. They are expected to **do more** and **know more** than a typical Class B driver;
- Traditional recruiting techniques not working and there are few internal referrals;
- The industry is not fully tapping into the Hispanic population or the entrepreneurial motivations of Owner Operators.

So that we would not duplicate current efforts, the next step was to find out what NRMCA does to help the industry address these challenges. To date, their focus has been to improve retention by increasing the status and professionalism of the position through the Mentor Driver and Certified Concrete Delivery Professional programs. NRMCA also had renewed interest in developing other programs that members could use to produce Class B Commercial Drivers' Lincensed (CDL) drivers. This could be accomplished through partnerships with community colleges, trade schools and trucking schools.

NRMCA was also working on a program that involved federal government agencies that would financially support veterans' training to obtain commercial drivers licenses.

Next, we attempted to quantify the annual impact of driver shortages. Based on data in the 2005 NRMCA Fleet Benchmarking and Cost Survey and the 2005 NRMCA Ready-Mix Concrete Industry Data Report, we estimated the negative financial impact of an idle truck. Here are our findings:

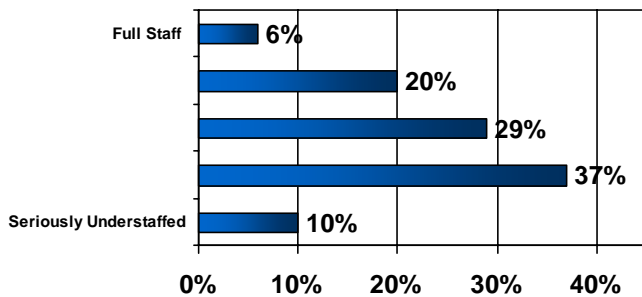
	Avg Member*	Industry Leaders*
Cubic Yards/truck/year	\$ 5,779.00	\$ 6,112.00
• Average Sales Price	\$ 69.44	\$ 72.77
• Profit/Cubic Yard	\$ 2.81	\$ 6.30
Lost Revenue/truck	\$ 401,294.00	\$ 444,770.00
Lost Profit per truck	\$ 16,239.00	\$ 38,056.00

\*Data from 2005 NRMCA Fleet Benchmarking and Cost Survey and NRMCA Ready Mix Concrete Industry Data Report utilizing 2004 data

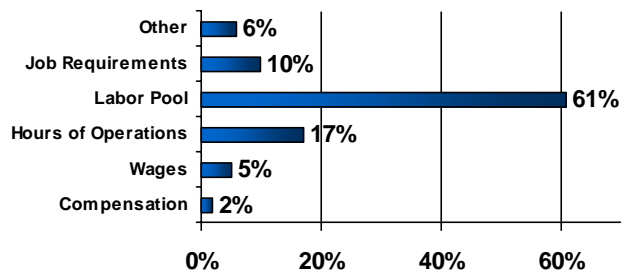
So many of us fail to notice, or take into account, that each truck remaining idle at our plant represents lost opportunity for additional volume and profit. In fact, since most of us are regular exceed our breakeven volume quotas, any additional volume would come at incrementally higher profits!

While our group was quite certain that this was indeed a widespread problem within our industry, we decided it was important to gather information from as many sources as possible. We developed a questionnaire that was distributed through NRMCA and received 109 responses. Here are a few of the results:

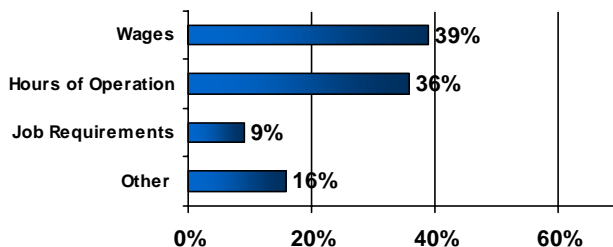
#### Rate your current Driver Situation



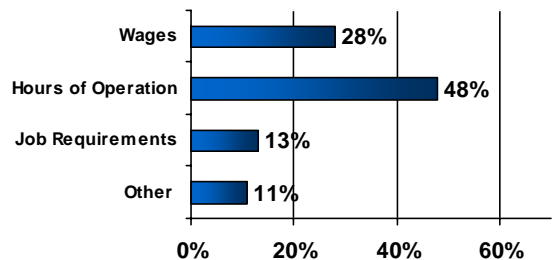
#### What are your greatest challenges in hiring drivers?



#### Why do drivers leave for another driving position?



#### Why do drivers leave for non-driving position?



The survey results confirmed what our group initially hypothesized, that this was indeed a widespread problem, and would continue to get worse unless something was done to reverse the trend. With guidance from our group facilitators, Eileen Dickson and Lionel Lemay, we asked NRMCA's Educational Activities Committee to hold focus groups with industry representatives to help us develop strategies to address driver recruitment and retention.

Two focus groups met. The first, in Ontario, California on March 16<sup>th</sup> and 17<sup>th</sup>, consisted of 17 participants and represented over 30% of ready mixed concrete production. The second was held in Silver Spring, Maryland on March 21<sup>st</sup> and 22<sup>nd</sup> with 24 participants, representing 21% of ready-mix production. In total, the two focus groups represented 40% of ready mixed concrete production in the United States.

The objective of the focus group meetings was to develop strategies that the industry-at-large could implement to address driver recruitment and retention. In addition, the focus group developed a strategic roadmap.

Collectively, the focus groups' suggested three major *recruitment strategies*:

1. Improve the image of the industry through marketing communications, including grassroots image campaigns and other channels such as the Internet. One concept quickly went under development by NRMCA. They will develop a generic ready mixed concrete driver recruitment website that would promote the benefits of the profession as well as link potential drivers with member companies.
2. Develop collateral print and video materials that producers could customize to promote the industry to potential drivers. Many recruiters and employment agencies use video presentations to attract prospective employees
3. Conduct market research to help members gain deeper knowledge about labor pool dynamics in terms of culture, gender, age, etc. Conduct market research to develop an industry-wide formula to calculate hiring and training costs of a driver with and without a Class B CDL. Basically, the focus groups wanted NRMCA's help to find out who is out there and what it will take to attract good drivers to our industry.

The task group also identified three major *strategies to improve driver retention*.

1. Conduct market research that would identify comparative compensation statistics across industries (ready mix versus local short haul & delivery drivers). Also, identify those benefits that are most important to drivers as well as an understanding why drivers leave the industry, whether they continue to drive or change professions. Finally, collect and disseminate best management practices regarding wages and benefits to NRMCA members;
2. Develop a frontline driver supervisors' training program that includes better communication and managerial tools to work with subordinate drivers;
3. Promote the industry to improve its image. Promote industry, as well as drivers' accomplishments, to customers, government agencies, and the media were two ideas.

Finally, in order to best prepare an individual for the job as a Ready-Mixed Delivery Professional, we feel it is critical to train them from the start. Treat the position as a career, giving it the credibility it deserves. We believe this will improve both recruitment and retention of Ready-Mixed Concrete Delivery Professionals.

In order to accomplish this, it is vital that we increase the number of programs available for individuals to earn a class B CDL in combination with ready-mix training. It will anchor new drivers so they can grow to become Ready Mixed Concrete Delivery Professionals. Our DIL group's recommends creation of a standardized program that would be incorporated into the curriculum at local community colleges, trade schools and trucking schools. Member companies that wish to complete their own training in-house could utilize the curriculum.

Our next steps are to complete a draft roadmap for driver recruitment and retention by the end of April. Also, our group will continue to work under the Educational Activities Committee (EAC) for implementation. While several of our group's members will continue to work on the task group to help complete this strategy, we will also expand the task group for a wider network of members across the nation.

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## NRMCA Driver Recruitment and Retention Focus Group

Silver Spring, MD  
March 21-22, 2006

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## Documenting the labor shortage

US Bureau of Labor Statistics  
Office of Occupational Statistics & Employment Projections

*Key trend: Economy projected to grow faster than labor pool*

- Men between 35-54
  - Is the primary driver demographic
  - Amount in labor pool is flat or declining through 2014
- 60 million workers will retire over next 30 years
- US economy will create
  - 17,000,000 jobs by 2010
  - 9,860,000 ( 58 %) will not required a college education

2004

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## American Trucking Association Study

- Projected 10 year need: 539,000 long-haul drivers
- Retirement drivers 55+ = ½ drivers needed
- Supply new long-haul Truckers grow 1.6% annually next 10 years
- Economic growth projected 2.2% annually
- Long Haul hiring campaign kicked off February 2005
- Goal: to offset current demographic trends limiting workforce

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## Employment of Heavy-duty Drivers by Industry 1,767,000 (US Bureau Labor Statistics)

Trucking Job Classifications (26)	% of job	Population
1. General Freight	29.3	518,000
2. Self-employed	12.5	220,000
3. Specialized Freight Trucking	10.3	183,000
4. Cement & Concrete Product Mfg.	3.9	69,000
5. Grocery and related	3.2	56,500
6. Specialty Trade Contractors	2.2	38,900
7. Employment Services	2.0	35,000
8. Waste collectors	1.5	26,500
9. Couriers	1.4	25,100
10. Highway, street, and bridge construction	1.2	23,000

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**Competing Industries  
Essential Worker shortage**

<b>Industries with shortages</b>	<b>Unemployed by job classification</b>
<ul style="list-style-type: none"> <li>Health care: 200,000</li> <li>Hotel: 700,000</li> <li>Construction: 1,000,000</li> <li>Restaurant: 2,000,000</li> <li>Transportation: 20,000</li> </ul>	<ul style="list-style-type: none"> <li>Health care: 500,000</li> <li>Hotel: 844,000</li> <li>Construction: 561,000</li> <li>Transportation: 187,000</li> </ul>

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**Demographic Characteristics of Truck Drivers**

	<b>Long-Haul</b>	<b>All Others</b>	
<b>Total</b>	1,150,000	2,140,000	
• Male	1,098,000	1,997,000	
• Female	52,000	143,000	
• % Female		04.6%	06.7%
<b>Average Age</b>	43.1 years	40.6 years	
<b>Race</b>			<b>% US pop</b>
• White	80.6%	77.0%	69.0%
• Black	11.7%	12.4%	12.9%
• Other	7.7%	10.6%	
• Hispanic	9.7%	13.0%	14.1%
<b>Education</b>			
• < High school diploma	25.7%	24.7%	
• High School diploma	47.6%	44.3%	
• Some college or college	26.7%	31.0%	

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**Average Weekly Earnings**

	<b>Long-Haul</b>	<b>All Others</b>
<b>Total</b>	<b>Ave. Wkly Earnings</b>	<b>Ave. Wkly Earning</b>
• Truck Drivers	\$ 719	\$567
• Wages Only	83.6% \$ 694	95.2% \$562
• Self-Employed	12.9% \$ 769	2.7% \$602
• Wages & Self Empl.	3.5% \$1142	2.1% \$764
<b>Hourly Rate (BLS-'04)</b>		\$14.28
<b>NRMCA Hourly Reported rate</b>	\$17.99 Union; \$15.44 non-union	

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**US Census Bureau: Future Demographic Trends**

- All current CDL drivers over 55: 20%
- Growth labor force decelerates after 2007 from 1.4% to .5%
- Average age become CDL: 30
- 2014
  - 35-44 year old males: - 6.5% (29% all drivers)
  - 45-54 year old males: + 5.3% (26% all drivers)
  - 35-44 year old white males: -17.7%
  - 45-54 year old white males: + 4.0%
  - Below ave growth rate 30-44 males: + 1.6%

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## Potential Labor Pool

- 55-64 age group 13% current drivers 36.5% in 2014
- Strong growth in males Hispanics in 30-64 age groups
- Hispanic males higher % drivers than all over population
- African American males higher % drivers than all over population
- White males between 35-44 and 55-64 slight rise in population
- Workers in 21-24 age group are 30-34 in 2014. Increase this group to potential 136,000 drivers entering market
- 2014 45-65 labor pool stabilizes
- 2/3's potential 500,000 CDL required will have to be attracted from other occupation

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## Trucking Shortage facts

1990's: 20's-30's: reached potential earnings  
 Manufacturing & construction industries (laborer and semi-skilled)  
 Trucking Wages 6-7% higher

2000: recession  
 Drivers left for construction industry when ave. weekly earning fell 9% below construction earnings (construction 6-7% higher)  
 Manufacturing and construction wages up 13% past 4 years  
 Trucking reported 1.5% lower wages through 2004

To return to trucking's relative wage position in 1990's, and exceed construction's wages, truck driver wages will have to increase 7-8%

Other reasons cited not interested in trucking:

- Unpredictable schedules
- Time away from home

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## Trucking Shortage facts

1. Regulatory pressures: Licensure (not needed in manufacturing and most construction)
2. Criminal Background Check
3. English language requirement - loosing recent immigrant population
4. Medical Standards: Federal Motor Carrier Safety Adm. new blood pressure threshold – medial liability disqualifies many drivers
5. Mandatory new hire training
6. Hours of Service
7. Insurance Company and self-insured company setting limits higher for below average drivers in hiring practices
8. Driver Safety Screening: Federal Motor Carrier Safety Adm. past employer for drug and safety record
9. Immigration and Guest Worker programs limited

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## ATA's recommendations

- Retain 45-54 as they become 55-64 years old
- Absorb drivers in higher sharer from fast-growing minority groups
- Pass along rising wages and fuel costs to customers

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## **Driver Recruitment and Retention Survey**

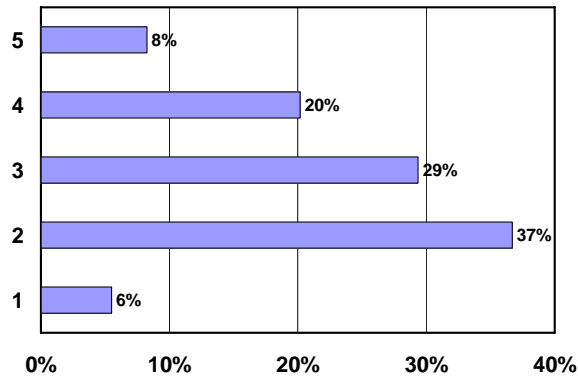
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**March 2006**

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1. How would you rate your current driver situation? (1 fully staffed 5 seriously understaffed)

**Current Driver Staffing**  
1 = fully staffed, 5 = seriously understaffed

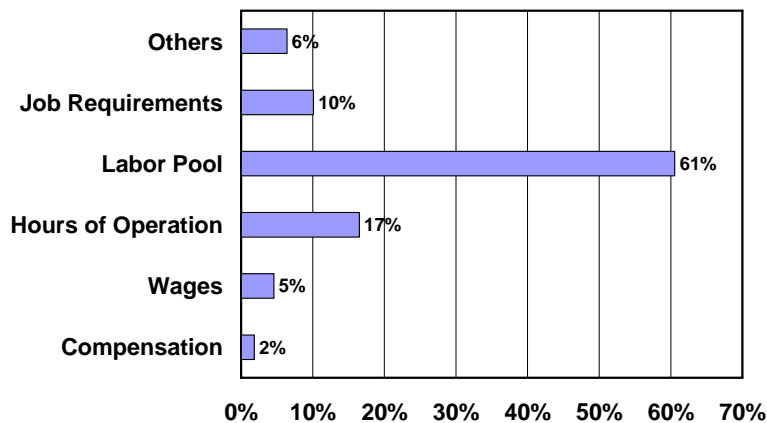


2. On average, how many trucks are idle each day due to driver shortage?

Average: 7.2 trucks  
High: 75 trucks  
Low: 0 trucks

3. What are your greatest challenges in hiring qualified drivers?

**Greatest Challenges in Hiring Qualified Drivers**

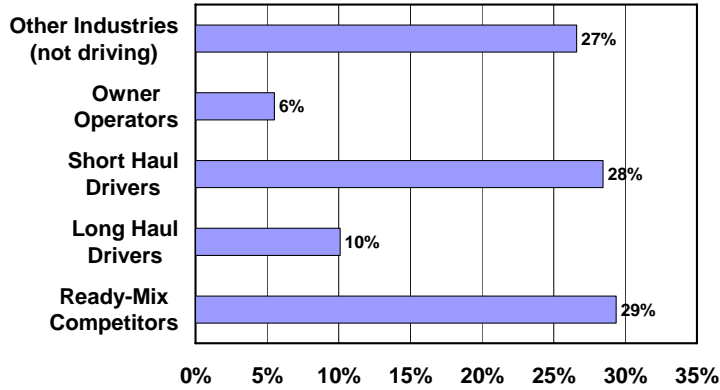


4. Is your competition experiencing similar shortages?

Yes: 108  
No: 1

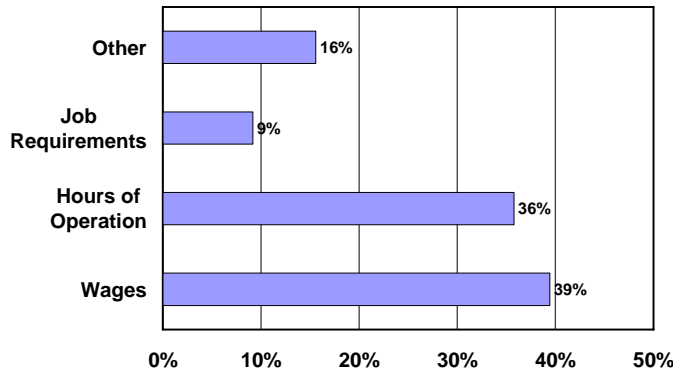
5. Who is your greatest competition for driving positions?

Greatest Competition for Drivers



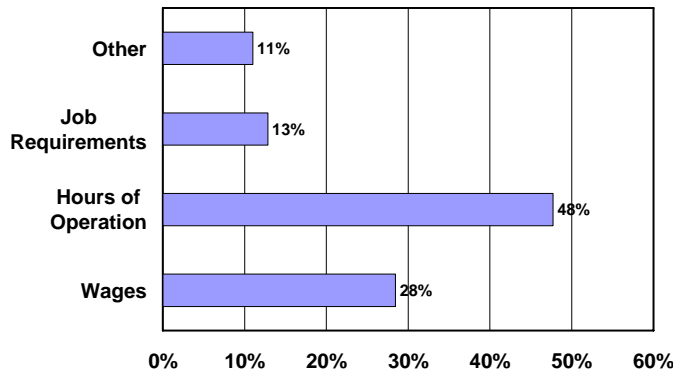
6. For those drivers who report that they will still be driving, what are their perceived advantages of working for these other transportation companies?

Advantages of Leaving for Another Transportation Company



7. If your drivers leave for a totally different industry (no longer driving), what are the perceived advantages of working in those other industries?

Advantages of Leaving for another Industry (not driving)



**8. What is the turnover rate for your Ready-Mix Drivers? (if not sure, estimate)**

Average: 38%  
 High: 105%  
 Low: 1%

**9. What are the main reasons for your driver turnover?**

- No reason given 2. Moved away
- Young drivers, Money, time, change
- Hours of operation, not knowing their schedule from day to day, hour to hour. Responsibility for product and customer service.
- Don't Like irregular Hours Too Many Hours
- Failure to achieve their goals after 6 months of strike.
- seasonal work and lay-offs
- UNABLE TO SHOW UP FOR WORK, UNABLE TO DO JOB , NOT REALY WANTING TO WORK
- relocation, don't like job, attendance
- not enough hours in the winter season
- Changing industry Leaving area Work hours too variable
- higher wages different work requirements
- hours of operation and family problems
- fired
- same as 6
- Position change Disciplinary
- Wages, work conditions, hours, type of work
- Underqualified drivers cannot pass the training course
- Lack of steady work
- Not enough hour, wages or stability through the winter months.
- transient community and too many hours
- Higher paying industrial jobs. Short haul trucking.
- Too many hours. Moving due to family situations.
- Readymix competitors
- Wages and medical benefits. Medical benefits are provided by the company but at a % cost to each individual. Some over the road carriers provide it for free to the employee and their entire family.
- Hours of operation job not what they expected it to be Job is stressful and physically demanding
- not working in the winter
- wages and hours
- Accidents, positive drug test, don't want to work Saturdays
- Too hard, dirty, seasonal
- The idea that grass is greener on the other side of the fence. large demand small supply
- Patience and Safety
- family, poor performance
- Seasonality and long days
- Long hours, 6 day work weeks, wages
- Wages and benefits
- Winter lack of hours
- New hires not understanding the job requirements.
- Hours of Operation
- Wages
- Hours

- Long hours in summer with no work in the winter. No benefits, or pay, unable to adjust to industry.
- unstable personal life. lack of good work ethic, very good job market lots of choices for employment
- Driver performance related to lack experience, attendance, and training issues.
- More money
- Unqualified drivers, Failing Drug tests
- Unqualified drivers, Failing Drug tests
- 50% Leave for a variety of reasons and 50% leave because they can not meet our standards
- Violate Drug Policy 9.6% Refused work when available 14.8% Retired 2.9% Not Enough Hours 2.2% Other Employ. 13.3% Theft 5.9% Too Many hours .8% Moved out of area 4.4% Incompetence 6.7% Resigned- no explanation 17.8% Violate comp. rules/insub. 11.9% absenteeism/tardiness 6.7% death 2.2% license suspension .8%
- Inconsistent hours and pay
- Not Qualified or enough driving experience
- Hours of operation
- fail drug/alcohol testing, excessive absences & tardies
- Leave for other driving jobs not in the Ready Mix industry...
- Hours, too many in the summer, too little in the winter.
- not a set schedule
- Turnover is extremely high with employees that have been with the company less than 18 months. Many drivers didn't realize that being a mixer driver is less driving and more equipment operator.
- Wages
- Easier job
- Wages
- We lose 40% of those we hire in the first year. The main reason is that the hours of operation are too long and we have a 12 month construction season.
- hours of operation
- Hours of operation. Lots of hours but irregularly scheduled. When they come to work they don't know when they'll be home.
- Wages and perceived lack of respect.
- job requirements
- Company rule violations and hours of operation.
- Driver competency driving off road and being face to face with not so friendly contractors Variability of hours -too many hours in summer and not enough in winter
- Lack of Qualified / Seasoned employees. cannot/willnot do the job required. Most leave on their own because they cant/ dont want to do the work or they have illusions of a better deal.
- unable to do the job are better hours
- Wages and hours of operation.
- Hours of operations, wages
- having been fired for driving or substance abuse
- Reduced hours due to weather or layoff
- Wages, hours, just do not like the job...
- Business cycles combined with financial management
- Relocation
- Wage, hours, unknown schedule
- Wages
- not enough hours

- Despite what they say in exit interviews we feel alot of the turnover is lack of employee engagement and making them feel they are a part of the company, which comes from lack of frontline leadership skills
- people that leave are usually people that should have never been hired. they quit for a variety of reasons but the main one is pay.
- To find nonseasonal driving jobs.
- Accidents-drug screens
- They think we are too structured
- Fluctuation of hours
- HOURS, SEASONAL WORK, WAGES
- When I interview a prospective hire he/she tells me what I want to hear. We have a 45 working day probationary period that we use to evaluate the new hires to see if they can show me or not.
- work performance
- Hours of operation for the wages paid. Too many early starts
- hours, wages, and job environment.
- terminated for serious accidents or other violation of work rules
- new drivers don't work out
- 2005 58% QUIT.... (Retired 7%, moved 7%, over the road 14%, family problems or garnishments 14%, other employment not driving 14%, some gave no reason 44%.) 42% FIRED.... (Drugs 50%, Absentee 30%, Carelessness 20%)
- Lack of steady work and therefore more money and better benefits.
- In consistent hours.
- Compensation change (hourly to pay by the load)
- New Hires-job requirements, work schedule Others-relocation, change in occupation
- Job performance
- Usually retirement or disability
- Wages
- Burnout
- Higher pay for driving positions, remote work that pays more and more hours
- Other positions outside of driving and terminations
- higer wages
- go out of state for higher wages
- attendance, safety issues
- Take another job Personnal issues - day care, family problems relacte out of area

#### **10. What are the main reasons that your drivers DON'T leave your company?**

- They enjoy working for us. They are assigned a truck and their name is put on the doors for "ownership" of that truck. They receive performance-based bonuses. We try to have fun activities periodically, have a summer company picnic, and upscale holiday parties. They have company uniforms and boot allowances.
- Maturity--realize the grass may not be greener.
- Seniority, like what they do, benefits, lack of desire to change.
- Family Culture Like the people they work with Team Benefits
- At the present time they are working for a higher wage rate then their prior position
- high wages and benfits per hour
- YEAR ROUND,NEW TRUCKS,NO OVERNITES,GOOD WORK PLACE
- wages, benefits
- Our senior drivers are vested in the pension, so they stay with the company. Junior drivers get a 401K and do not have anything tying them to our company
- Benefits Available hours Advancement opportunities

- a decent total compensation package
- wages, stability, benefits
- bonus-profit sharing-family owned
- Wages Benefits
- Like the organization, treated fairly, management concern
- Compensation package is attractive for the drivers not interested in becoming owner operators.
- seniority
- They are family and taken care of.
- loyalty and stability with good wages and benefits
- Good relationship, wages and benefits.
- Like the company culture. Treated fairly and compensated well.
- Close-knit employee base
- Stability. Our company has been in business for 60+ years with the same privately held family ownership. Many of our core employees have been with us for 20+ years. Overtime is another reason. We pay overtime daily after 8 hours instead of after 40 weekly.
- Wages/Benefits
- Stable co, good pay & respect
- seniority
- Benefits and wages, excellent working conditions , new equipment
- Enjoy work, wages, benefits and good place to work
- good place to work good stability
- Benefits and Upper Management
- outstanding culture pay/benefits superb leadership
- benefits, pay, company attitude
- Loyalty, benefits, performance compensation
- Security
- Family atmosphere, benefits (health)
- Good company culture and benefits
- Benefits Wages Communication
- Benefits
- Wages
- wages/benefits/working conditions
- local job not having to leave town. able to plan a family life . controlled hours
- Wages and benefits
- Loyal to company.
- Compensation, new equipment
- Compensation, new equipment
- Wages and how we treat them, positive interaction and concern for their welfare.
- Recognition Wages & Benefits Steady work
- Good pay, great benefits, go home every night
- Wages & Benefits
- Family owned and appreciate our appreciation of them
- loyalty, satisfied w/pay, laid back atmosphere at our company
- Comfortable. Give the job an chance and we do everything we can for them.
- Pay
- long term company with a sense of security
- Fair wages, decent working environment, good benefits
- benefits and treat them like people
- Older
- Good management with good relationships among drivers.

- wage and benefits
- 401K, Medical benefits, profit sharing, stock purchase program
- Stability and overall positive environment that the drivers understand and are comfortable with.
- good pay lot of hours like the people they work with
- Compensation package.
- Higher wages than other driving jobs They like the idea that each day is different. with a different mix of work each day. Don't get into the same routine every day
- Compensation, benefits, work environment
- good company to work for we treat all or employees equal
- Insurance benefits.
- Benefits, job security, and good management
- seniority and location
- Type of work; changing environment; lack of direct supervisor over the shoulder; company management; wages; home nightly; daylight hours; accomplishment in seeing things built and they were part of it
- Seven-five percent of our drivers have been with us for three years or more and I believe they are comfortable with our company policies and how management treats them...They have been driving for awhile and want to settle down... We get some younger people coming back two and three times before staying with us...
- Excellent benefits and understanding of our business
- Management
- Quality of equipment, pride in company, compensation package,
- Benefits, Incentives
- we offer the best in our local market and we really show our employees a lot of attention and genuinely care about them.
- Great Benefits
- They are in tune with our organization. They feel that they are appreciated and important to our company's success.
- Fair wages, fair treatment and not many other job opportunities in area.
- Good Benefits-get to go home at night
- Our strong core values, our economic strength, and they value the investment we put in our people
- Stability
- Security
- benefits, wages, working conditions
- COMFORT LEVEL
- We are a stable company that has been in business over 50 years. We pay a very good wage with good benefits and run quality equipment.
- stability
- Stable work place Good benefits Good working environment
- They like the overtime, and typically don't have family or personal commitments that prevent them from meeting the schedule requirements of the job. Some also stay because they enjoy the independence of the job.
- We offer competitive wages and benefits
- wages benefits
- Live close to work. Home every night. Don't work every Saturday and no Sundays. 30 hour guarantee. Medical & Retirement.
- Once they gain some seniority the pay and benefits are good. It is a good job with a good company. Once they get used to it, most drivers consider the job not to be too physically demanding.
- Benefits and job satisfaction.
- culture, benefits, and stability

- wages and work environment
- Good company, industry leader
- Good wages & benefits, seniority position
- They are comfortable
- Good working conditions, fair pay
- We try to maintain a more relaxed work atmosphere, provide training to better our employees, plan functions as a family company.
- Wages and benefits
- location relative to their homes
- We do have competitive wages, there home every night. When were not in full production, we keep them productive so they don't loose there jobs. We treat our people with respect.
- benefits and wages
- great benefits

#### 11. What outside resources does your company utilize for recruitment? Has it worked?

- local websites and newspapers
- Newspaper ads work. Employment commission does not work.
- Driver job fairs, sign on bonuses, head hunters, radio advertising, etc.
- Newspaper Yes Cable Advertising No Paper Flyers at Markets Yes Job Fairs Yes
- Staffing agency.
- newspaper ads - each year results vary.
- NEWSPAPER - SOMETIMES WORD OF MOUTH
- Truck driver staffing company. Did not work very well, compensation for overtime at marked up rate not economical, turnover rate high from these groups
- We simply advertise in the newspaper, traing and help license non qualified drivers.
- NBI CareerBuilers.com Both have worked to a limited degree
- none
- NBI (National Business Institute) Yes it did, The market was tight and we used them to hire drivers from other professions.
- driving schools, career connection and friends of employees --all 3 very successful
- none
- Referral Newspaper advertisement
- none
- Advertizing in the local publications
- none
- Monster.com and EDD. Yes
- none
- None
- Newspapers give us lots of applicants. Referral and signing bonuses of \$4000 does okay. Signs on trucks okay. Signs on plants.
- Local paper ad. Not well.
- We have used newspaper, radio, billboards, the internet and even a marquee sign for advertising driver positions. Of all of the inexpensive marquee sign has been most sucessful for us.
- Newspapers Electronic Job boards CDL Schools
- Signs on our truck
- NBI Driver Training (poor quality of drivers from last recruitment)
- Newspaper ads, word of mouth, some job fairs.
- newspaper advertisements. Brings applicants, but not good quality.
- news paper adds. works some of the time

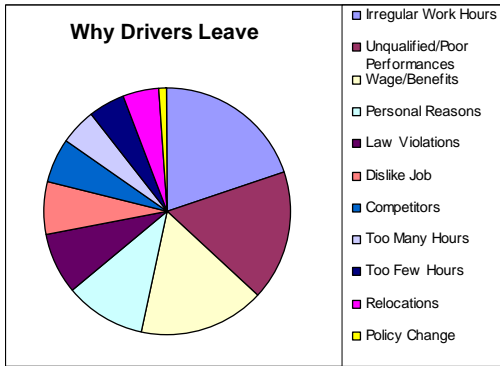
- Newspaper Adds and Word of Mouth
- ads (traditional) signs on trucks referral bonus Yes, these have worked but not sufficiently
- Want ads only
- Newspaper ads, tv, signs, on-line, referral bonuses, sign-on bonuses Sometimes
- Newspaper-----yes
- Have not found an effective outside agency...word of mouth best recruitment tool.
- Newspapers. It gets applicants here, but not necessarily qualified.
- Job Fairs - Yes Classified Ads - Yes
- Temporary agencies - No Newspaper advertisement - Yes Sign on Bonuses - Yes
- Inside training program - yes it works
- none
- newspaper- ok, employment paper- fair , radio- not good at all, work fairs-ok, walk ins and word of mouth work just as well
- We use newspapers, word of mouth, walk-ins and driver recommendations
- Newspaper Ads. Internet.
- Employment Agency/have not had to use it
- Employment Agency/have not had to use it
- Paper, and Cable TV adds(Delmarva on Line) They have worked well.
- Newspaper, radio, employment offices, driving schools, community colleges Newspapers and driving schools have worked the best.
- Paper ads-No Signs-No Job Fairs-Yes-to a small degree Radio-??
- Driving Schools and local news ads.
- None
- internet, newspaper. got 1st internet driver this year, newspaper somewhat successful, mostly referrals from current drivers with us
- None
- None
- none yet- looking to go to a technical school for recruits
- We've tried newspaper ads (bad), job market (worse), recruitment agencies (inconsistent)
- Temp Services - some
- newspaper, banners,
- Word of Mouth
- Mainly advertisements, both online and newspaper. It works to a degree, but we still have 25 to 27 open jobs every day.
- job fairs owner operator programs with limited success
- We're two months into a 6 month contract with Careerbuilders. For the first two months, we hired 40% more drivers than we did last year.
- A good relationship with local truck driving schools is huge. State employment agency, including personal contact with the veterans representative. Sunday newspaper is about the best source.
- word of mouth radio newspaper
- Industry association recruitment, local advertising. It currently has a few flaws.
- Some EEO agencies - Not very successful with applicants that are qualified
- paper, word of mouth, company recognition
- on-line and newspaper
- None
- Local College Driver Graduates Staffing Services Local Advertisement Yes.
- none
- newspaper; finders fee (rewards for drivers); PA Careerlink (unemployment office). Fair results with all - Applications not an issue, retention
- Newspaper, Radio, Unemployment office...we get applicants... Had ten applicants February, 2006 only four qualified under our safe driving requirements... of these four two

- accepted a driving position... one quit the second week went back to his previous job on an offer of more money...
- Word of mouth
  - Advertising, some success
  - Classified ads and signage. NO
  - advertizing
  - Employment Guide and other advertisements Local Job Fairs Community College Truck Driving School Employee Bounty Program for referrals They all work to some extent but no silver bullet.
  - Paper ads, employee referals, internet ads. Paper ads work the best followed by an extensive background check.
  - Adds in local paper. Yes
  - None
  - None. At this time
  - Truck Driving Schools It has workded very well.
  - Job fairs. Not very successful.
  - none
  - CLASIFIED ADS-PRINT&ON LINE; LOCAL UNEMPLOYMNET AGENCY; DRIVER TRAINING SCHOOLS. OUR MOST SUCESSFULL MEANS SEEMS TO BE WORD OF MOUTH
  - I do everything in house beyond the occassional ad in the local newspaper. I'm comfortable with our recruitment practices
  - job fairs
  - For drivers it is just newspaper advertising plus employee referral bonuses
  - Advertising in the media works great
  - advertisements (paper, radio) refferals, incentives somewhat successful
  - Newspaper-no Employment Service-some help Hispanic Recruitment-no luck yet Driver Referral Bonus
  - Referrals from other drivers seem to work the best. They know what the job is. Newspaper adds bring in a lot of applications, but very few of the applicants are qualified.
  - Newspaper and flyers
  - recruitment agency specializing in volume recruiting
  - Over the Road Driver Training Schools- NO, Vocational Truck Driver training might be an option if available
  - Driving schools, union, newspaper ads. Marginal success
  - Union affiliation; want ads; employee incentives - for the most part it works, but it is getting ,more difficult. The new challenge is language differences due to a new workforce opportunity.
  - Flyers, radio, posters
  - Newsprint. It works somewhat, but we are currently exploring other avenues.
  - We utilize the teamsters which have been instrumental in recruiting younger people to our industry
  - Newspaper classifieds
  - manpower employment agency., no not well at all
  - Other then the news paper, just hear say from a relative or a friend.
  - none
  - Employment Guide Career Builder.com

Driver Recruitment and Retention Survey Summary  
 Appendix 2-B: Questions 9-11 Breakdown

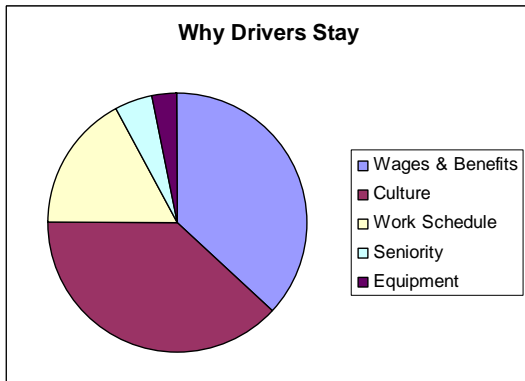
Q. 9

		Percent
Irregular Work Hours	38	21
Unqualified/Poor Performances		18
Wage/Benefits	32	
Personal Reasons	31	17
Law Violations	20	10
Dislike Job	15	8
Competitors	13	7
Too Many Hours	11	6
Too Few Hours	9	4
Relocations	9	4
Policy Change	9	4
TOTAL	189	1



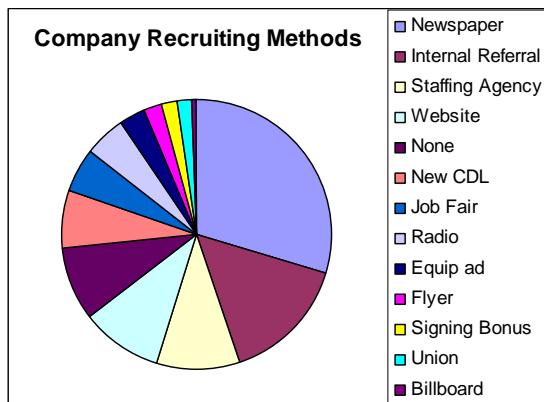
Q. 10 : Why Drivers Stay

Wages & Benefits	76	37%
Culture	78	38%
Work Schedule	35	17%
Seniority	10	5%
Equipment	6	3%
TOTAL	205	100%



Q. 11 How does your company recruit potential driver?

Newspaper	56	29
Internal Referral	28	15
Staffing Agency	19	10
Website	18	10
None	17	9
New CDL	13	7
Job Fair	10	5
Radio	9	5
Equip ad	6	3
Flyer	4	2
Signing Bonus	4	2
Union	3	2
Billboard	1	1



## Appendix 3: Focus Group Minutes/Summary



### **Driver Recruitment and Retention Focus Groups Outcome**

#### Executive Summary

NRMCA members identified driver recruitment and retention as one of the most critical issues facing the ready mixed concrete industry. Acting on direction from the NRMCA Education Activities Committee, with support from the 2006 Developing Industry Leaders on Driver Recruitment and Retention, a Task Group was formed to address this issue.

An invitation was extended to the membership to attend one of two focus groups with the task of identifying solutions to driver recruitment and retention problems.

The goal was two-fold:

1. To gather heuristic information about the issues from members
2. To get suggested direction from members how the industry (NRMCA and State Affiliates) can address the problem.

As part of the preliminary process to gain direction for the meeting, the entire membership was asked to fill out an online survey. One hundred nine companies completed the survey.

In Ontario, there were 17 attendees, 2 of whom were associate members. They represented 30% of members' reported 2005 annual cubic yardage.

In Silver Spring, there were 24 attendees, 1 was an associate member. They represented 21 % of members' reported 2005 annual cubic yardage.

The combined attendees represented 40 % of members' reported 2005 cubic yardage.

Every industry will be challenged when the largest worker demographic sector retires over the next 20 years. Media reports are filled with stories about the impact of baby-boomers leaving the current work force. While some market sectors will escape deep impact, few will go unscathed. In 2005, alone, high profile studies were released by the US Department of Labor, American Trucking Association, American Manufacturing Association, and Massachusetts Institute of Technology, to name a few.

National Ready Mixed Concrete Association members are equally concerned with the impact, especially with the job that equals approximately (\*)% of the industry's workforce: drivers. Their recruitment and retention is one of the most critical issues today and will only escalate over time. Acting on direction from NRMCA's 2006 Executive Committee, the Education Activities Committee, with support from the 2006 Developing Industry Leaders on Driver Recruitment and Retention, a Task Group was formed to address this issue.

An invitation was extended to the entire membership to attend one of two East Coast or West Coast focus groups with the task of identifying how the industry-at large should address the current and future driver recruitment and retention problems. The goal was two-fold: first, to gather heuristic information from members about their understanding of the issue, and second, to obtain direction from members about how the industry (NRMCA and State Affiliates) can help individual companies address the problem. Before the group met, the entire membership was invited to fill out an online survey in early March 2006. One hundred nine companies completed the survey. The survey's intent was not to gather statistically valid information but to gain direction for the focus group discussions.

The focus groups met in Ontario, CA, with 17 attendees. They represented 30% of NRMCA members' reported 2005 annual cubic yardage. In Silver Spring, MD, 24 attended. This group represented 21 % of members' reported 2005 annual cubic yardage. The group was a totally voluntarily group: the invitation was totally open and was in no way a statistically valid demographic sampling of ready mixed concrete producers. The attendees ranged from large multi-nationals, to very small, privately held ownership. The combined attendees represented 40 % of members' reported 2005 cubic yardage. The two groups met within a seven day time period. Attendees' names and each group's observations and recommendations were not shared with either group until the completion of the process. Attendees' job functions were heavily slanted toward human resources or operations management.

### Driver Recruitment & Retention Issues Summary

TOP 4 ISSUES	RECRUITMENT ONTARIO & SILVER SPRING COMBINED SCORES	RETENTION ONTARIO & SILVER SPRING COMBINED SCORES	TOTAL
Research statistics for demographics and trends; research of RMC industry & competing industries for labor pool, incl. best practices for recruitment/retention	46	170	216 30%
Image Campaign / Grass Roots Campaign to attract qualified applicants to the RMC industry	129	48	177 25%
Front Line Supervision Training curriculum development w/ multiple delivery vehicles		128	128 18%
Generic high quality industry collateral recruitment material	69		69 10%

Total 715 votes cast for ALL recommendations (retention and recruitment combined).  
Top 4 recommendations = 83% of votes cast.

Sidebar outcome:

- Group consensus to pull together an active HR and operations management group to face-to-face share information 2-3 times a year; state level on recruitment and retention. 1 national, annual venue.
- Need to raise consciousness of senior RMC management of the necessity to do so.
- The scope of the issue encompasses operations and administrative/managerial functions.
- NRMCA's role is to provide platform to execute solutions.

**Driver Recruitment Issues Summary**

<b>ONTARIO</b>	<b>SILVER SPRING</b>
<p>Size of labor pool</p> <ul style="list-style-type: none"> <li>a. age hire drivers older than 21 for insurance reasons</li> <li>b. not targeting prospects correctly</li> </ul>	<p>Size of labor pool due to age.</p> <ul style="list-style-type: none"> <li>- Many companies willing to hire driver only older (30+) drivers.</li> </ul>
<p>Industry has no ‘sizzle’ “sex appeal’ to compete in tight economy. Poor industry image, no awareness of industry to prospective candidate pool</p>	<ul style="list-style-type: none"> <li>- Economy has low unemployment</li> <li>- Competition among driving industries for Class B Drivers</li> </ul>
<p>Finding qualified applicants</p> <ul style="list-style-type: none"> <li>- Criminal back ground check failure</li> <li>- poor driving records</li> <li>- physical job requirements; blood pressure</li> <li>- drug test failure</li> <li>- need to be 21+ interstate travel</li> </ul>	<p>Applicant issues</p> <ul style="list-style-type: none"> <li>a. Commute to job too long</li> <li>b. Having transportation to get to plant (no car; lack public transportation)</li> <li>c. finding qualified Applicants: <ul style="list-style-type: none"> <li>- Criminal back ground check failure</li> <li>- poor driving records</li> <li>- physical job requirements</li> <li>- drug test failure</li> <li>- too young for insurance liability risk (&lt; 30)</li> </ul> </li> </ul>
<p>Perceived Working conditions</p> <ul style="list-style-type: none"> <li>a. stability of job due to seasonality</li> <li>b. predictability of hours</li> </ul>	<p>Perceived Working conditions</p> <ul style="list-style-type: none"> <li>a. Profession unattractive to females</li> <li>b. Variability and predictability of work hours</li> <li>c. Younger generation prefers time off to overtime (scheduling)</li> <li>d. daily work hours – can set when arrive at work not when can leave</li> <li>e. Long hours in peak months coupled with heat</li> <li>f. Fear of the liability in driving a long truck</li> <li>g. Dissatisfaction with truck equipment not assigned to own truck, sharing a truck, air conditioning</li> <li>h. more than just driving required</li> </ul>
<p>Company communication skills in hiring process</p> <ul style="list-style-type: none"> <li>a. HR specialists do most driver hiring without clear understanding who qualifies- into hiring a body, not quality</li> <li>b. HR spends too much time on checking drugs, criminal, driving records without trying to fit driver into the job</li> </ul>	<p>Company communication skills in hiring process</p> <ul style="list-style-type: none"> <li>a. lag time between application and hiring</li> <li>b. Hard to communicate job characteristics</li> <li>c. language barriers</li> <li>d. Lag time between application and hire date</li> </ul>
<p>Wage and benefits</p> <ul style="list-style-type: none"> <li>a. Not kept up with cost of living</li> <li>b. Drivers cannot adjust to irregular hours even if companies guarantee # hours paid weekly - need to feel wanted</li> <li>c. industry marketing efforts of W &amp; B – are they competitive with other Class B driving industries? Are they worded same way so driver can actually make a fair assessment?</li> </ul>	<p>Wage and benefit packages;</p> <ul style="list-style-type: none"> <li>a. some pay lower wages bec. of benefits packages other pay higher wages with little benefits – different packages attract different age groups</li> <li>b. Benefits packages no longer attractive over other industries (pensions, medical benefits fluctuates based on how worked,</li> <li>c. Hurricane Katrina – drivers left to go to FEMA jobs for higher pay</li> <li>d. uneven pay due to seasonality</li> </ul>
<p>Company communication to prospects:</p> <ul style="list-style-type: none"> <li>a. not marketing the positives aspects of job</li> <li>b. industry lacks clear understanding of what prospect candidates really looking for; making assumptions; how to reach out of typical pool -</li> <li>c. industry too reliant on newspaper ads</li> </ul>	

**Driver Recruitment Solution Strategies Ranked for Industry-wide Attention**

Attendees instructed to choose top 3 of groups' list of recruitment problems to address

A. Most Important/probability of success (6 points)

B. Will have impact (3 points)

C. Fits (1 point)

<b>ONTARIO</b>	<b>RANK</b>	<b>SILVER SPRING</b>	<b>RANK</b>	<b>TOTAL</b>
<b>Grass Roots Image Campaign</b>	1	<b>Image campaign</b> to promote concrete industry - Promote drivers in the community -Promote product (see addendum)	1	61 + 68 129 40% votes cast
Develop <b>customized collateral recruitment material</b> that companies can drop in their own information, targeted toward specific markets, including Hispanic, trucking schools, veterans; DVD industry – 20 minutes in life of a RMC driver – not just driver but technical professional - pride in finished construction product	2	<b>recruitment collateral customized</b> to target audiences (Hispanic, young) -video/CD to promote the positive aspects of driving -brochures, etc. for job fairs - drop own company name in film somewhere	5	42 + 27 69 20% votes cast
<b>Market research</b> - driver demographics, driver's opinions (their needs and job perceptions, not only in exit interview but annual questionnaire. Needs to be in many delivery formats, i.e., web, phone interviews, paper.) -Surveys aimed at specific trends - Long haul trends and stats - Hold national meeting to get driver feedback ; Use of driving champions at National truck rodeo at OES Forum	3	<b>Market research</b> -surveys on compensation across industries that tap into same labor pool – find out what those industries are -surveys on recruitment and retention - survey of drivers: @ driver meetings and forums ; 3 <sup>rd</sup> party so driver free to talk honestly - hiring trends; labor pool trends beyond RMC industry (wage and Benefits; perks impt by age; how drivers work by demographic)	3	16 + 30 46  14% votes cast
Establish portable model <b>CDL recruitment and training program</b> to partner with trucking schools	4	<b>driver training guidelines and driver training materials</b> to cover - RM CDL training - Community colleges partnership	4	10 + 28 38 10% votes
		<b>Political action</b> - Lobby for tax credits for changing CDL career -partner with ATA for CDL military - guest worker privileges	2	32  9% votes cast
		Central RMC industry processing service to speed hiring - Background check - Driving/drug records, etc.	6	16 5% votes cast
		Communicate best hiring practices and ideas to HR and plant mangers	7	7 2%
		Industry scheduling mechanism to stabilize work hours		0
Ontario group: desire for driver software personality assessment based on demographic research – national standard		Recruiter/interview guidelines for RM drivers tasks and preferred traits		0
		Provide list of blue collar specialist recruiters		0

		Exhibit or sponsor at Education/Career related events at high schools, votech events, colleges, job fairs, veterans job events		0
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Image campaign addendum

Brainstorming Ideas for Industry (NRMCA) to follow through:

- DVD tool showing construction process from beginning to end (quarry to skyscraper, airport runway, etc.) from driver’s perspective in a cab ; Use in schools (K-12; trucking schools); Get Modern Marvels clips, view, see if can use
  - Campaign needs to reflect the demographics of target audience so relate to culture of prospective driver (Hispanic, veterans – what appeals to them, much will overlap – demographic study needed)
  - Partner with various immigrant groups, not necessarily construction and driving – think creatively
  - Communicate through trucking schools/ build relationships
  - Communication pieces for One Stop Shops
  - Communicate within the driving industry to drivers
    - \*\* Marketing campaign trucking industry in their periodicals, journals
    - \*\* Driver magazines and journals: single page ad benefits career with a ready mixed company
    - \*\* NRMCA banner ad on truck driving schools websites with link to NRMCA- perhaps to get handout materials; long haul paid .23-46 cents per mile; figure out how much we pay/mile and use as a benefit in ad; no overnight travel – not just robot delivery guy – be all you can be – for higher level driver -crème de la crème of drivers- need intelligence to execute
  - 20 minute DVD on life of a driver; target job fairs, applicants; HS guidance counselors
  - billboard - come up with catchy phrase; ‘build your career by building your community’; ‘paving your way to the future’ state association can run -
  - TV spot (local cable) available for state associations or company; need to decide target drivers or broad public; tied to specific stations/shows (NASCAR-ESPN, OLN) that meets demographics of drivers; NRMCA produces ad/incurs cost 10, 20, 30 sec. spots - companies or state associations pay fees to run
  - Put together a grass roots tool tours (community involvement) kit: how to conduct plant tour/pitfalls, how to do career days;; key things to know; ideas; place on NRMCA web for companies to access info/share experiences find each other to network ideas. advertising in community; sponsor teams, etc. “how to tactics”
- Publish grassroots efforts to members;
- Provide forum for, or provide exhibits material for, local RMC companies to target HS guidance counselor through associations, trucking schools
  - industry wide campaign to get rid of term “driver” - when raise whole industry perception and treatment of driver, their pride will bring in others to profession; NRMCA (national) recognition awards program for any RMC producer. Each company establishes own internal awards program and criteria – NRMCA becomes the company’s trophy store. (trophies; plaques; hard hat stickers; belt buckles; key chains) for company stars [safety; cubic yards hauls; accident free; best mentor; company driving skills champion, driver of month; driver of year, best driver at specific plant/region etc.; appeal to driver’s competitiveness

### Driver Retention Issues Summary

ONTARIO	SILVER SPRING
<p>Life style: unpredictable schedule</p> <ul style="list-style-type: none"> <li>- Seasonality: Long hours/lack of hours – seniority so newer drivers leave</li> <li>- Winter layoffs</li> </ul>	<p>Quality of life</p> <ul style="list-style-type: none"> <li>- long hours</li> <li>- erratic hours</li> </ul>
<p>Wages variable – not sure how much will make and when money will come in</p>	<p>Seasonality of pay – varies/swings</p>
<ul style="list-style-type: none"> <li>- Lost health benefits due to variable hours</li> <li>- Transportable benefits so no mechanism to encourage them to stay; example Pension (\$6000) vs. 401k (\$2000) annually. Companies do not know cost of hiring vs. paying higher benefits to keep drivers</li> </ul>	<p>Benefits</p>
<p>Getting drivers to stay long term – 2 year hump</p>	<ul style="list-style-type: none"> <li>- Job more complicated and strenuous than expected</li> <li>- Unrealistic job expectations of new hires even with pre-hire explanations – fault of company</li> <li>- Not much opportunity for advancement (esp. in small companies)- perceived as dead end job</li> </ul>
<p>Inability of driver to comply with safety requirements</p>	
<p>Work ethic: immediate rewards wanted/work values – don't want to work for it – resent seniority system</p>	<ul style="list-style-type: none"> <li>- Shift family structure and values in drivers &lt; 40 yrs old: men also responsible for care giving - wife working; also want to take kids to Little League</li> <li>- Aging demographic – fewer young drivers;</li> </ul>
<ul style="list-style-type: none"> <li>-Management or supervisors' management style</li> <li>- Management not instilling pride</li> <li>- Lack recognition or pride of drivers' efforts by management</li> <li>- Treating drivers as another piece of equipment by management</li> <li>- Mt say "Open door policy" but don't listen when drivers come               <ul style="list-style-type: none"> <li>-NRMCA: Survey drivers as part of CDP</li> <li>- Survey drivers @ OES Truck Rodeo</li> </ul> </li> </ul>	<p>Leadership skills front line/1<sup>st</sup> level supervisors</p> <p>Perceived respect; too big for driver to get recognition, esp. if a central dispatch</p>
<p>Unhappy with condition of truck equipment</p>	
	<p>Low unemployment rate – more job opportunities to switch jobs and industries</p>

### Driver Retention Solution Strategies Ranked for Industry-wide Attention

Attendees instructed to choose top 3 of groups' list of retention problems to address

A. Most Important/probability of success (6 points)

B. Will have impact (3 points)

C. Fits (1 point)

ONTARIO	RANK	SILVER SPRING	RANK	TOTAL
<p><b>Research &amp; communicate</b></p> <ul style="list-style-type: none"> <li>- comparative statistics across industries that tap into same labor pool (wages, benefits)</li> <li>- Survey drivers' preferences for benefit packages components tactics/ best practice – use RM producer as an example</li> <li>- provide industry statistics: long haul compensation, short haul (Class B) – is industry competitive with both? If not, where short?</li> <li>- wage and benefits analysis vs. current cost of living by region</li> </ul> <p><b>- Best practices</b> – management and supervisors – transition old practices to new – share tales</p> <ul style="list-style-type: none"> <li>- Best practices incentive programs</li> <li>- ways to improve hour stability- think out of box to maybe devise industry-wide new system (like long haul truckers cutting route lengths)</li> <li>- handbook on various pay schedules that can be customized by a company</li> <li>- article in Concrete in Focus every issue on driver retention</li> </ul>	2	<p><b>Market Research &amp; communicate</b></p> <ul style="list-style-type: none"> <li>- Focus groups with drivers</li> <li>- Retention statistics and issues more fully vented – correlate retention to benefits; retention to hours; retention to supervisor problems; leave industry; go to competitor</li> <li>- Wages and benefits by region, more than every 3 years; include those # of who guarantees 30 hrs pay, 40 hrs. pay, 80 hours every 2 weeks pay schedules</li> <li>- Cross industry data</li> <li>- Industry and generations trends</li> <li>- Benchmark other competitive industries: UPS, grocery delivery, beverage, dump truck operators, waste disposal, produce, construction materials; if drivers leave industry, where going?</li> <li>- demographics young CDL drivers</li> <li>- industry trends</li> </ul> <p><b>Communicating best practices</b> and strategies through research studies</p> <ul style="list-style-type: none"> <li>- Retention rates</li> <li>- Sharing stabilizing hours</li> <li>- Sharing motivating, satisfying, retaining - younger employees (value systems)</li> <li>- Equipment and process modifications to make job less physical and safer</li> <li>- retention strategies</li> <li>- develop national standard of a driver profile ( hiring and retention tool); take test on NRMCA website and score downloads to RMC producer</li> <li>- equipment upgrades, new products that so physical aspects of job less physical and safer</li> </ul>	1 2	<p>49+ 81 40 170 45% votes</p>
<p><b>Front line Supervision training</b></p> <ul style="list-style-type: none"> <li>- Supervisor understand generation gap of younger drivers' values and needs</li> <li>- Series of class online for continuous learning – start with 2 day seminar; end with cap seminar</li> </ul>	1	<p><b>Front line Supervision training</b></p> <ul style="list-style-type: none"> <li>- Soft skills, leadership</li> <li>- component/class for senior level managers on people strategies that support front line supervision efforts – more formal seminar</li> <li>- perhaps tie a certification.</li> <li>- Include how to communicate</li> </ul>	3	<p>58 + 40 = 128 33% votes</p>

- Soft skills, leadership, business skills		positives aspects of RMC driving; sell “more than a driver/not just a driver” ; change title to reflect job scope Type training in order of preference. - Train the trainer for transportable program (9) - training curriculum and tools so company or state associations can delivery (7) - NRMCA deliver training (2)		
<b>Image campaign</b> - promote industry externally - promote drivers’ accomplishments beyond driving skills – include good citizens stories in and out of industry	3	Develop <b>national recognition programs</b> for drivers driver /yr. national skill test, haul of fame; safety, attendance, mentoring, service, production, driving champion	4	22 + 26 = 48 13% votes
<b>Driver training program</b> -for personal money mgt using specific examples based on their variable schedule- curriculum companies can buy/use; teach about deferring pay checks, teach personal budgeting - RMC business fundamentals – respect they can understand how the business makes a profit, P & L statement – impact of company remaining healthy - tie back to increases their wages and benefits (what’s in it for me) -	4			
<b>Driver participation in continuous improvement programs</b> - with local or state association, est. cross-company driver committee 1 day month to brainstorm issues – make part of a safety thrust	5	- Hold <b>driver focus groups</b> around country top find out what drivers want -Are the willing to change to match industry trends?		12 3% votes
Provide <b>management training tools</b> that recognize different generations, values, etc for evaluation	6	<b>Employee evaluation tools and profiles</b>	5	6 + 13 = 19 5% votes
Develop <b>search engine</b> that links CDL or CDL <b>recruitment</b> to benefits of <b>RM driving</b> and member companies in area. Download generic application they can forward on to checked off companies. (should be in other section – who have ranked higher if in right place.)	7			1

Research – turnover rate further, delineated by reasons why

1. Fired
2. Volunteer quit
3. Retirement
4. Health issue (is it work related?)
5. Going to competition
6. Relocation
7. Promotion

Provide an excel ‘plug and chug’ tool so non-HR mgt can use it/ calculate above

Submitted by Eileen Dickson, March 23, 2006

Slide 1



Good Morning, I'm Dan Osborne of Titan America and I am Chairman of the Developing Industry Leaders Group on Recruiting and Retaining Drivers.

Slide 2



Members of the DIL group include:  
Myself.  
Ken Nehilla, Florida Rock Industries  
Stephen Wild, Rinker Materials Corporation  
David Killian, Rinker Materials Corporation  
Chris Young, Lafarge  
Frank Mathis, Sunroc Corp.  
David Bosarge, Bayou Concrete

Also thanks to

Eileen Dickson  
Gary Mullins  
Lionel Lemay

Slide 3



Through several initial conference calls our group members shared their experiences and knowledge regarding driver recruitment and retention. All expressed concerns that our companies were struggling to find and retain drivers. In fact, a number of us have turned down business at times because we did not have enough drivers to meet our customers demand.

Some of the factors that we felt most effected our ability to recruit and maintain drivers include:

The decreasing number of qualified or suitable applicants.

The long hours required, combined with the inconsistency of the work day

The Expectations of a Ready Mix Driver are greater. Our drivers are expected to **do more and know more than a typical Class B Driver.**

Traditional recruiting methods have not worked, ie the ad in local paper. And we are not getting referrals from our own employees – likely due to the issues stated already.

Plus, we have not been successful in tapping into the growing Hispanic population, or the entrepreneurial motivation of an owner operator.

Slide 4



The slide features a dark green background with a faint image of a concrete mixer truck. At the top left is the NRMCA logo, and at the top right is the text 'NATIONAL READY MIXED CONCRETE ASSOCIATION'. The title 'NRMCA Focus' is centered in yellow. Below it, there are two main bullet points with sub-bullets. At the bottom, there is a question and a statement.

**NRMCA Focus**

- NRMCA has focused on retention
  - Increase professionalism through education
  - Mentor Driver (videos)
  - Certified Delivery Professional
- NRMCA has renewed interest to address recruitment
  - Class B drivers through community colleges
  - Lobby for veterans funding for CDL training

Should NRMCA place more emphasis on assisting members with driver recruitment and retention?

DIL group would provide direction

WWW.NRMCA.ORG

The group also reviewed what NRMCA is currently doing to help members address this issue. NRMCA has focused mainly on retention by increasing the professionalism of drivers through education programs like the Mentor Driver program and Certified Delivery Professional program.

NRMCA has renewed interest in developing programs members could use to produce Class B drivers through a partnership with community colleges and trucking schools. NRMCA is also working on government affairs in support of funding for training veterans to obtain commercial drivers licenses.

The group asked the question, should NRMCA

alter its strategic and working plans so that they better address the industry's recruitment and retention challenges.

It was decided that the DIL group should provide some direction on his issue.

Slide 5

The slide features the NRMCA logo in the top left corner and the title "Impact on Members" in yellow text. The background is a dark green with a faint image of a concrete mixer truck. The data is presented in a table with two columns: "Avg Member\*" and "Ind. Leaders\*".

	Avg Member*	Ind. Leaders*
Cubic Yards/truck/year	5,779	6,112
• Average Sales Price	\$69.44	\$72.77
• Profit/Cubic Yard	\$ 2.81	\$ 6.30
Lost Revenue/truck	\$401,294	\$444,770
Lost Profit per truck	\$ 16,239	\$ 38,056

\*Data from 2005 NRMCA Fleet Benchmarking and Cost Survey and NRMCA Ready Mix Concrete Industry Data Report utilizing 2004 data

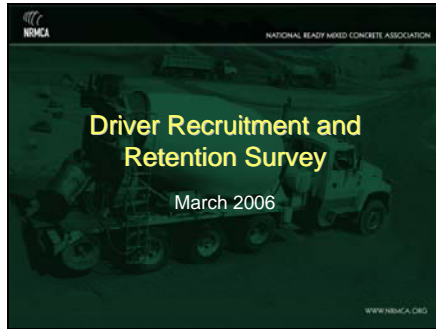
WWW.NRMCA.ORG

First, let's look at the financial impact of not having enough drivers, and therefore leaving a truck idle.

Based on data collected for the 2005 NRMCA Fleet Benchmarking and Cost Survey and NRMCA Ready Mix Concrete Industry Data Report the lost revenue for the average member is **over \$400k and lost Profit in excess of \$16k per idle truck**

**For Industry leaders this is more pronounced with lost revenue \$444k and lost profit of \$38k per truck**

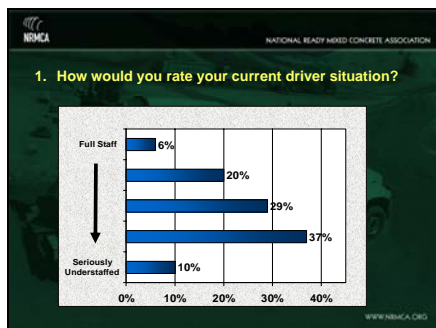
Slide 6



So what do we do about it?

Our group first conducted a pilot survey of our peers to determine if the problem was more widespread than the DIL group and found that there was evidence that it was. So the group asked NRMCA to conduct a comprehensive survey of members to get a better idea of the Driver Recruitment and Retention problem. An electronic survey was completed in March of this year with 109 NRMCA members responding. I would like to report some of the findings here.

Slide 7



Members were asked: How would you rate your current driver situation? 1 = fully staffed and 5 – seriously understaffed.

Only 6% said they were fully staffed. 57% said they were understaffed or seriously understaffed.

Slide 8



What are the greatest challenges in hiring qualified drivers?

61% said it was the labor pool.  
17% said it was the hours of operation  
and 10% said it was the job requirements.  
A total of 7% said it was wages or compensation.

Labor Pool relates to the number of unqualified applicants applying for driving positions. Issues include Age (to young to qualify), poor driving record, lack of experience,

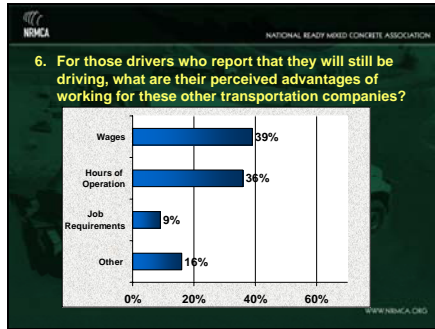
Slide 9



When asked if their competition was experiences similar shortages

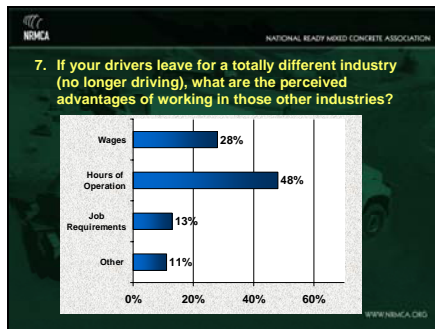
108 answered yes and only 1 answered no.

Slide 10



The reason drivers leave to go drive for another producer or another transportation business are:  
39% said wages  
36% said hours of operation  
9% said job requirements

Slide 11



For drivers that leave for another business that does not involve driving, the reasons given are:  
28% said wages  
48% said hours of operation  
13% said job requirements

Slide 12



The results of the survey confirmed what our group had initially thought, that this was indeed a widespread problem, and it would continue to get worse unless something was done to reverse the trend.

With guidance from our group facilitators, we decided to ask the Education and Activities Committee if they could form a task group to help us

develop strategies for addressing the issue of driver recruitment and retention.

Eileen Dickson  
Gary Mullins  
Lionel Lemay

Slide 13



The task group was formed and two task group meetings were held.

The first, in Ontario, CA on March 16 and 17 had **17** participants which **represented over 30% of ready mixed concrete production.**

The second meeting was held in Silver Spring, MD on March 21 and 22 and had **24** participants representing **21% of RM production.**

In total, participants represented a **total of 40% of ready mixed production in the United States.**

Slide 14



The objective of the task group meetings was to develop strategies that the industry could work together on to solve the driver recruitment and retention problem.

In addition, the task group was supposed to develop a roadmap for how the strategies could be implemented.

Slide 15



As a result of the meetings we developed 3 major strategies for recruitment. The first strategy is to improve the image of the industry through marketing communications including grassroots image campaigns and other channels such as the internet. One concept was to develop a driver recruiting website that would promote the benefits of being a ready mix driver and link potential drivers with member companies.

The second strategy for recruitment include developing customizable collateral materials to promote the industry to potential drivers including print and video.

The final strategy was to conduct market research to help members better understand the labor pool in terms of culture, gender, age, etc.  
Find out who is out there  
What will attract them to our industry?

Slide 16



The task group identified three major strategies to help members with driver retention.

The first strategy is to conduct market research that would identify comparative compensation statistics across industries (ready mix versus other short haul versus long haul, etc.). Also, try to identify those benefits that are most important to drivers. And also collect and disseminate best management practices regarding wages and benefits.

The second strategy is to develop a frontline supervisor training program for driver supervisors so they have a better understanding of how to manage drivers.

Finally, the task group felt like we had to promote the industry better to improve its image. Promote industry accomplishments and driver accomplishments were two concepts. Which may dovetail nicely with the other DIL Group.

Slide 17



In order to best prepare an individual for the job as a Ready-Mix Delivery Professional, it is critical to train them from the start. Treat the position as a career, and give it the credibility it deserves.

We felt it was important to increase the number of programs available for individuals to get the class B CDL in combination with ready-mix training to hopefully lock them into a position as a Ready Mix Delivery Professional

This could be accomplished through:

The Partnerships with local community colleges  
Trade Schools  
Individual companies doing it internally

Utilizing funding for Veterans training  
Training Potential Owners Operators to similar to a franchise business. All considering, a ready mix truck is a very low barrier of entry into owning one's own company.

Slide 18



The next steps in the process are:

Complete a draft roadmap for driver recruitment and retention by the end of April.

Our Group will continue to work under the Education and Activities Committee (EAC) to flesh out details of the roadmap.

Several of our group members will continue to work on the task group to help complete and implement the roadmap.

Slide 19



Thank you.