



2021 NRMCA Driver Recruitment & Retention Survey

This survey analyzes mixer driver employment data SOLELY between May 1, 2020 and April 30, 2021. To enhance data accuracy, if your company works in multiple regions, please fill out 1 survey per region.

1. Which region does this survey represent? (Do NOT combine multiple regions.)
 - a. Northeast/Mid-Atlantic (CT, DC, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV, Eastern Canada [Ontario - east])
 - b. Southeast (AL, FL, GA, KY, MS, NC, PR, SC, TN)
 - c. North Central (IA, MN, NE, ND, SD)
 - d. South Central (AR, KS, LA, MO, OK, TX)
 - e. Great Lakes / Midwest (IL, IN, MI, OH, WI)
 - f. Rocky Mountain (CO, NM, UT, WY)
 - g. Pacific Northwest (AK, ID, MT, OR, WA, Western Canada [Manitoba/Nunavut – west])
 - h. Pacific Southwest (AZ, CA, HI, NV)

2. Please classify the size of your company/region by 2020's annual cubic yards/meters.
 - a. Under 100,000 cubic yards / under 76,455 cubic meters
 - b. 100,000-299,999 cubic yards / 76,455-229,365 cubic meters
 - c. 300,000-499,999 cubic yards / 229,366-382,276 cubic meters
 - d. 500,000-1,000,000 cubic yards / 382,277-764,555 cubic meters
 - e. 1,000,000+ cubic yards / 764,556+ cubic meters

3. How many mixer drivers were employed by your company/region on May 1, 2020?
Include full time drivers who were temporarily laid off.

4. How many mixer drivers were employed by your company/region on April 30, 2021?
Include full time drivers who were temporarily laid off.

5. What was the average AGE (in years) of your mixer driver pool on April 30, 2021?
Include seasonal and/or temporary layoffs.

6. What was the average company TENURE (number of years employed) of your mixer drivers on April 30, 2021? Include seasonal and/or temporary layoffs.

7. How many mixer drivers stopped delivering RMC as their PRIMARY duty to perform another job in your company between May 1, 2020 and April 30, 2021? (batchman, plant operator, yardman, fleet mechanic, sales, dispatcher, technician, cement or aggregate hauler, etc.)
8. How many FULL-TIME drivers permanently left your company between May 1, 2020 and April 30, 2021? (Combine QUIT and COMPANY RELEASED.)
9. Of that total, how many mixer drivers QUIT?
10. How many mixer drivers HIRED between May 1, 2020 and April 30, 2021 also QUIT?
11. Of those drivers hired who QUIT or were RELEASED, on average, how long did they stay?
 - a. Less than 1 month
 - b. 1-3 months
 - c. 4-6 months
 - d. 7-9 months
 - e. 10-12 months
12. RANK the top 5 reasons your mixer drivers QUIT between May 1, 2020 and April 30, 2021. There are 19 choices. #1 is the top reason your drivers QUIT; #5 ranks lower.
 - a. Better pay at next job
 - b. Total compensation package better at next job (pay and benefits)
 - c. DAILY work schedule differed too frequently
 - d. Job did not provide consistent income 12 months a year
 - e. Winter layoff / wanted a 12-month job
 - f. Did not want to work nights
 - g. Did not want to work weekends
 - h. Did not get along with supervisor
 - i. Lack of advancement opportunity
 - j. Driver felt not adequately trained
 - k. Job too high stress
 - l. Did not feel safe on the job
 - m. CDL issues (CSA issues, medical card issue, drug/alcohol)
 - n. Disagreed with, or would not comply with, company policy
 - o. Retired
 - p. Only wanted to drive a truck to deliver concrete – wanted no other duties
 - q. Quit before company addressed the issue
 - r. Moved
 - s. Other reason not listed above.
13. Between May 1, 2020 and April 30, 2021, how many mixer drivers' departures were initiated by the company? Combine permanently released with temporary layoffs.

14. Of the total released, how were TEMPORARY layoffs, that is, the driver was called back?
(Examples: seasonal weather, slow business, COVID-quarantine, temporary illness or injury, military leave, Family Medical Leave, CDL-related issue, etc.)
15. RANK the top 3 reasons mixer drivers were permanently and involuntarily released. #1 reflects the most frequent reason; #3 ranks lower.
 - a. Performance related – technical/concrete related
 - b. Performance related – driving skill and/or safety
 - c. Performance related - poor work ethic / attitude / customer complaints
 - d. Only wanted to drive a truck and deliver concrete – wanted no other duties
 - e. Slow down in business
 - f. Driver did not like policies or adjust to change in policy
 - g. Illness or injury – no longer able to do the job
 - h. CDL issues (examples: CSA, medical card, drug/alcohol issues)
 - i. Other reason not listed above. Please specify.
16. Of those drivers the company released, how many were due to the results from a positive drug or alcohol screen?
17. If you answered 1 or more drivers were released from a positive drug or alcohol screen, how many returned after successful counseling? (If you answered NONE, leave blank and move to Question 18.)
18. Where did your drivers go after they left your employment? Check all that apply.
 - a. Competitor RMC producer
 - b. Short-haul carrier NOT in the RMC industry
 - c. Long-haul carrier
 - d. Non-CDL job
 - e. Retired
 - f. Quit without a new job
 - g. School
 - h. Other. Please specify.
19. How many vacant, FULL TIME mixer driver positions did your company have open on April 30, 2021?
20. How many FULL TIME and PART TIME mixer drivers did your company hire between May 1, 2020 and April 30, 2021?
21. How many were classified as PART TIME status?
22. How many were RE-HIRES?

23. Did the company provide a mentor or buddy to new hire drivers beyond the initial assigned driver trainer?
- Yes
 - No
24. If you answered YES, how long does your new driver mentor/buddy program last? (If you answered NO, leave blank and move to Question 23.)
- Less than 1 month
 - 1-3 months
 - 4-6 months
 - 6-12 months
 - +12 months
25. Do you hire 18-21 year old mixer drivers?
- Yes
 - No
26. How many newly hired mixer drivers were also first-time/newly licensed commercial drivers?
27. If you hired newly licensed CDL's as mixer drivers, how many left your company? (If you did not hire new CDLs, leave Question 25 blank.)
28. Check your top hiring challenges. Select up to 5.
- Finding drivers who meet the federal CDL requirements
 - Finding drivers with RMC experience
 - Too few candidates/too small hiring pool
 - We cannot provide consistent income paycheck to paycheck
 - Due to seasonality, we cannot provide work 12 months a year
 - Candidates do not want to work nights and/or weekends
 - Candidates do not want to work to over 40 hours a week
 - Candidates do not meet company hiring standards
 - Daily work schedule differs too frequently / clock-in times too irregular
 - Very competitive local hiring for RMC drivers
 - My challenge is retaining drivers, not hiring them
 - CDLs not interested in the RMC industry
 - Pay rate not competitive
 - Total employment package not competitive

29. Check 1 or more of your most successful recruitment/hire methods for mixer drivers.
- a. Post job at truck stops
 - b. Radio ads
 - c. Military release programs
 - d. Private CDL trucking schools
 - e. Community college CDL trucking schools
 - f. Company's own (internal) CDL training program
 - g. State or federal government unemployment, placement or DMV programs
 - h. Prison / jail re-training release programs
 - i. Employee referral / word-of-mouth
 - j. Newspaper advertisements
 - k. Post job on company website
 - l. Post hiring sign at plant gate
 - m. Post on social media (Craig's List, twitter, Facebook, online trucking or construction forums, etc.)
 - n. Post on internet job banks, job posting boards, and job search engines
 - o. Hiring sign on mixer trucks & other company vehicles
 - p. Hiring sign at company home office
 - q. Attend or host job fairs
 - r. Use 3rd party staffing service
 - s. Technical schools
 - t. High schools
30. How many of your mixer drivers are unionized?
31. Have you turned down, walked away from, or lost business **solely** because you did not have enough drivers to deliver concrete?
- a. Yes
 - b. No