
BEST Fleets®

TO DRIVE FOR

• 2020 Final Results •



“ Aside from being one of the most anticipated announcements in the industry, for these winners, the *Best Fleets to Drive For* program facilitates an image that radiates from the professional truck drivers to the leadership team at a carrier’s operation. The winners feel an immense pride for this accomplishment and we’re proud to honor them year after year. ”

John Lyboldt
President
Truckload Carriers Association



Best Fleets 2020

Latest edition shows an industry in transition

Welcome to the **2020 edition of Best Fleets to Drive For®!** The twelfth iteration of this program, with data collected through the fall of 2019, once again brought a wealth of insights into industry trends and creative ideas.

Program participation was down from the previous year, settling back into the normal range:

- 115 nominations
- 63 finalists
- 6503 driver surveys collected

The picture presented by that data shows an industry maturing, learning to tell its story, and

continuing to expand that story for its employees and the wider public.

The following pages detail this year's findings, with a review of the evaluation process, some explanatory notes on calculations, a summary of the trends across various categories, and the scores for the Top 20 in each section.

The Evaluation

Best Fleets to Drive For is open to all for-hire fleets operating 10 tractor-trailers in the United States or Canada. For this program, a for-hire company must be purely for-hire. If a fleet hauls any of its own products, it's considered a private fleet. However, for-hire carriers wholly owned by other companies (e.g. manufacturers) are eligible.

Each participating company must complete four

steps:

1 Nomination

The process starts when a driver or contractor currently working with the company nominates them as a Best Fleet. Only one nomination is required, but somebody driving a truck on behalf of the company has to speak up.

2 Questionnaire

Nominated fleets complete an online questionnaire that collects information about company programs and policies across a variety of different categories. For the 2020 edition of the program, there were 110 questions in the default corporate questionnaire and 98 in the variation for contractor fleets.

3 Interview

After the questionnaire is complete, CarriersEdge representatives conduct a follow-up interview to verify and discuss the information provided in the questionnaire.

4 Survey

The final segment requires a target percentage of drivers/contractors to complete a survey about their experience with the company.

The Schedule

The Best Fleets program opens for nominations on the Tuesday after Labor Day each year. Nominations are open through Halloween, providing drivers and contractors nearly two months to nominate their fleets.

Participating fleets can start the questionnaire as soon as their nomination is confirmed, and they have until the end of November to complete and submit their information.

Interviews happen through November and December, generally wrapping up the week before Christmas. Driver surveys are open through November and December as well, and all surveys must be submitted by midnight on New Year's Eve.

It's a grueling process, requiring fleets to collect information from across the entire company, get

a sufficient number of drivers to complete the survey, and get it all done in a fairly short time frame at the busiest time of year. It's no wonder that nearly half of the nominated fleets don't make it through to the finals each year!

Celebrating a Decade

This year, the Best Fleets program saw a new milestone achieved: **Motor Carrier Service, LLC** made the list for its **10th consecutive year**. Making the list even one year is tough, making it for five years is an achievement, but managing to stay on the list for a whole decade - now that's an exceptional accomplishment. Congratulations MCS!

Reviewing Compensation

Driver compensation is one of the first sections in the corporate questionnaire, and always one that breeds discussion. While we don't score companies on their specific compensation plans, we do track the numbers each year to see how they're changing over time. Over the past two years, those numbers have been particularly interesting.

Rather than tracking the details of each participant's specific pay package, Best Fleets looks at the average annual income for company drivers across the fleet, and average gross revenue for owner-operators. We also look at the average annual miles for each group as well, and use that to calculate a "real" rate per mile - the total income a driver generated for each mile driven, once all bonuses and extras are added in. That number doesn't show the range of possible incomes available at any given fleet, but it does create a picture of where the fleet is overall, and provides a foundation for comparing yearly changes.

In 2018, with the freight industry booming and drivers in short supply, many fleets increased pay. Some of those increases were captured in the 2019 Best Fleets data, but because we look at annual averages it was expected that most of those changes would show up in this year's numbers. However, the 2019 economy threw some wrenches at the trucking industry, causing a variety of operational challenges. As a result, compensation numbers didn't spike as much as

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had been expected the year before.

In fact, average income for company drivers, across all finalists, was essentially flat: **\$65,405.18** this year, compared to **\$65,148.91** last year. Miles, however, were down more than 12% - from **122,244** to **108,777**. As a result, the real rate per mile went from **53.29¢** all the way up to **61.77¢**, a healthy 16% increase.

On the contractor side, the numbers are a little different but the story is similar. Average gross income dropped from **\$194,023.79** to **\$183,458.33**, but miles dropped much more: from an average of **137,919** down to **88,651.67**. The result is that the real rate per mile for contractors was up a healthy 26.5%.

What is Turnover Anyway?

Driver turnover is always a hot issue in the trucking industry, and it's one we study very closely while evaluating the finalists. While Best Fleets to Drive For isn't just a contest to award the lowest turnover, we do give it close consideration.

The challenge in this, however, is identifying what really counts as turnover and clarifying what turnover is significant. As the industry ages and the economy shifts in different directions, there are a variety of driver exits that need to be separated out in order to accurately assess fleet turnover. Retirements, medical issues, layoffs, and exits related to company acquisitions all influence driver turnover but don't necessarily indicate culture problems. Drilling down to identify true turnover numbers, and assessing their meaning, is a continually evolving process.

At the same time, having low driver turnover, on its own, isn't enough to make it into the Top 20. There are often fleets in the program who have low turnover purely because they've found the right group of drivers for their business and freight mix, but who aren't doing much to advance the industry. Having a stable workforce is certainly an excellent situation, and a key ingredient in a successful business, but being a Best Fleet takes more than that. Best Fleets is about recognizing the fleets who are making the effort to change things for the better, and as it happens, fleets with turnover challenges tend to be more motivated to do that.

Why DOT Reportables?

As part of the evaluation, we ask for each fleet's safety numbers, in DOT reportable accidents per million miles. Participants regularly comment on this request, pointing out that most of the DOT reportables are deemed non-preventable and thus not a good representation of the fleet's safety program. That's true, but it's also precisely why they're valuable in this context.

Since the DOT reportables number captures all crashes that drivers experience, whether preventable or not, it provides a better reflection of a driver's experience. Whether or not the crash is preventable, the driver is disrupted, and perhaps even injured, so while those crashes may not tell us much about a fleet's safety programs, they do show how much safety-related disruption a driver is likely to experience. Higher DOT reportables means a higher likelihood that a driver will be dealing with accident scene issues instead of delivering freight.

Different but the Same

Fleets employing independent contractors operate very differently from those using company drivers, and the evaluation process takes that into consideration. While company driver fleets use employees and have the benefits of traditional HR best practices to help them, contractor fleets are closer to a franchise model - they need their contractors to have independent business success in order to thrive.

While there are many areas where both business types overlap, there are some that are distinctly different. As such, the Best Fleets program uses different questionnaires for each type, and scores their programs independently.

The results tables on the following pages note the questions that apply specifically to contractor fleets, and the places where the questions are the same but the scoring criteria are different.

2020 Best Fleets To Drive For

This year's Top 20 are a diverse group, with fleets of all sizes, hauling different kinds of freight, from a variety of regions across North America.

Small Carrier Category	Location	Drivers / Owner-Ops	Years in Top 20
America's Service Line (ASL)	Green Bay, WI	200	1
Boyle Transportation (Boyle)	BillERICA, MA	133	6 (Consecutive)
Central Oregon Truck Company, Inc. (COTC)	Redmond, OR	291	7 (Consecutive)
FTC Transportation, Inc. (FTCT)	Oklahoma City, OK	25	8 (Consecutive)
Garner Trucking, Inc. (Garner)	Findlay, OH	93	4
Grand Island Express (GIX)	Grand Island, NE	142	9 (Consecutive)
Motor Carrier Service LLC (MCS)	Northwood, OH	56	10 (Consecutive)
Thomas E. Keller Trucking Inc. (Tkeller)	Defiance, OH	225	3
Transpro Freight Systems Limited (Transpro)	Milton, ON	96	7 (Consecutive)
Wellington Motor Freight (WMF)	Aberfoyle, ON	46	1

Large Carrier Category	Location	Drivers / Owner-Ops	Years in Top 20
American Central Transport (ACT)	Kansas City, MO	300	3
Bison Transport (Bison)	Winnipeg, MB	1984	10 (6 Consecutive)
Challenger	Cambridge, ON	1165	4
Fortigo Freight Services, Inc. (Fortigo)	Etobicoke, ON	452	1
Fremont Contract Carriers, Inc. (FCC)	Fremont, NE	418	10
Halvor Lines, Inc. (Halvor)	Superior, WI	564	8 (Consecutive)
Load One Transportation & Logistics (Load One)	Taylor, MI	350	3
Nussbaum Transportation Services, Inc. (Nussbaum)	Hudson, IL	442	6 (Consecutive)
Prime Inc. (Prime)	Springfield, MO	8417	5 (Consecutive)
TLD Logistics Services, Inc. (TLD)	Knoxville, TN	435	5 (Consecutive)

28 Fleets to Watch

In addition to the Top 20, every year we identify five fleets who caught our eye. For 2020 those fleets were:

- **Averitt Express, Inc.**
Cookeville, TN
- **Brenny Specialized, Inc.**
Saint Joseph, MN
- **Leonard's Express**
Farmington, NY
- **Melton Truck Lines**
Tulsa, OK
- **Wilson Logistics, Inc.**
Springfield, MO

Why are we watching them?

The Fleets to Watch are companies that stood out during the evaluation program for one reason or another. It may be particularly creative ideas, because they surprised us with something noteworthy that we hadn't seen before, or because we've seen the progress they're making and know they're on their way to the Top 20.

Each year, there are companies previously named as Fleets to Watch who make it onto the Top 20, so it's definitely worth paying attention to these fleets: there's greatness in their future!

Compensation

What it tells us

What efforts the company is making to provide a stable, predictable income for drivers (and owner-operators).

Notable developments

Compensation continues on the path established in past years, with more fleets exploring guarantees and salaries. Profit sharing programs are steadily increasing, but still small compared to other sectors.

Scoring

- Is there a range in the starting pay for drivers and/or owner-ops? That is, does everyone doing the same work start at the same base rate, or are there ranges based on experience and/or skill level?
 - No range
 - Range during/after probation
 - Range from day one
- Do you offer any kind of guaranteed pay for drivers?
 - None/detention, layover pay, hourly local
 - Student/orientation/only some positions, transition
 - Full guarantee, many requirements, \$1000 or less
 - Full guarantee, lower requirements
- (Owner-Operator fleets only) Do you offer financial incentives, such as bonuses or equipment purchase plans, in addition to base rates?
 - Minimal (e.g., clean inspection or safety)
 - Some (e.g., clean inspection + safety)
 - Clean inspection, safety, discounts, rewards
 - Additional bonuses
- What programs do you have in place to resolve payroll problems and minimize errors?
 - Primarily reactive
 - Payroll staff review
 - Multiple staff review, driver access to stub
 - Online portal and multiple review systems, salary
- Do you pay drivers/owner-operators for attending orientation. If so, how much?

Company driver/mixed fleets

 - Hotel/transportation/meals covered only
 - Less than or equal to \$100/day, bonus after time
 - Greater than \$100/day (or less than + extras)
 - Greater than \$150/day

Owner-Operator fleets

 - No
 - Travel (food & hotel)
 - Pay, signing bonus
- Do you offer any profit sharing or stock options?
 - No
 - Yes

Carrier	Q1	Q2	Q3	Q4	Q5	Q6
ACT	3	3		4	4	0
ASL	1	4		4	3	0
Bison	1	2		4	1	0
Boyle	1	4		3	4	0
Challenger	3	3		4	4	2
COTC	1	4		4	4	0
FCC	3	2		3	3	2
Fortigo			3	4	4	
FTCT	3	2		4	2	0
Garner	3	3		3	1	0
GIX	3	3		3	4	2
Halvor	3	2		4	2	0
Load One			3	4	2	
MCS	1	4		4	3	2
Nussbaum	3	4		4	3	2
Prime	3	2		4	2	0
Tkeller	3	3		4	2	0
TLD	1	3		3	3	0
Transpro			4	2	0	
WMF	1	4		4	2	2

Benefits / Non-Financial Compensation

What it tells us

How well the company takes care of its drivers/contractors, outside of the workplace.

Notable developments

The most notable part of the benefits section this year is that very little changed in terms of scoring or new program offerings. Company contributions to retirement programs were down, on average, with few fleets contributing much more than 1% of total payroll into these funds.

Scoring

- (Owner-Operator fleets only) Are non company-sponsored health insurance programs available for contractors to participate in? (For instance, life insurance, medical/dental, downtime, tractor)**
0: No
2: Yes
- For company-provided benefits, who pays what portion of the premium? Please note whether the coverage is for the individual or family.**
1: Limited/no options, low contribution (up to 50%), employee only
2: Options, large contribution in some areas (51-74%)
3: More options, larger contribution across multiple areas (75%+)
- How long does it take to qualify for benefits?**
1: After 90 days
2: After 60 days
3: After 30 days
4: Immediately
- Does the company offer a pension or retirement savings plan? If so, and the company matches any contributions, please indicate total percentage of payroll contributed per year.**
Company driver/mixed fleets
0: Nothing
1: Available but no company contribution
2: Company contribution, under 1% of payroll
3: Significant contribution and/or participation, over 1% of payroll
Owner-Operator fleets
0: No
2: Yes
- What is the company's policy regarding vacation and other time off requests?**
0: No paid time off
1: Basic (e.g. 1 week after 1 year)
2: Basic with accelerated ramp up (e.g. 3 after 5), higher top end
3: Exceeds basic from the beginning

Carrier	Q1	Q2	Q3	Q4	Q5
ACT		3	2	3	1
ASL		3	1	3	3
Bison		3	1	3	2
Boyle		3	2	3	2
Challenger		3	4	2	2
COTC		3	2	2	2
FCC		3	3	3	2
Fortigo	2			0	
FTCT		2	3	3	2
Garner		2	3	1	2
GIX		1	3	3	2
Halvor		2	2	2	2
Load One	2			0	
MCS		2	4	3	2
Nussbaum		2	2	3	3
Prime		1	1	3	2
Tkeller		2	3	2	1
TLD		3	2	3	2
Transpro	2			2	
WMF		1	1	2	2

Performance & Recognition

What it tells us

How effectively the company measures, recognizes, and manages individual performance.

Notable developments

Driver scorecards, with a quarterly review, are becoming the baseline standard for performance management. Fleets doing annual and semi-annual reviews are becoming outliers as technology enables fleets to more easily share a range of performance metrics with drivers more regularly. Benchmarking has split into three distinct camps: those not doing anything formally, those sharing fuel metrics, and those with fully realized programs.

Scoring

1. How is driver performance evaluated?
 - 0: Nothing formal
 - 1: On demand, less than quarterly
 - 2: Scorecard, quarterly updates/discussions
 - 3: Monthly updates
 - 4: More than monthly
2. Beyond bonus programs, is there recognition for top performers?
 - 1: Driver of Year / annual award / adhoc recognition
 - 2: Driver of Month / Driver of Quarter, light recognition
 - 3: Variety of rewards/metrics, peer involvement
 - 4: Multiple reward types, special reward (trips, events, press), 3-5 things
 - 5: Wide range of programs/metrics, regular/ongoing recognition (more than 5 things)
3. Is there a benchmarking system in place for top performers. If so, is the information available to drivers?
 - 1: Nothing formal
 - 3: Basic metrics, top performers
 - 5: Multiple metrics, comparisons
4. What happens once a driver has had a collision or infraction?
 - 1: Training/discipline focused
 - 2: Investigative focus, coaching/training, driver(s) involved
 - 3: Coaching/training + development plan, behavior focused (done "with", rather than done "to", the driver)

Carrier	Q1	Q2	Q3	Q4
ACT	2	5	5	3
ASL	3	1	5	2
Bison	4	5	5	3
Boyle	2	1	5	2
Challenger	3	4	5	3
COTC	4	5	5	3
FCC	2	4	5	2
Fortigo	2	3		2
FTCT	2	5	5	3
Garner	2	5	3	2
GIX	4	4	5	2
Halvor	3	4	5	3
Load One	2	2		1
MCS	2	3	5	2
Nussbaum	4	3	5	2
Prime	4	4	5	3
Tkeller	4	4	5	2
TLD	3	4	5	3
Transpro	2	5		2
WMF	2	3	3	2

Human Resources Strategy

What it tells us

How well the company builds, maintains, and brings new people into, its culture.

Notable developments

Human Resources Strategy saw the most significant scoring changes of any category in the Best Fleets evaluation, with new questions being scored, and changes to the criteria for many existing questions. Military programs once

Scoring

- Do you hire entry level drivers? If yes, outline the program and number of participants in a typical year.**

 - 1: No program or very small % participants
 - 2: Small or moderate, one formal program
 - 3: Moderate to substantial investment; 1-2 programs
 - 4: Substantial investment; certified or multiple programs, CDL training
- How does the company ensure its total work environment (i.e. compensation, benefits, professional development programs, policies, etc.) meets the needs of drivers?**

 - 1: Open door policy/industry reports/outside comparisons
 - 2: Annual survey OR committee/liaison plus informal feedback
 - 3: Multiple surveys plus committees
 - 4: Multiple surveys, meetings + 1 other initiative
 - 5: Intensive effort (multiple methods of getting feedback) with executive/senior leadership outreach
- Do you have a military recruitment program? If so, please describe how it works and how many vets you have hired as a result of the program.**

 - 1: None/limited
 - 2: Informal or recognition/support (wraps, decals)
 - 3: Formal or recognition/support
 - 4: Formal + multiple methods of recognition/support
- Beyond the legal requirements, how does the company encourage workforce diversity? How are those efforts reflected in your committees, management teams, and other organizational groups?**

 - 0: Equal opportunity, no effort
 - 1: Associations OR bilingual staff
 - 2: Recruiting efforts OR management representation (no results)
 - 3: Bilingual support staff and some representation management/DABs/training, results
 - 4: Strong documented inclusion programs, investment + results
 - 5: Ethnic/disability/gender inclusion + results (2 out of 3)
- How do you ensure that your drivers are not subjected to, or contributors to, inappropriate, hostile, or toxic work environments?**

 1. Basic, policy and response process, focused on shippers
 3. TAT, terminal based programs, only at orientation OR customer score card
 5. Proactive reporting (app, macro or phone number) and recurring harassment training

Carrier	Q1	Q2	Q3	Q4	Q5	Q6
ACT	4	5	4	4	5	2
ASL	1	4	2	4	5	2
Bison	4	5	4	5	5	2
Boyle	2	3	4	5	5	2
Challenger	4	5	2	5	5	2
COTC	4	5	4	3	5	1
FCC	2	5	3	4	3	1
Fortigo		5	1	3	3	2
FTCT	1	5	3	3	3	2
Garner	4	5	3	5	3	1
GIX	3	5	3	5	3	2
Halvor	4	5	3	5	3	2
Load One		4	1	4	1	2
MCS	1	3	1	2	5	2
Nussbaum	4	5	3	3	5	2
Prime	4	5	4	5	5	2
Tkeller	3	3	4	3	5	2
TLD	3	5	4	5	5	2
Transpro		3	3	4	3	2
WMF	2	3	1	5	5	2

again saw enough innovation to warrant being scored, and for the first time pet policies were considered, as well.

Highlighting the importance of consistent communication across the fleet, a new question looked at what companies do to ensure drivers hear the same message from all sources. New entrant programs, general onboarding, management development, diversity efforts, and harassment protection all saw their scoring systems updated to capture the substantial efforts being made by fleets across these areas.

6. **Do you have a pet policy? If so, what is it?**
 0: No
 1: Service animals/other exceptions
 2: Yes
7. **Describe the company's onboarding program after hire.**
 1: Post-orientation check-ins/review only
 3: Check-ins/surveys AND expectations exchange/driver mentors/special dispatch/follow up orientation
 5: Exec involvement/pre-orientation comms, expectations exchange/mentor program, AND check-ins/surveys
8. **Is there a driver committee or advisory board at your company?**
 1: Nothing specific
 2: Periodic/informal/office driven, social media
 3: New program, drivers provide input, company committee participation, annual
 4: Quarterly, formal, driver-led, one main committee
 5: Ongoing (regular meetings) or multiple committees, driver-led, diversity
9. **Does the company provide any reimbursements, subsidies, or giveaways for clothing or PPE?**
 1: Informal, PPE primarily
 2: Some discounts/vouchers provided, limited freebies
 (orientation, Driver Appreciation Week)
 3: Company store discounts, occasional freebies, anniversary gifts and extra (under \$50)
 4: Substantial, full uniform AND boot/clothing allowance (\$100-200)
10. **What programs are in place to ensure continued improvement in the quality of your management team?**
 1: Minimal (task or performance focused, informal, weekly meetings)
 2: Occasional, association involvement
 3: Formal programs/certification (e.g., Dale Carnegie, CREST, ISO, NATMI), regular training opportunities
 4: Benchmarking groups, 2+ programs, staff attends orientation/driver training
 5: Substantial internal effort, formal development programs, driver-focused programs
11. **How do you ensure consistency in the messages from recruiting, safety, and operations?**
 1: Nothing specific, focused on staff knowledge
 2: Documented SOPs/Expectation exchange OR staff in orientation OR survey/check-in
 3: Written expectations exchange at orientation AND SOPs/surveys/check-in AND retention meetings

Carrier	Q7	Q8	Q9	Q10	Q11
ACT	5	4	3	3	3
ASL	3	2	3	4	3
Bison	5	5	4	5	2
Boyle	5	3	4	4	2
Challenger	3	5	4	5	3
COTC	5	5	3	3	2
FCC	5	5	3	3	2
Fortigo	3	5	4	4	2
FTCT	5	5	3	4	2
Garner	5	5	3	3	2
GIX	5	4	3	4	3
Halvor	5	4	4	5	3
Load One	3	2	3	3	2
MCS	5	4	4	3	3
Nussbaum	5	4	4	5	3
Prime	3	5	4	3	2
Tkeller	5	5	4	5	3
TLD	5	5	4	5	2
Transpro	3	4	3	3	2
WMF	3	4	3	3	3

Operational Strategy

What it tells us

What the day-to-day working experience is like in the company; what efforts the company is making to continuously improve efficiency.

Notable developments

With the ELD mandate squeezing driver productivity, this year's Best Fleets have stepped up efforts to keep drivers moving, and compensate them when they're not. Efforts to minimize problems with shippers now regularly include app-based communication to score the pickup and delivery experience, and more fleets are moving to pay drivers for shorter delays.

Scoring

- (Owner-Operator fleets only) What programs does the company provide to assist independent contractors in maintaining their equipment?**
 - Basic equipment or work discounts
 - Discount or inspections plus additional programs
 - Multiple programs, wide range of options
- How does the company minimize equipment-related downtime?**
 - Basic/light processes, few hrs down
 - Some effort, occasional off time PM, cross-training
 - Significant effort, most/all PM during off time
- Do drivers have input into vehicle specs or selection?**
 - No
 - Light/informal/reactive
 - Formal proactive process
- Multiple formal processes, personalized reward, direct testing, OEM visits**
- Do you have annual targets for safety record improvement?**
 - General/non-specific target
 - Some specific targets
 - Multiple specific targets, action plan
- What mechanisms are in place to avoid or resolve problems with shippers (such as excess waiting time, unsafe yards or poor treatment)?**
 - Informal process, occasional pay, longer wait
 - Formal process, pay @ 2 hours
 - Pay @ 90 minutes; proactive program, driver feedback process/app
 - Pay @ 1 hr; proactive program(s), driver feedback process/app
 - Pay for all, special structures

Carrier	Q1	Q2	Q3	Q4	Q5
ACT		3	2	3	3
ASL		3	1	3	5
Bison		3	3	2	3
Boyle		3	2	2	3
Challenger		3	3	2	3
COTC		3	2	3	4
FCC		1	2	2	2
Fortigo	5			2	5
FTCT		1	1	3	2
Garner		3	3	2	3
GIX		1	2	3	3
Halvor		2	2	2	3
Load One	5			1	3
MCS		2	1	2	4
Nussbaum		3	3	3	4
Prime		3	2	2	3
Tkeller		3	2	2	3
TLD		3	2	3	3
Transpro	3			2	3
WMF		2	2	2	4

Downtime related to maintenance got additional focus this year, with the scores considering how long drivers are out of commission for routine service. A healthy number of fleets schedule maintenance around driver home time, all but eliminating maintenance-related disruptions, while others use backup vehicles and local runs to fill in the gaps.

Two new questions this year looked at other impediments to driver productivity: parking, and natural disasters. The parking question saw fleets regularly prebooking spaces or reimbursing drivers, setting up dedicated parking facilities, or moving to shorter runs to avoid the issue altogether.

Planning for natural disasters is an emerging issue, with more storms, floods, and fires requiring operational adjustments. While all fleets have contingencies for ensuring their drivers are safe, a number have operational redundancy, and formal action plans with regular training as well.

6. What technology is provided to help drivers be more efficient? For instance, email, mobile apps, other devices

- 1: Limited, 3rd party apps only
- 3: Standard tools, dedicated/enhanced app
- 5: Device provision, company email, extensive app/portal

7. What is your process for evaluating and selecting new technology?

- 1: Limited collaboration
- 2: Collaborative process or multi-vendor review
- 3: Multi-vendor and collaborative process

8. How do you minimize problems related to parking availability for drivers on the road?

- 1: Nothing
- 2: Occasional reimbursement, app use, other effort
- 3: Paid program+, multiple efforts, managed for drivers

4: Dedicated, fully managed

9. Does the company have a policy for handling operations during natural disasters (e.g. hurricanes, floods, forest fires)?

- 1: Informal process, driver focus
- 2: Remote work, some policies
- 3: Significant redundancy, investment, formal plans

10. When drivers do get home, how many days off do they typically get before heading back out again?

- 1: <34 hrs average
- 2: 34-48 hrs
- 3: 48+ hrs, daily or multiple per week

Carrier	Q6	Q7	Q8	Q9	Q10
ACT	3	1	2	3	2
ASL	3	2	2	2	2
Bison	5	3	3	2	2
Boyle	5	3	3	2	2
Challenger	3	2	2	3	2
COTC	5	3	3	2	2
FCC	3	3	3	3	2
Fortigo	3	3	3	3	
FTCT	3	3	2	3	1
Garner	3	2	3	2	3
GIX	3	2	2	2	2
Halvor	3	2	3	3	2
Load One	3	2	1	3	
MCS	1	3	2	3	3
Nussbaum	5	3	3	3	3
Prime	3	2	2	1	2
Tkeller	5	2	3	1	2
TLD	3	2	2	3	2
Transpro	1	2	3	2	
WMF	1	1	4	1	3

Development & Career / Business Building

What it tells us

What efforts the company makes to improve driver skill levels and provide growth opportunities; how the company helps its contractors become smarter business owners.

Notable developments

Ongoing training for drivers has standardized around classroom, in-cab, and online tools, with 83% of finalists using some combination of those in their onboarding and other efforts.

Scoring

- In what format are professional development activities made available to the driver? (e.g. classroom, one on one/coaching, online training)
 - Basic, classroom focus
 - Variety, basic online
 - Variety, simulator or interactive
 - Extensive, interactive
- How many training days, on average, do drivers get in their first year with the company? How many in subsequent years?
 - Standard/basic, primarily 1st year (1-2 days later)
 - Enhanced, more 2nd year+ (2-4 days later)
 - Extensive opportunities, all years (4+ days later)
- Are drivers compensated for attending or completing training? If yes, how and how much?
 - No direct compensation, onboarding only
 - Points, company bucks, travel
 - Direct pay
- Are there any continuing education opportunities, beyond job-related safety training, provided for drivers? (e.g. tuition reimbursement, grants or scholarships, corporate university, seminars or conferences)
 - None
 - Occasional options, 3rd party promotion
 - Some options, tuition reimbursement
 - Formal company-developed/funded programs
- Do you have any programs to help drivers complete supplemental industry certifications? (e.g. hazmat endorsement, FAST or TWIC)
 - No
 - Yes
- Beyond on-boarding and new entrant training, are there any formal coaching or mentoring programs available for drivers? If so, how do they work?
 - None, new hires only

Carrier	Q1	Q2	Q3	Q4	Q5	Q6
ACT	2	2	0	3	2	2
ASL	2	3	2	1	2	2
Bison	4	2	3	5	2	1
Boyle	3	3	3	5	2	2
Challenger	4	2	3	3	2	2
COTC	3	3	3	1	2	2
FCC	3	3	3	3	1	2
Fortigo	3	2	1	1	2	2
FTCT	3	1	2	3	2	1
Garner	2	3	2	5	2	0
GIX	4	3	2	3	2	0
Halvor	3	3	3	5	2	2
Load One	2	2	2	3	2	1
MCS	2	2	3	1	2	1
Nussbaum	3	3	3	5	2	2
Prime	3	1	3	5	2	0
Tkeller	2	1	3	5	1	2
TLD	3	3	3	5	2	2
Transpro	4	3	3	3	2	2
WMF	2	3	2	5	2	0

Sharing of best practices among drivers grew substantially over the past year, with more fleets leveraging social media to build community among their drivers. Facebook Group usage is growing, with several fleets managing multiple private groups for different organizational purposes. Podcasts are also becoming much more commonplace as a communication tool, and regularly feature drivers sharing their stories as well.

In the area of traditional driver meetings, 60% of the Top 20 use some form of technology to supplement or replace their live meetings. Several fleets are regularly reaching close to 100% of their drivers through these channels, so there appears to be a clear benefit to this approach.

- 1: Occasional, remedial, informal
2: Ongoing, proactive, formal
7. How does the company encourage the sharing of best practices among drivers?
1: Company newsletter/kudos over satellite
2: Some content from drivers (newsletter/podcast)
3: Driver social media, meetings, mentor/training programs
8. How does the company structure and deliver driver meetings? (Two-way communication, not including messages or documents via satellite)
0: None
1: Infrequent/informal, unidirectional
2: Periodic/formal, bidirectional, live only
3: Bidirectional, multiple delivery formats, collaborative online
9. What percentage of drivers typically attend or participate in these meetings?
1: Under 40%
2: 40-75%
3: 75%+
10. How does the company use social media to engage with drivers?
1: Recruiting only
2: Used for some group discussion/public only
3: Private groups, advanced usage
11. Are drivers encouraged to join industry associations? (e.g. state or provincial associations, public image groups like Trucker Buddy or WIT)
1: Informal
2: Some involvement, 1-2 organizations specifically (WIT, OOIDA)
3: Broad involvement, engagement (trucking championships + 3+ organizations)

Carrier	Q7	Q8	Q9	Q10	Q11
ACT	3	1	2	2	2
ASL	1	2	3	2	3
Bison	3	2	3	2	3
Boyle	2	2	2	3	3
Challenger	2	2	3	3	2
COTC	3	3	3	2	1
FCC	2	2	3	3	3
Fortigo	3	2	3	2	2
FTCT	2	2	3	3	3
Garner	3	2	3	3	3
GIX	3	3	2	2	3
Halvor	2	3	1	3	3
Load One	3	2	3	3	2
MCS	2	2	3	2	3
Nussbaum	3	1	2	3	1
Prime	3	3	2	3	2
Tkeller	3	3	3	3	3
TLD	3	3	3	3	3
Transpro	2	2	3	2	3
WMF	3	2	3	2	2

Work / Life Balance

What it tells us

How the company supports drivers/contractors when they're not driving.

Notable developments

With an increasingly diverse driver pool on the road, the issue of personal safety - at truckstops, shippers, and elsewhere - becomes ever more important. A new question looking specifically into this subject yielded some un-

Scoring

- What facilities do you have available at your terminal(s) for drivers? (e.g. showers, laundry, kitchen, Internet access, TV, cafeteria, separate women's facilities)**

1: Standard – Shower, vending machines, computer/internet, laundry at some locations
 3: Expanded facilities (e.g. gym, healthcare, free food) at some locations, standard facilities at all
 5: Expanded facilities at multiple locations, one or more with substantially expanded
- What facilities do you provide for drivers in the truck or on the road? (e.g. in-cab amenities like fridges, entertainment, high quality beds or seats; hotel or meal allowances)**

1: Standard (APU, inverter, fridge)
 2: Minimal enhancement (sat radio, upgraded seats) (1 extra thing)
 3: Some enhancements
 4: Several enhancements, hotel options
 5: Multiple enhancements, substantial hotel, home daily
- What types of support systems are available for drivers or their families? (e.g. EAP, daycare, concierge, emotional support)**

1: Open door policy, informal support
 2: Some programs (EAP or equivalent)
 3: Formal support program (counseling, concierge) beyond EAP
- Does the company provide health and wellness programs for drivers?**

1: None/few services
 2: 3rd party offerings/discounts
 3: 3rd party offerings + some dedicated services/programs
 4: Extensive/enhanced dedicated programs
- Do you offer any programs to help drivers stay safe on the road? (e.g. self-defense training, support)**

Company driver/mixed fleets
 0: Nothing
 1: Limited, ad hoc, TAT
 2: Orientation, C-TPAT, parking, dispatch, call number/app
 3: Formal program, panic button
Owner-Operator fleets
 0: Nothing
 1: Limited, ad hoc, TAT
 2: Orientation, C-TPAT, parking, dispatch, call number/app
- Do you provide programs that assist drivers with financial or legal issues? If so, does the company pay any portion of the cost?**

Company driver/mixed fleets

Carrier	Q1	Q2	Q3	Q4	Q5	Q6
ACT	5	4	3	3	3	3
ASL	5	3	3	4	2	1
Bison	5	5	2	4	1	2
Boyle	5	5	2	3	3	3
Challenger	3	5	2	3	2	2
COTC	5	5	3	3	2	2
FCC	3	4	1	3	1	2
Fortigo	1		2	2	2	3
FTCT	3	5	2	3	0	3
Garner	3	5	2	4	1	3
GIX	5	3	2	3	3	1
Halvor	5	5	2	4	2	2
Load One	5		1	2	1	2
MCS	3	5	2	3	1	3
Nussbaum	5	5	3	4	1	3
Prime	5	4	3	4	2	3
Tkeller	5	5	3	4	2	2
TLD	3	5	3	2	1	2
Transpro	1		2	3	2	3
WMF	1	3	2	3	2	2

expected results: while some fleets had well-developed programs, it was a completely new consideration for many. Another unexpected finding from a new question: when asked what percentage of drivers attend company social events, an appreciable number of participants were unable to provide even a rough estimate of participation. Environmental efforts made a return to the scoring, as well. For the past two years, industry efforts weren't sufficiently diverse to score this, but this year a range of new programs and concerted efforts across entire fleets (both on-road and in office) made it scorable once again.

- 1: Minimal, ad-hoc loans, referrals
 - 2: EAP only
 - 3: Company-sponsored services, multiple options
- Owner-Operator fleets*
- 1: Minimal, ad-hoc loans, referrals
 - 2: 3rd party discounts
 - 3: Direct support, multiple options
7. **What kinds of social events does the company have for drivers?**
- 1: Under 3 events, office planning only
 - 2: 4 - 5 events, driver involvement
 - 3: 6+ events, driver involvement
8. **What percentage of drivers attend or participate in these social events?**
- 1: Limited, don't know
 - 2: Good participation OR effort to get to everyone at least once
 - 3: Good participation in at least one event + effort
9. **How do you support the outside interests of drivers? (e.g. sponsor sports teams, support driver causes)**
- 1: Participation in company, some ad hoc
 - 2: Participation in company, contribution plan
 - 3: Some employee influence, company paid
- 4: Large employee influence, company paid, active large group
10. **What efforts do you make to improve the overall image of the trucking industry?**
- 1: Equipment, light association or outreach (1-3 things)
 - 2: Multiple programs, some investment (4-5 things)
 - 3: Significant programs and substantial investment (6-8 things)
11. **What efforts are you making to improve the company's environmental impact?**
- 1: Equipment only
 - 2: Few specifics, on-road emissions focus
 - 3: Facilities + on-road emissions prevention or certification
 - 4: Facilities, on-road emissions, significant effort
 - 5: Multiple programs, certifications, all facets of the organization

Carrier	Q7	Q8	Q9	Q10	Q11
ACT	2	3	3	3	4
ASL	2	2	1	2	3
Bison	3	1	3	3	5
Boyle	1	2	3	2	5
Challenger	3	3	4	3	5
COTC	3	2	3	3	3
FCC	3	3	3	3	5
Fortigo	3	3	3	3	3
FTCT	3	2	3	3	5
Garner	2	2	4	3	5
GIX	2	2	4	3	3
Halvor	2	2	3	3	4
Load One	2	2	3	3	4
MCS	3	3	2	3	4
Nussbaum	2	1	3	3	5
Prime	3	3	3	3	5
Tkeller	3	1	4	3	5
TLD	3	3	4	2	5
Transpro	3	1	2	3	4
WMF	3	3	4	2	4

2019 Winners



Best Overall Fleet for Large Carrier Award, sponsored by EpicVue
Jim Guthrie, Prime Inc. (center),
with Jane Jazrawy, CarriersEdge, and Lance Platt, EpicVue



Best Overall Fleet for Small Carrier, sponsored by DMC Insurance
Brent Nussbaum, Nussbaum Transport (center),
with Jane Jazrawy, CarriersEdge, and Vikas Shah, DMC Insurance.

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