

June 2022

TALENT INTELLIGENCE

# Hiring and Labor Retention

PRESENTED BY: Seth Becker, VP, Talent Intelligence



# Greatest Challenges 2022

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## Supply Chain



## Inflation



## Talent



# The Crisis

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Freight Volume



Freight Rates



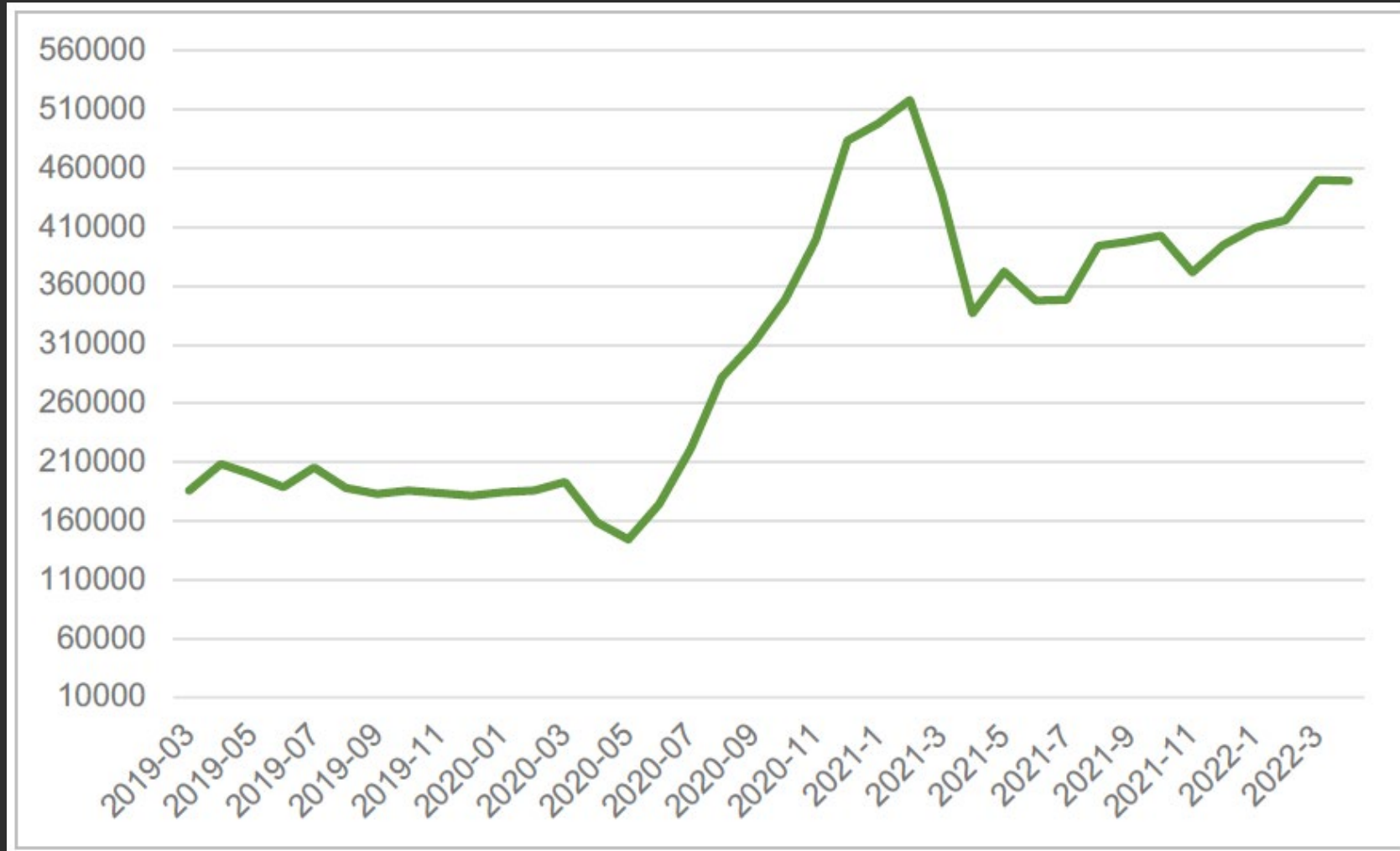
Driver Pool



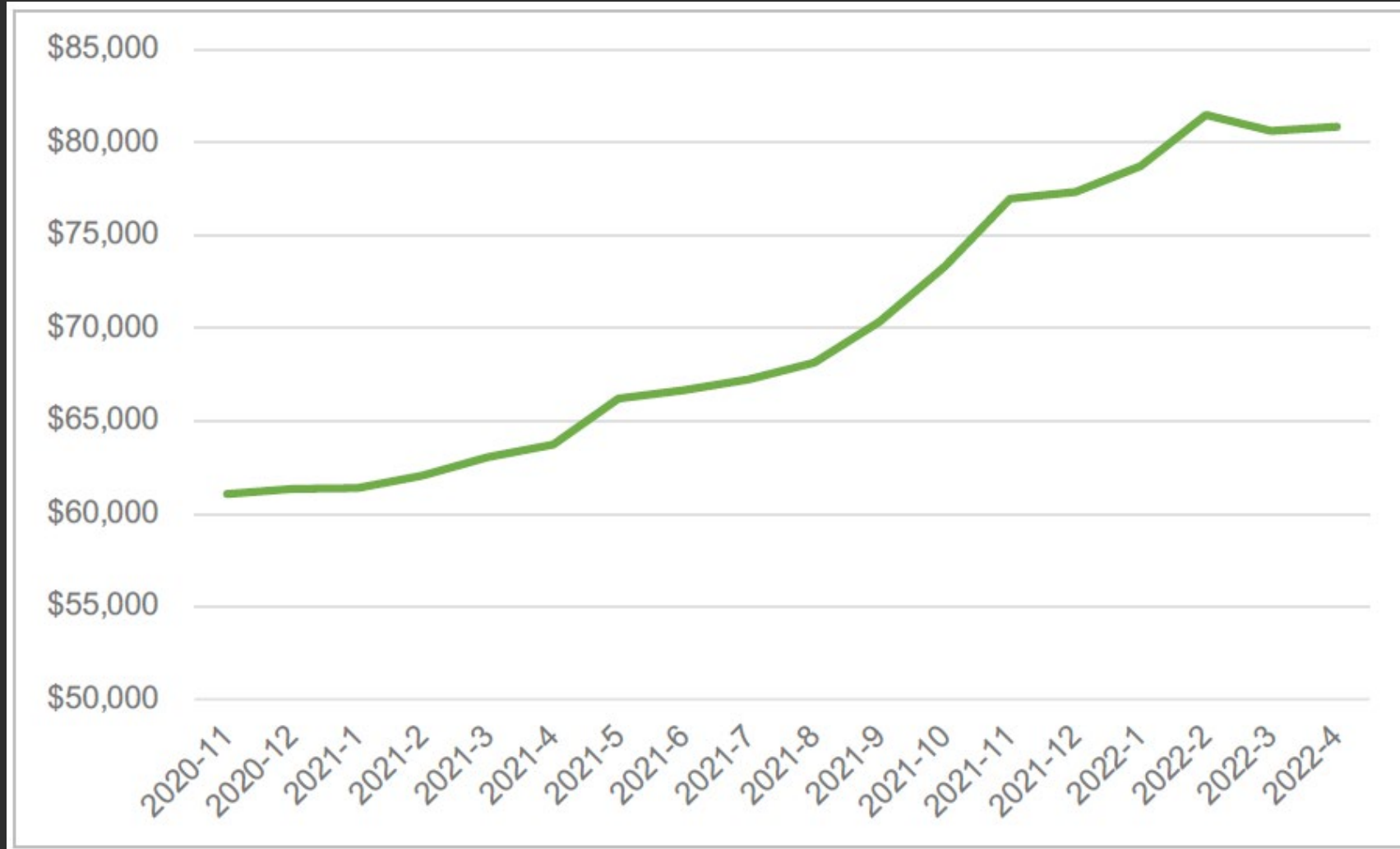




# Driver Job Posts

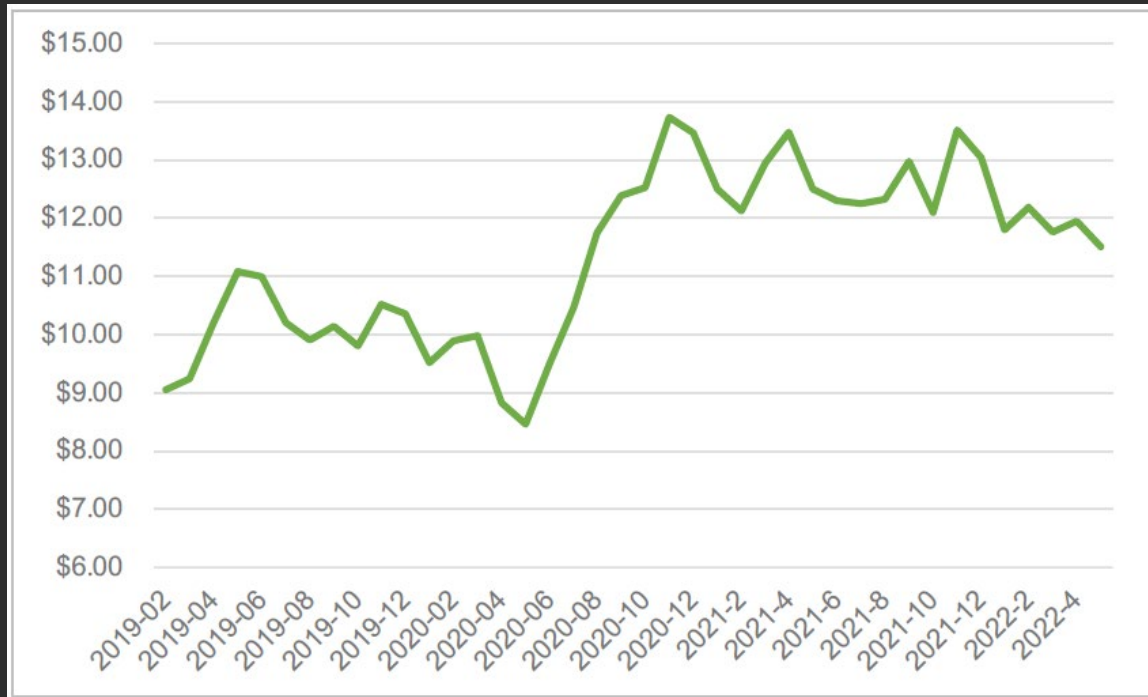


# Driver Compensation

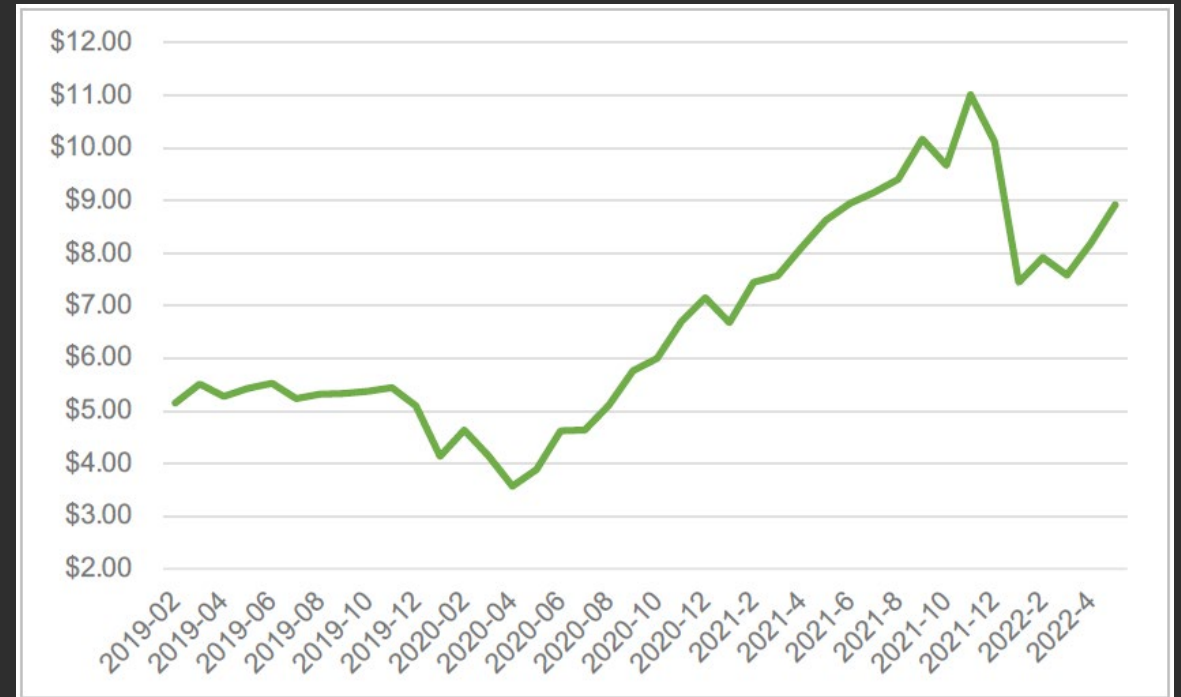


# Cost Per Click

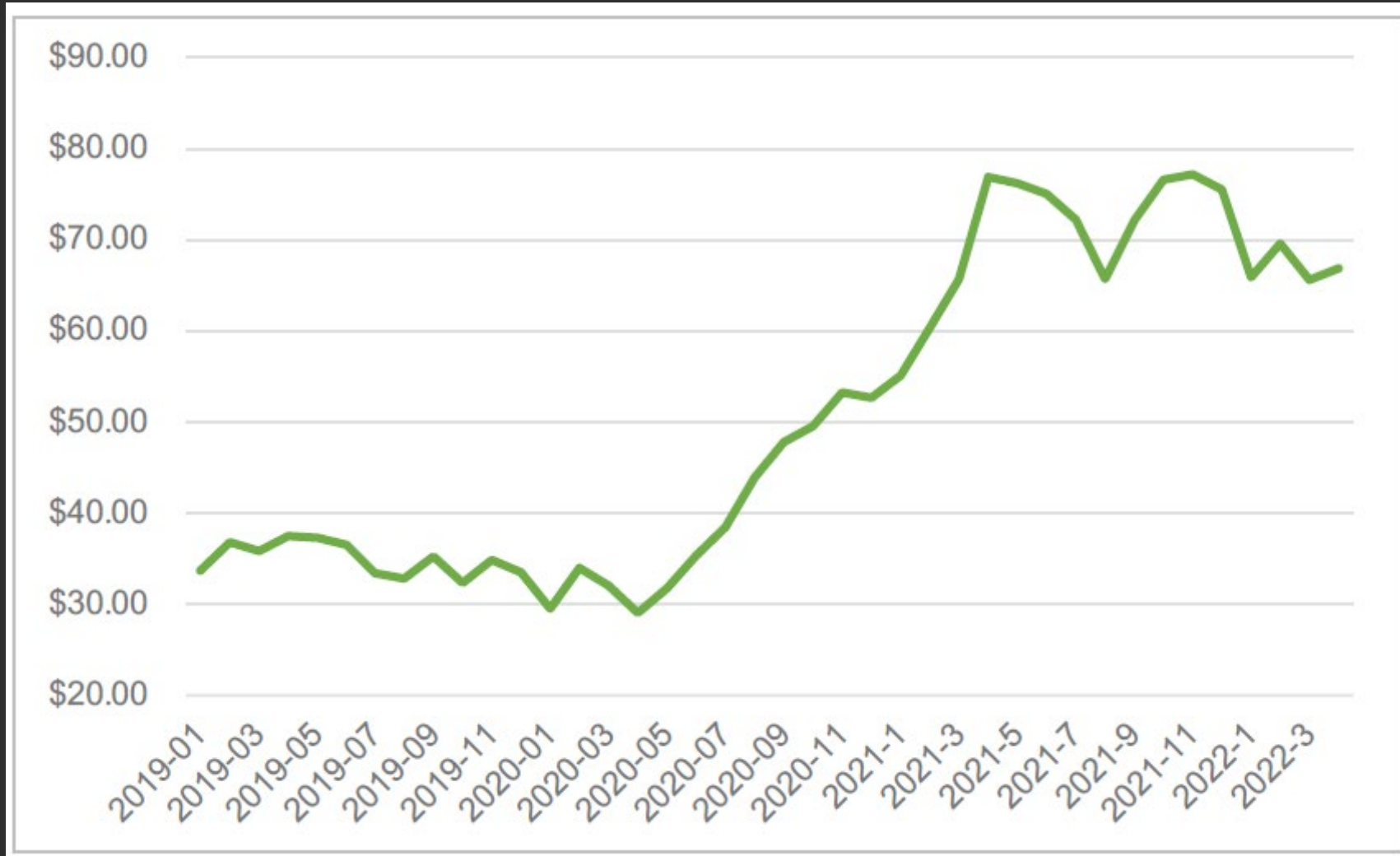
## Search



## Facebook



# Cost Per Lead





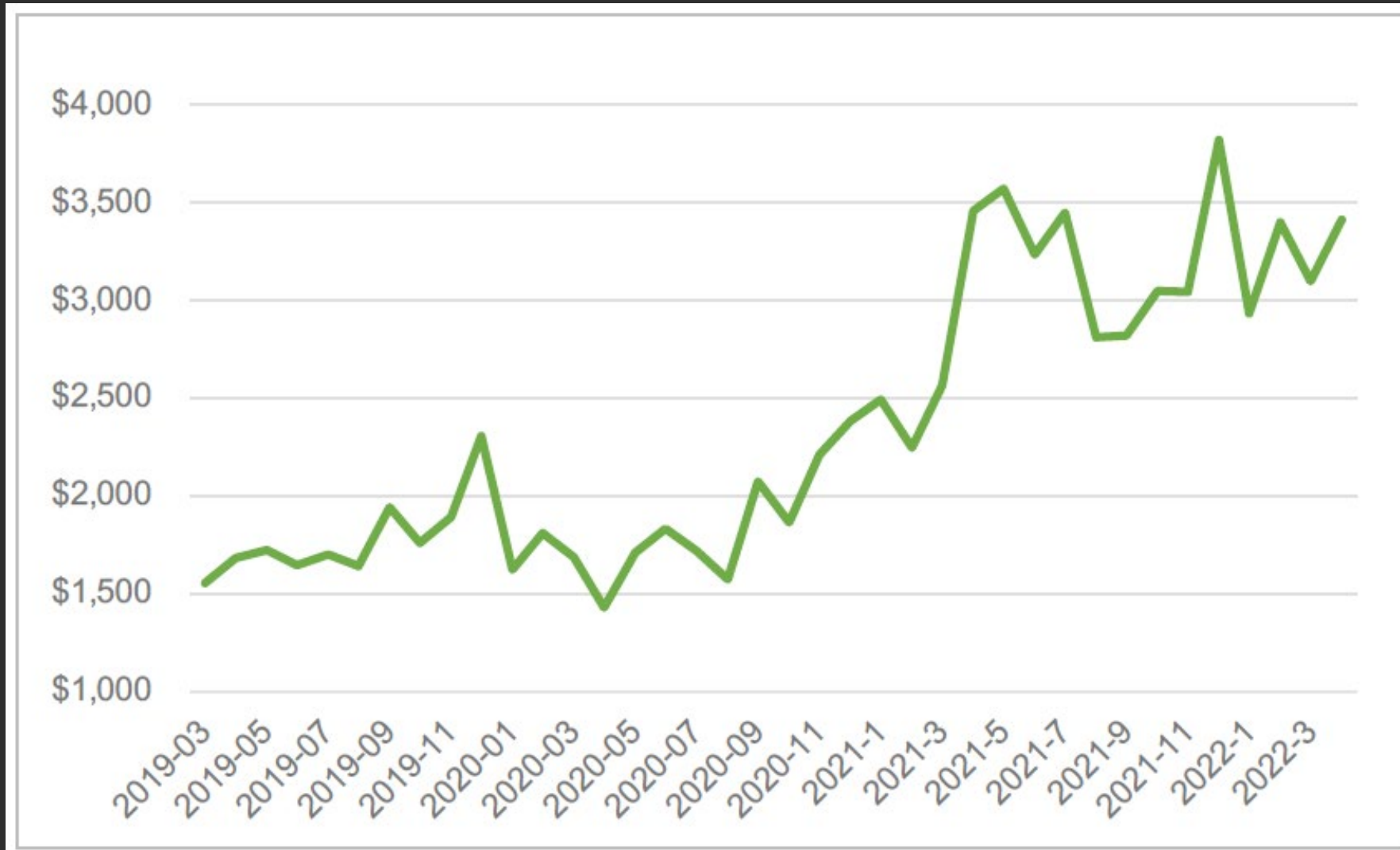
# Lead-to-Hire Ratio

**38:1**

YoY: ▼ -6% YoY



# Advertising Cost Per Hire





**Differentiation**



*Extract  
Commodities*



*Make  
Goods*



*Deliver  
Services*



*Stage  
Experiences*

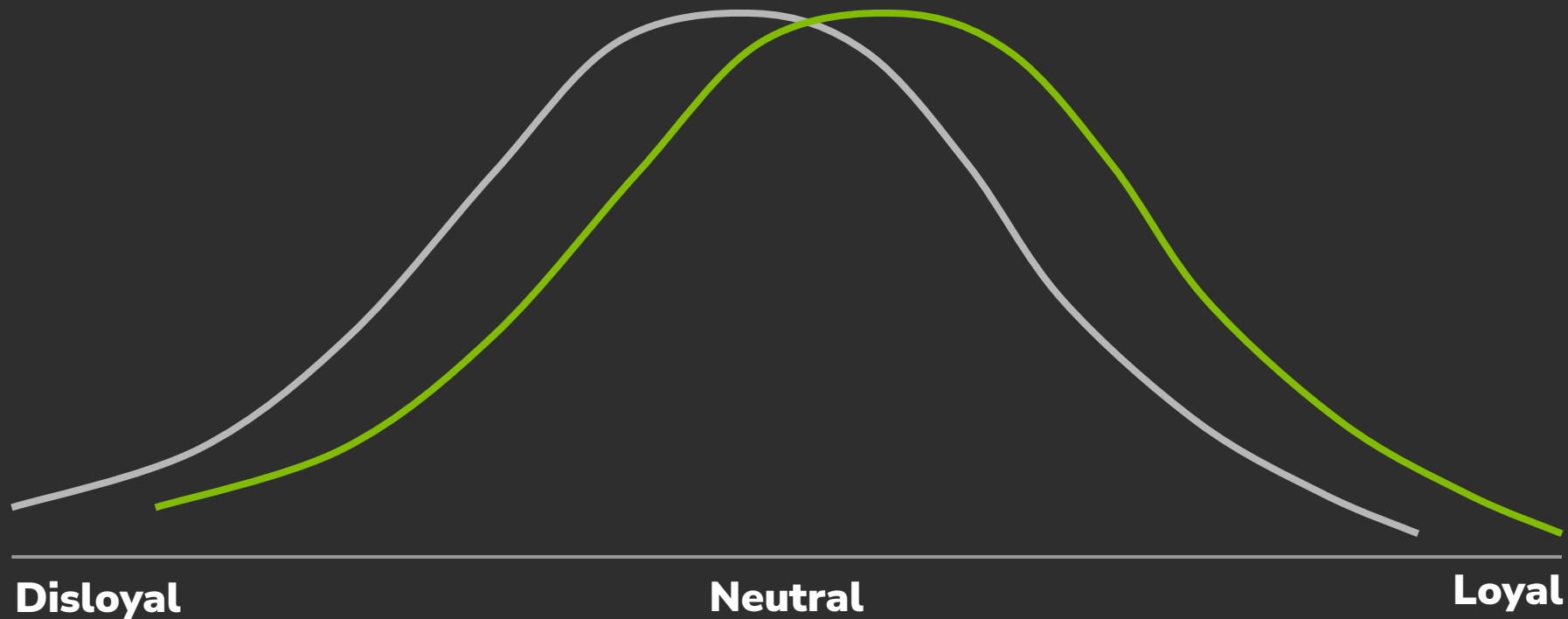
**Pricing**

# Experience Economy

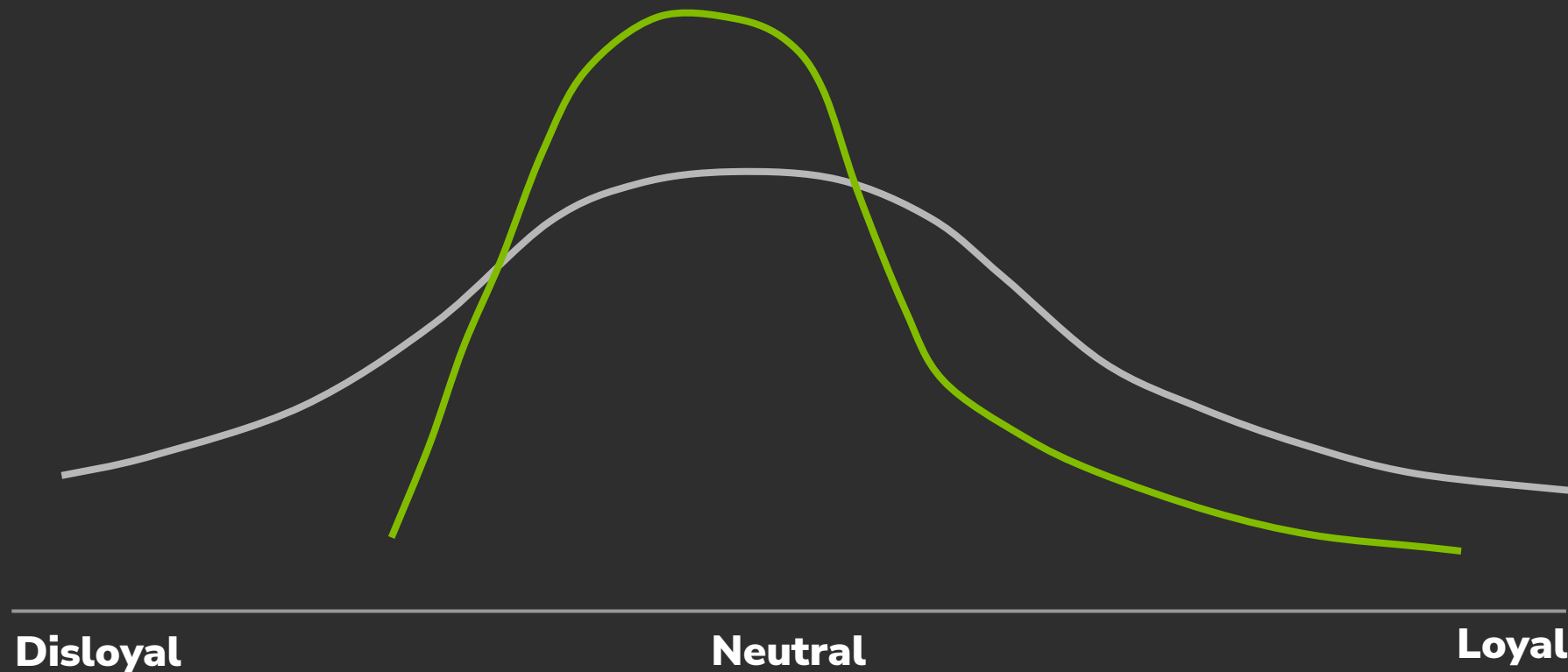


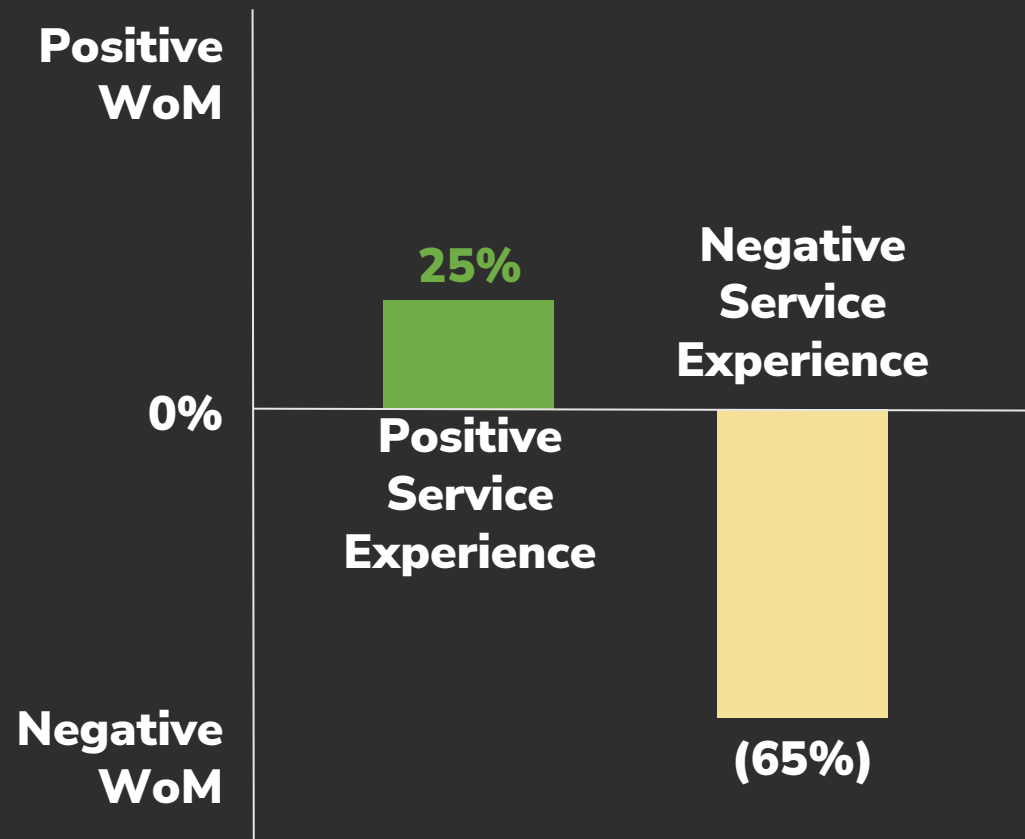


# What happens when you **exceed** expectations?



# What happens when you **exceed** expectations?



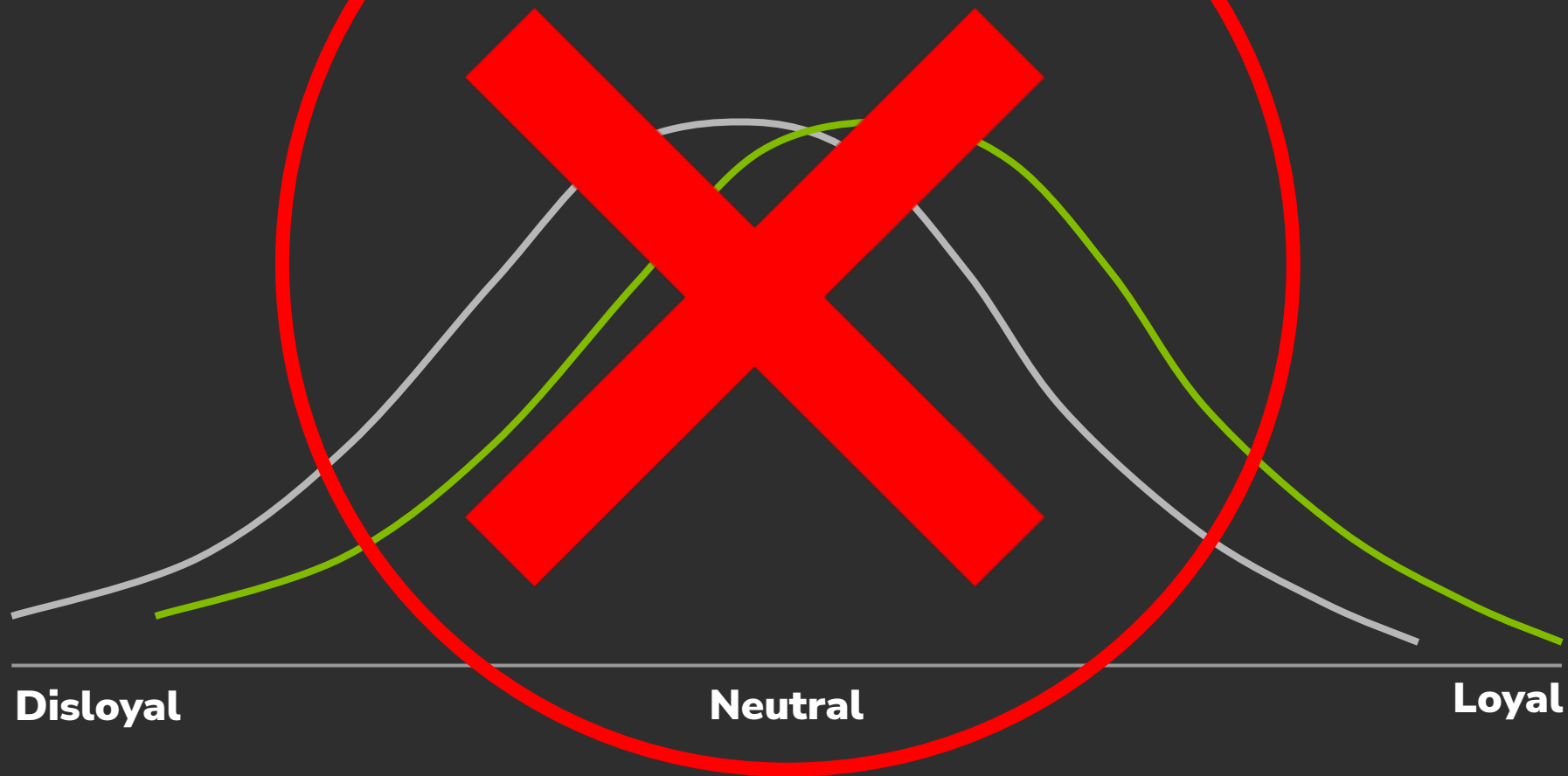


#1



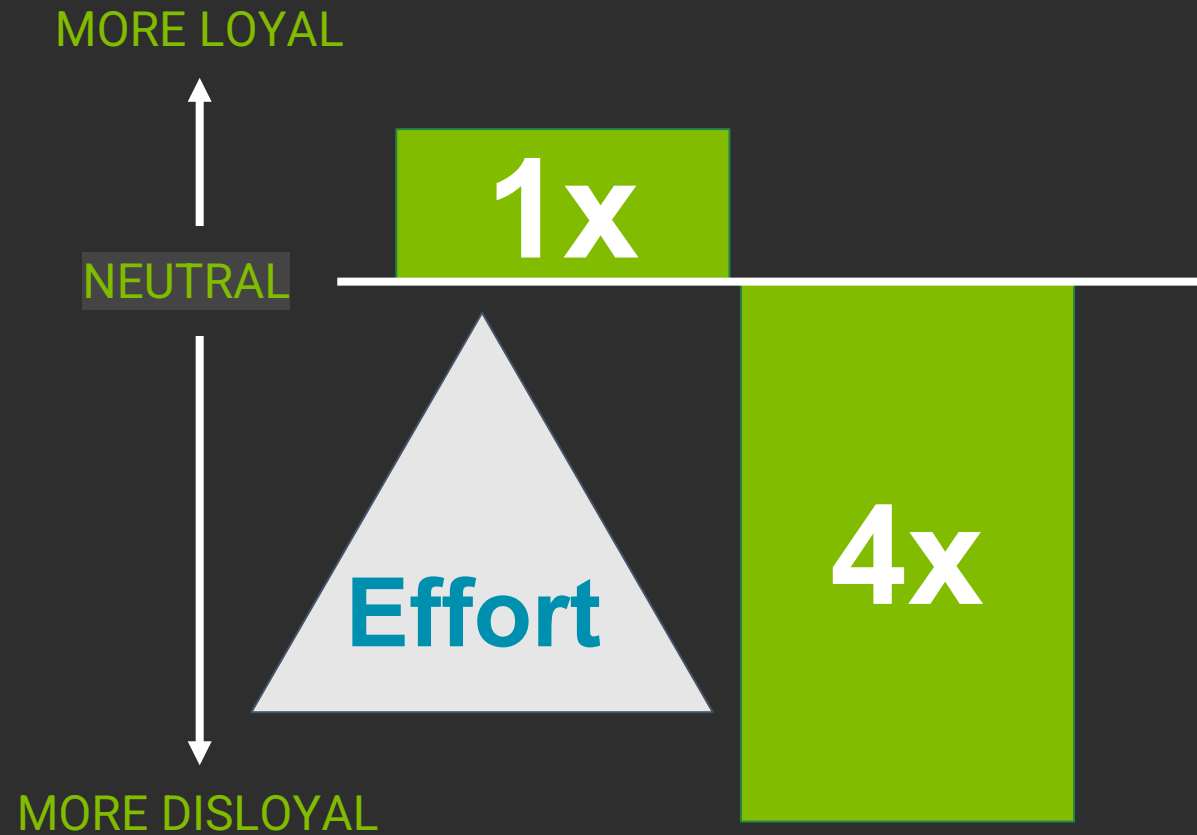
「When looking for a job, what's the MOST important way to research a fleet?」

Big “wow” moments!





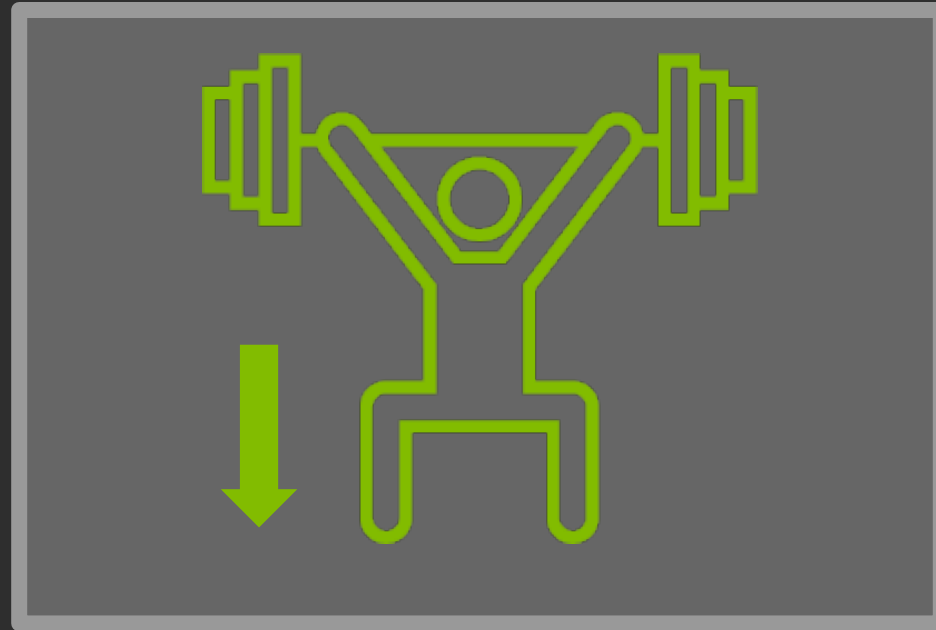
# What drives disloyalty?



Source: Customer Contact Council



# Reduce Effort<sup>★</sup>







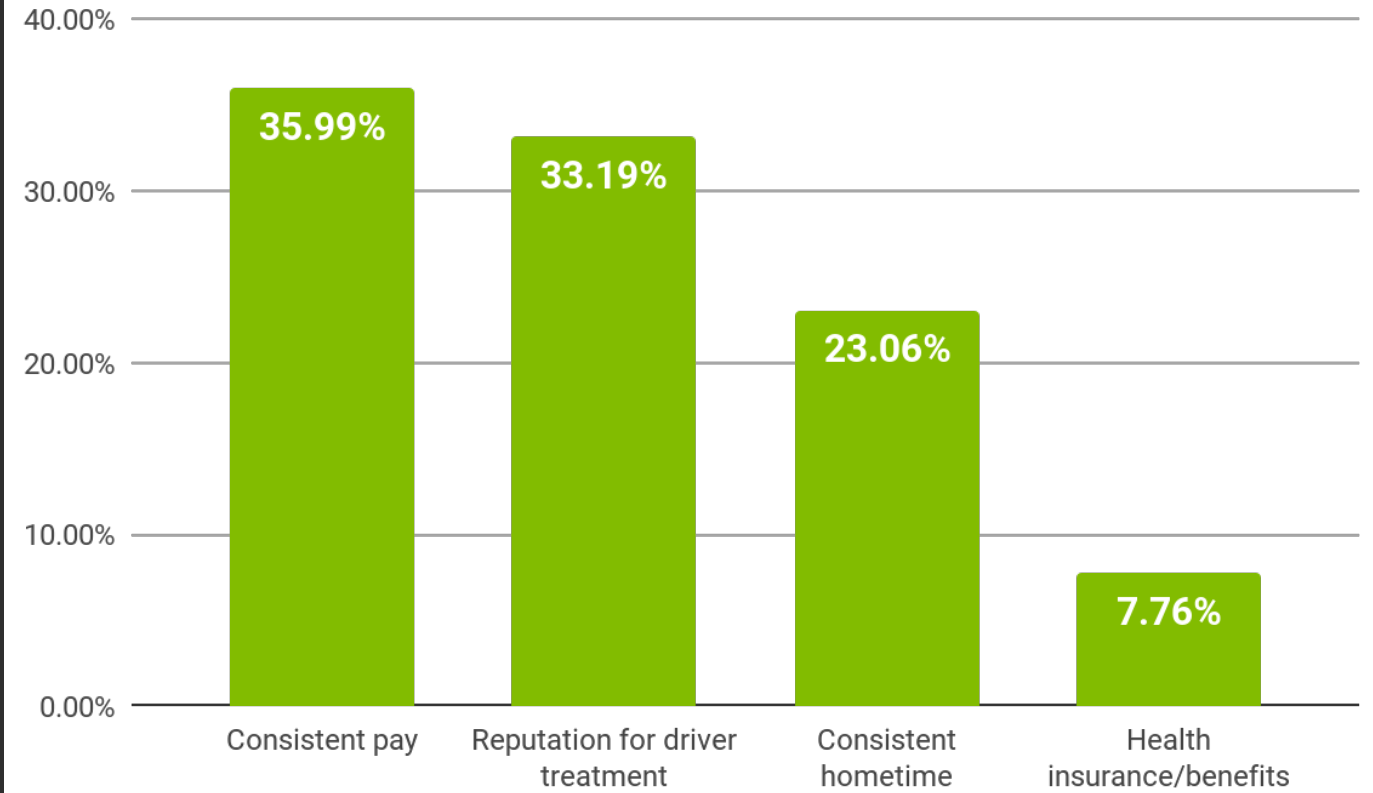


**Experience  $\neq$  Expectations**





Which is the most important factor in choosing a fleet to drive for?





**\$1,000,000,000?**

**3 Clicks**

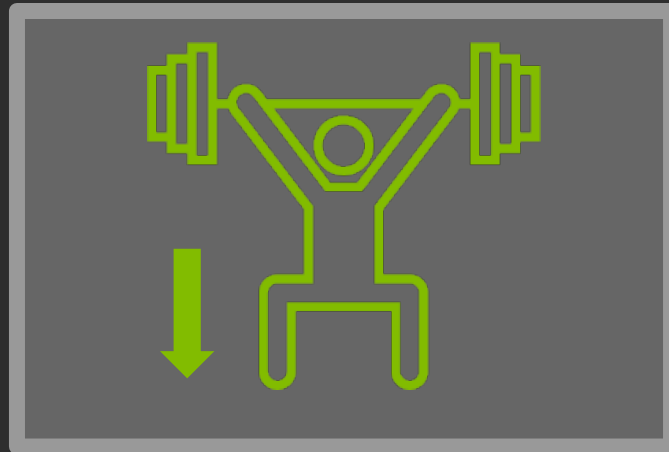


**\$100,000,000,000**



*Instagram*

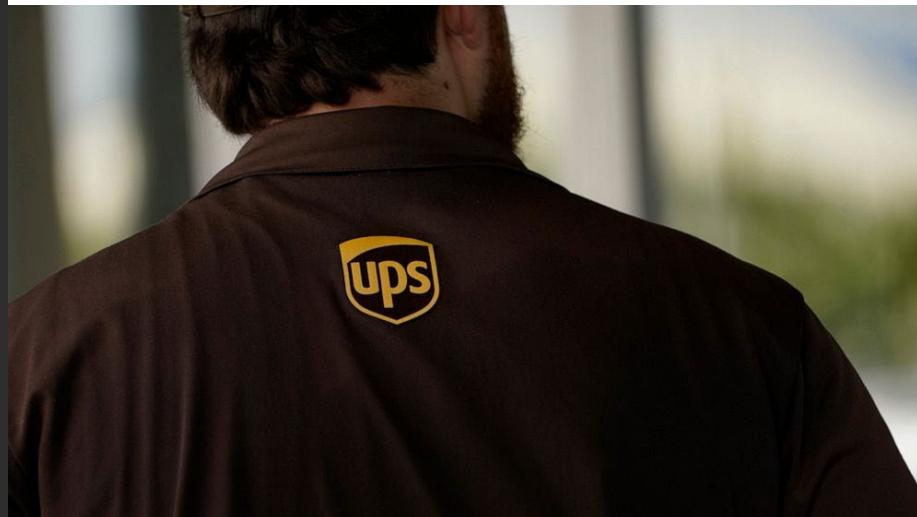
# Focus Reduces Effort



## Fast hiring: UPS to hire 100,000, many in 30 minutes or less

*Besides packages, UPS is promising to deliver something else fast: job offers*

By JOSEPH PISANI AP Retail Writer  
September 9, 2021, 11:30 AM • 2 min read



## Find the Friction

1. Go through yourself
2. Ask your recruiters
3. Ask drivers

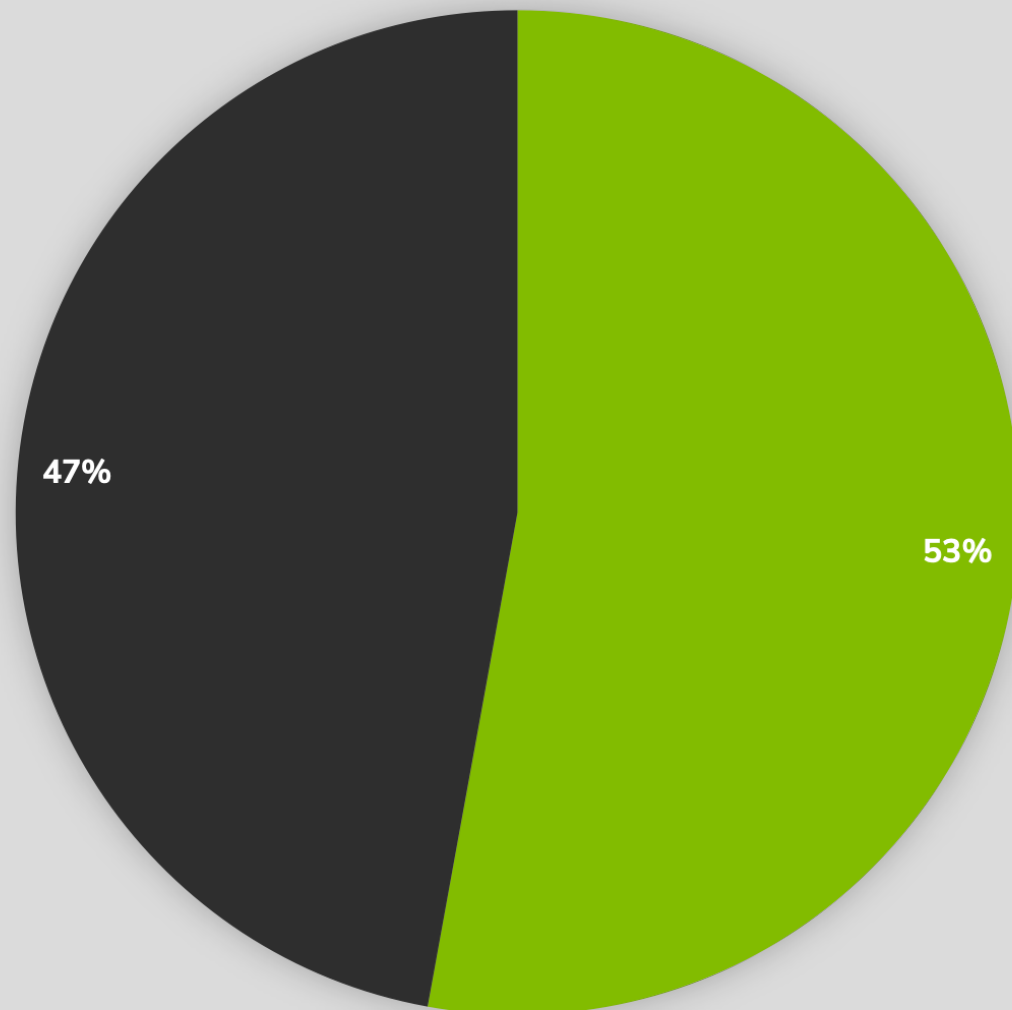


20,000  
Calls



Listening In *with Geth*  
BY RANDALL REILLY

Call Status



■ Answered

■ Unanswered





# #1

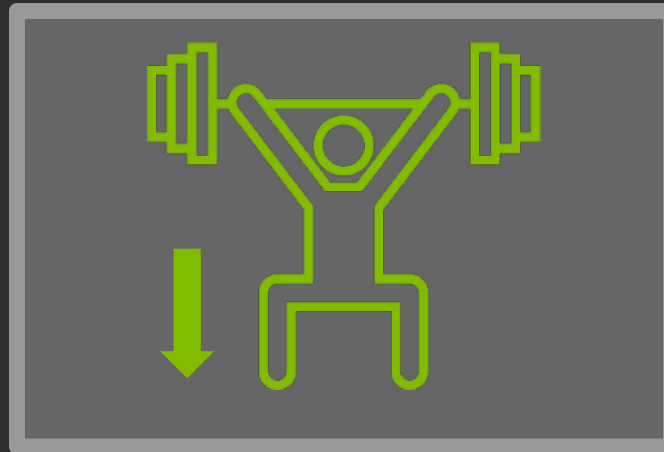


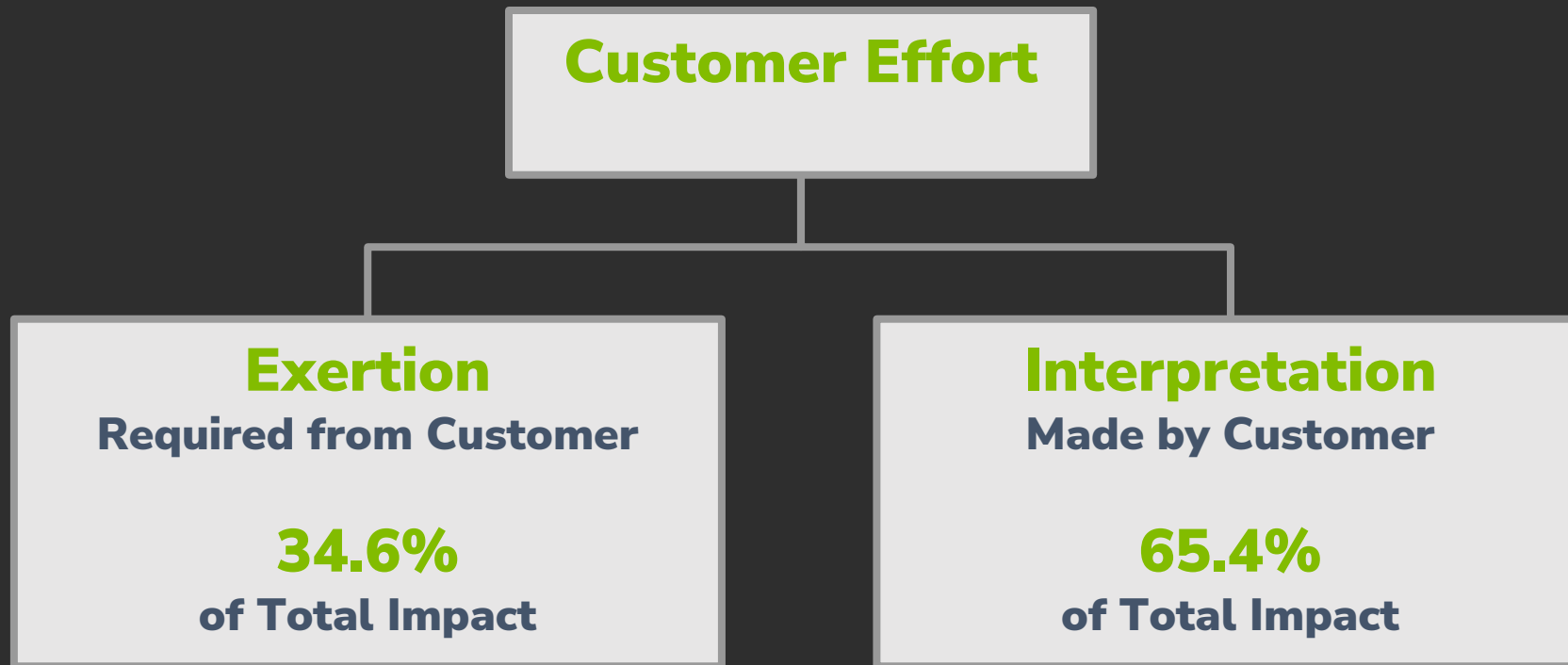
If a carrier is trying to recruit you,  
how do you prefer for them to reach  
out?



Accessibility Reduces Effort

Focus Reduces Effort







# Affect Emotion<sup>★</sup>



#1

83%

「 Have you ever decided to quit a job  
(immediately or later) based on the  
orientation process? 」



Looking for  
my next gig!



Job Board	Email	Voicemail	Text	Total
A	98	33	7	138
B	83	30	4	117
C	74	15	9	98
D	49	24	16	89
E	55	26	6	87



Customer Effort Score

↓ 18.5%





# Training Affects Emotion



# Dear Hank Seeker,

---

**Recruiter 6.** <Recruiter\_6.\_101009\_73681071@delivery.tenstreet.com> [Unsubscribe](#)

to me ▾

We wanted to get back with you regarding an online application you began submitting recently. If you're still in the market for a great new driving job, we'd love to have you finish things up at:

**[Drivers Apply Here](#)**

**[Technicians Apply Here](#)**

Looking forward to hearing from you!

Thank you,

Thank you!

Looking forward to hearing from you!



LEGO Service

to me ▾

8:35 PM (1 minute ago)



## CUSTOMER SERVICE

Call us toll-free:

LEGO® Shop: (800) 453-4652

Customer Service: (800) 835-4386

Or find out more on [LEGO.com/service](https://www.lego.com/service)



Dear John,

Thanks for getting in touch with us and providing that information! I am so sorry that you are missing bag 14 from your Mos Eisley Cantina! This must be the work of Lord Vader.

Fear not, for I have hired Han to get that bag right out to you. Your order number is 3012390866 and will be arriving in the next 7-10 days (or less the 12 parsecs).

# Personalization Affects Emotion

## Training Affects Emotion



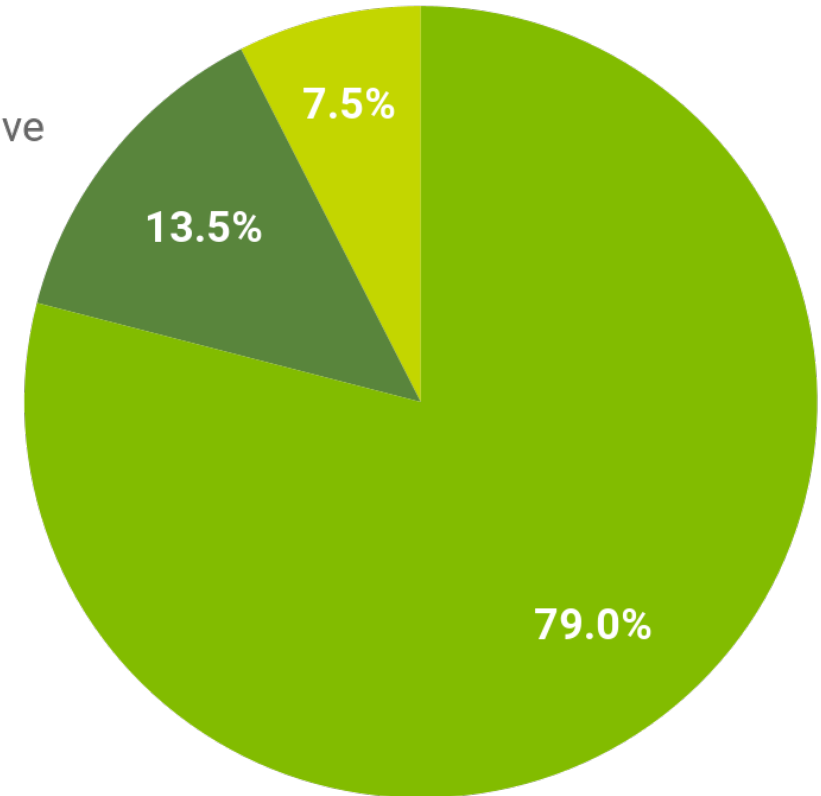


# Create Simplicity<sup>★</sup>



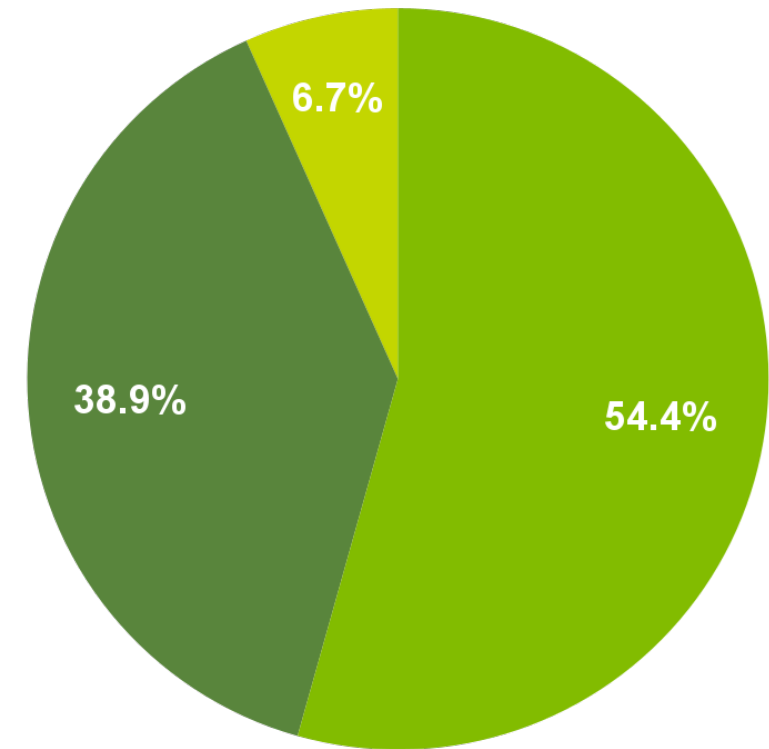
Have you ever  
turned down a job  
because the pay  
didn't make sense?

- Yes
- No, but I should have
- No



Do you feel like you  
can accurately  
predict what you'll  
get paid next  
week?

- Yes
- No
- Not sure








## Listening In *with Seth*

BY RANDALL REILLY



**PART I**  
**THE PERFECT CALL**

**LISTENING IN WITH SETH**

RANDALLREILLY.COM  
Building the Perfect Driver Recruiting Phone Call (Part 1)  
Recruiting phone calls consist of four main segments. Today, Seth listens to the introductions of several phone calls and goes over how to improve upon them.

Like Comment Share

9 Shares

Nikki Francois Becker and 49 others


Write a comment...

Post

Buster Morris  
"Lie Training" 2  
3 mos Like Reply More

View more comments...

Write a comment...



**Buster Morris**  
"Lie Training" 2

3 mos Like Reply More

**View more comments...**





### Narrow your results

Select all that apply to find reviewers similar to you.

[Reset all](#)

Life Changes

▼

Prior year tax prep

▼

Married life

▼

Own a home

▼

Kids

▼

Own a business

☐

Student

☐

★★★★★

### Awesome Experience

September 27, 2021 [SpeedyStream](#)

Everything was smooth and great. TurboTax really made my life easy.

#### Review of TurboTax

[Married](#)   [Rent](#)   [Has kids](#)

Conversion Rate

↑ 30%



# Trust Creates Simplicity



# The 4 C's of a diamond?

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- **Cut**
- **Carat**
- **Color**
- **Clarity**



DE BEERS GROUP



# Decision Framework

## 5 Ts for the Professional Driver Experience

In 2018, Werner identified five areas that most affect a professional driver's experience and committed to investing millions of dollars in those key areas. Trucks, Trailers, Talent, Terminals and Technology make up Werner's 5Ts initiative. Werner recognizes that the professional driver faces many challenges while on the road. Our heavy investment into the 5Ts is based on one very simple concept: respect for the professional driver. You want more than a paycheck and we want your career to be rewarding in every aspect.



Enablement Creates Simplicity

Trust Creates Simplicity



Is the **effort** you're asking,  
worth the **experience** you're offering?



#1

35%

「I don't」

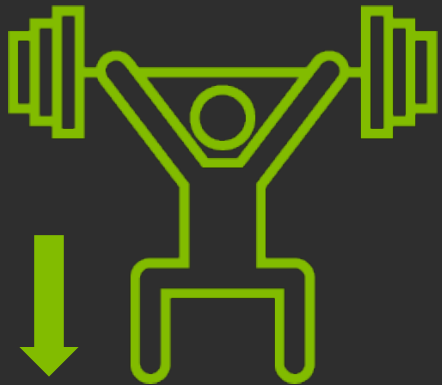
I feel loyal to my fleet because...

***They consistently do the  
little things well***

– Jeff - RR Driver Advisory Board



Reduce **Effort**



Affect **Emotion**



Create **Simplicity**



# North Star<sup>★</sup>

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Be the **EESY** Choice!

A large, 3D-rendered red push button with a silver-colored base. The button is positioned centrally, and the word "EESY" is printed in white, bold, sans-serif capital letters across its face. The button has a slight shadow beneath it, giving it a sense of depth.



We are **the growth platform** for **vital industries** such as transportation, construction and agriculture. Through a combination of people and technology, we give our clients **unique capabilities** to sell to and serve their end customers better. We create better **relationships**, better **insights**, and better **results** in sales, recruiting and other essential services that drive sustainable growth for our clients.

For more information, visit: [www.randallreilly.com](http://www.randallreilly.com).

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