



Final Report

**TRANSPORTATION
DISTRIBUTION & LOGISTICS
TASK FORCE**

2017

Illinois Workforce Innovation Board

EXECUTIVE SUMMARY

According to the American Trucking Association's most recent edition of *American Trucking Trends*, 70 percent of the nation's domestic freight tonnage is moved by truck. Illinois' central location and transportation infrastructure heightens the importance of Illinois' Transportation, Distribution and Logistics (TDL) industry in general, and the importance of the Trucking industry in particular. Illinois – indeed the entire nation – is currently experiencing a truck driver shortage, a shortage that is further exacerbated by high driver turnover rates. This combination has resulted in an ongoing inability for transportation companies to fully staff themselves. Illinois transportation industry leaders and stakeholders must address multiple issues in order to train and retain an adequate truck-driving workforce.

Mr. Grailing Jones, Director, Schneider Employment Network Development (Schneider), was appointed to the Illinois Workforce Innovation Board (IWIB) to establish and lead a TDL Task Force with an employer-led and data-driven approach. Members of the TDL Task Force represent divisions of the Transportation Distribution and Logistics industry, including representatives from employers, community colleges, and workforce development agencies. The ultimate goal of the Task Force's work is to increase the number of CDLs in Illinois to support industry cluster growth and drive overall economic growth. Its directive was to develop action models and best practices designed to be employer-led (with the support and collaboration of industry influencers) and to increase the number of commercial truck drivers in the state. Between October 2016 and March 2017, Task Force members participated in both physical meetings and conference calls.

This report summarizes the latest supply and demand projections, model solutions and promising practices developed by the TDL Task Force to address these issues. It presents background information on the TDL Task Force and the initial 2006 Task Force, complementary efforts that are underway within and across the state and the Midwest region, and data supporting the need for truck drivers in Illinois. It outlines the focus areas of the Task Force, details its findings and recommendations, and describes the results of tested model solutions and potential promising practices. The final section concludes the report and provides recommendations for the future of the Task Force and for education and training practices within Illinois to counteract this shortage.

Long-term employment projections from the Bureau of Labor Statistics, provided by the Department of Employment Security, indicate substantial employment growth over the ten-year period and a strong need to replace employees retiring or permanently leaving the occupation. Similar to other sectors and TDL industries, the number of retirements is outpacing the number of new workers.

Organizations concerned with the shortage of truck drivers in Illinois and across the country are individually and collaboratively working to lessen the shortage. The following organizations have developed information the task force utilized in formulating an understanding of the issues and potential solutions: Midwest Governors' Association, Chicago Workforce Funder Alliance, The Supply Chain Innovation Network of Chicago, and The Midwest Transportation Workforce Center.

The 2006 TDL Task Force produced findings and recommendations for the expected truck driver shortage. The 2016 TDL Task Force found the 2006 task force's findings were still relevant, but modified the areas of recommendation. More specific concentration areas were developed, while maintaining goals similar to those developed by the 2006 task force.

Members were divided into four groups at the initial meeting, with each group focusing on one of four significant issues:

- 1) Increasing awareness of truck driving career opportunities;
- 2) Expanding funding options for Commercial Driver's License (CDL) skills training;
- 3) Improving processes for vetting potential CDL trainees and hires, and;
- 4) Improving career placement capabilities.

Members created model solutions and recommendations to identify promising practices for businesses and other stakeholders to utilize to increase the number of commercial truck drivers in Illinois. Model solutions and promising practices studied over five months were reviewed at a final Task Force meeting held in March, 2017.

In all, the Task Force created seven model solutions to address the truck driver shortage. Each model solution stems from one of the concentration areas listed above. Short-term action models were to be tested within 60 days. Long-term action models are to be carried out and tested over a longer period of time.

Short-Term Action Models

- Encourage Business / Armed Forces Private Public Partnership (P3) Leading to Employment
- Transform Job Fairs into Hiring Events
- Use IDES's Targeted E-mail Blast to Inform Client Base on CDL Careers / Hiring Events

Long-Term Action Models

- Increase the Number of Qualified CDL Instructors
- Develop Training for Driver Support Staff to Improve Driver Retention Rates
- Support the Illinois Trucking Foundation's "Trucks, Traffic & Teens" Program
- Implement a Graduated CDL License for Drivers Under 21

Detailed information regarding each of these short- and long-term action models – including promising practices and specific fundable demonstration project concepts – are incorporated into the full report of the Task Force.

The TDL Task Force will present its findings and recommendations to the IWIB in September of 2017. However, the TDL Task Force recommends that members continue to meet beyond the presentation of this report. Transportation industry businesses should continuously be recruited to participate in IWIB and TDL Task Force activities to actively address the truck driver shortage as it continues. Task Force members should review CDL Renewals and CDLs Issued quarterly to monitor the driver shortage. Finally, the TDL Task Force should continue as a resource to provide guidance and counsel to the community of TDL businesses, training providers and workers as they seek to implement many of these recommended practices. Their efforts to create a talent pipeline that will meet Illinois' evident needs for a trained, stable and fulfilled TDL workforce will require ongoing relationships with education and workforce programs and providers.

SUMMARY OF TASK FORCE RECOMMENDATIONS

1. Businesses should adopt strategies to better understand driver retention rates and the root causes of drivers leaving their company, then address the root causes with appropriate measures, including training for driver support staff such as dispatchers. The Task Force specifically recommends creating Incumbent Worker Training for dispatchers and supervisors.
2. Job fairs should be transformed into hiring events using the strategies described in the report.
3. The promising practice of opening and maintaining lines of communication between the military, education and training providers, career services staff and jobseekers should be continued.
4. Knowledge of how WIOA funding may be used to make training more affordable for jobseekers, students and businesses should be expanded.
5. The private sector should be encouraged to utilize apprenticeship models.
6. CDL training student capacity should be expanded by increasing the number of CDL instructors.
7. Businesses and trainers should adopt a predictive screening process or program to improve retention in training and employment.
8. A core group of Task Force members should continue to monitor Illinois and national retention rates, supply and demand data, and the progress and results of the federal graduated CDL project.
9. In addition to continually collecting and reviewing CDL data, a more comprehensive picture of truck driving supply trends should be captured by having program completion data collected from all applicable schools under the auspices of the ICCB and the Secretary of State.

INTRODUCTION

According to the American Trucking Association's most recent edition of *American Trucking Trends*¹, 70 percent of the nation's domestic freight tonnage is moved by truck. Illinois' central location and transportation infrastructure heightens the importance of the Transportation, Distribution and Logistics (TDL) industry in general and the importance of the Trucking industry in particular. The importance of the growth and sustainability of this industry to Illinois' economic future cannot be overstated. Yet Illinois – indeed the entire nation – is currently experiencing a truck driver shortage, a shortage that is further exacerbated by high driver turnover rates. This combination has resulted in an ongoing inability for transportation companies to fully staff truck driver positions. Illinois transportation industry leaders and stakeholders must address multiple issues in order to train and retain an adequate truck driving workforce.

70

The percent of
US freight
tonnage moved
by truck

The Illinois Workforce Innovation Board (IWIB) initially formed the TDL Task Force in December of 2005 and recommended its continuation in June of 2016. In 2016, the TDL Task Force was re-formed and met again in order to work with the TDL industry to explore and develop methods to increase the number of commercial truck drivers in Illinois. The Task Force will present the findings and recommendations of this report to the IWIB at its September 2017 meeting. Both immediate and long-term strategies are needed to curb the driver shortages that are expected to continue growing. To that end, the TDL Task Force has created short- and long-term solutions that can be replicated in order to help increase the number of truck drivers and decrease the turnover of drivers in Illinois.

This report summarizes the model solutions and promising practices developed by the TDL Task Force. The first section presents background information on the 2006² and 2016 TDL Task Forces, complementary efforts that are underway within and across the state and the Midwest region, and data supporting the need for truck drivers in Illinois. The second section outlines the focus areas of the 2016 Task Force. The third section details the findings and recommendations of the Task Force, as well as results of tested model solutions and potential promising practices. The final section concludes the report and provides recommendations for the future of the Task Force and for education and training practices within Illinois to counteract this shortage.

BACKGROUND

2016 TASK FORCE OVERVIEW

The Illinois Workforce Innovation Board (IWIB) convened the Transportation, Distribution and Logistics (TDL) Task Force to help forestall and ease the truck driver shortage Illinois is experiencing – a shortage that will only continue to grow if the problem is not addressed. Mr. Grailing Jones, Director, Schneider

¹ <http://www.trucking.org/article/ATA-Releases-2016-Edition-of-American-Trucking-Trends>

² The 2006 TDL Task Force report can be found here:

http://www.ilworknet.com/DownloadPrint/Trans_Logistics_FINAL_REPORT_DECEMBER_14.pdf

Employment Network Development (Schneider), was appointed to lead the Task Force with an employer-led and data-driven approach. Members of the Task Force represent industry associations, the military, economic development employers, community colleges, and workforce development agencies.³

The TDL Task Force was initiated in June of 2016 and convened its members for the first time in the following October. Between October 2016 and March 2017, Task Force members participated in both in-person meetings and conference calls. The 2006 TDL Task Force provided research and action solutions that guided the 2016 TDL Task Force's first steps. Members were divided into four groups at the initial meeting, with each group focusing on one of four significant issues: increasing awareness of truck driving opportunities; funding options for Commercial Driver's License (CDL) skills training; vetting of potential truck driver hires, and; career placement. Members created model solutions, recommendations, and promising practices for employers and other stakeholders to utilize in order to increase the number of commercial truck drivers in Illinois. Groups reported on the development and progress of these model solutions at each meeting. Model solutions and promising practices studied and approved over the previous five months were combined at a final Task Force meeting. All meetings and progress centered on the charge of the Task Force:

THE CHARGE OF THE TASK FORCE

- **Mission:** To increase the number of CDLs in Illinois to support industry cluster growth and drive economic growth.
- **Directive:** To develop action models and best practices designed to be employer-led (with the support and collaboration of industry influencers) and designed to increase the number of commercial truck drivers in the state.

A REVIEW OF COMPLEMENTARY EFFORTS

Organizations concerned with the shortage of truck drivers in Illinois and across the country are individually and collaboratively working to lessen the shortage. Representatives from some of the following organizations participated in the TDL Task Force and provided information pertaining to their organizations' efforts toward the issue. Other listed organizations without a representative on the Task Force nonetheless developed information the Task Force utilized in formulating an understanding of the issues and potential solutions.

2016 Midwest Governors' Association

In 2016, the Midwest Governors' Association discussed the Midwest driver shortage as part of the "America's Smartland" Discussion Series. Industry stakeholders and other relevant parties were included in conversations designed to recognize and address industry issues. Vocational education, truck parking and safety, and hours-of-service concerns were among the issues discussed. These issues comport well with the Task Force's areas of focus.

2016 Chicago Workforce Funder Alliance

The Chicago Workforce Funder Alliance (CWFA) unites the community of philanthropic organizations with an interest in workforce issues, in order to advance a shared mission and strategic investments. The "New Skills at Work" report⁴ – funded by alliance member JP Morgan Chase – reported a high

³ A membership roster of the Task Force is included as Appendix A to this report.

⁴ See <https://www.jpmorganchase.com/corporate/Corporate-Responsibility/new-skills-at-work.htm>

demand for TDL middle-skill workers. CWFA is working with the Supply Chain Network of Chicago (discussed below) and other partners to identify a system allowing continuous conversations concentrated around the TDL driver shortage. The CFWA supplied a representative to the Task Force.

2016 Supply Chain Innovation Network of Chicago

The Supply Chain Innovation Network of Chicago (SINC) has taken a comprehensive look at educational facilities and the private sector to understand current actions being taken to fill open truck driver positions.⁵ SINC discovered better job placement rates when driving schools and community colleges collaborated and when local Commercial Driver’s License (CDL) schools recruited primarily by word-of-mouth and referrals. Additionally, SINC discovered larger fleet carriers tend to hire CDL graduates faster than smaller fleet carriers. Based on these findings, SINC recommends implementing partnerships between independent driving schools and community colleges in order to increase CDL outreach and increase training programs’ ability to reach max training capacity. Better job placement rates can result from this partnership as well. SINC recommends coordination between local employers and local workforce organizations and the repeal of the federal interstate prohibition of drivers under 21 years of age.

The Midwest Transportation Workforce Center

The Midwest Transportation Workforce Center (MTWC) engages with and encourages partnerships between the economic development, education, and transportation industry sectors in Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Ohio, and Wisconsin. MTWC is one of several regional centers funded by the U.S. Department of Transportation Federal Highway Administration. The MTWC Program Manager participated on the Task Force.

NATIONAL TRENDS

The driver shortage in Illinois extends across the United States. Driver shortages are increasing at an expanding rate, and no diminution in this rate is expected. If the driver shortage continues at its current pace, ATA predicts a shortage of 240,000 drivers by 2023 (see Figure 1). If the forecasted driver shortage figure is reached, effects may extend beyond trucking companies struggling to fill truck driver positions. For example, consumer good prices may dramatically increase due to shortages of goods.

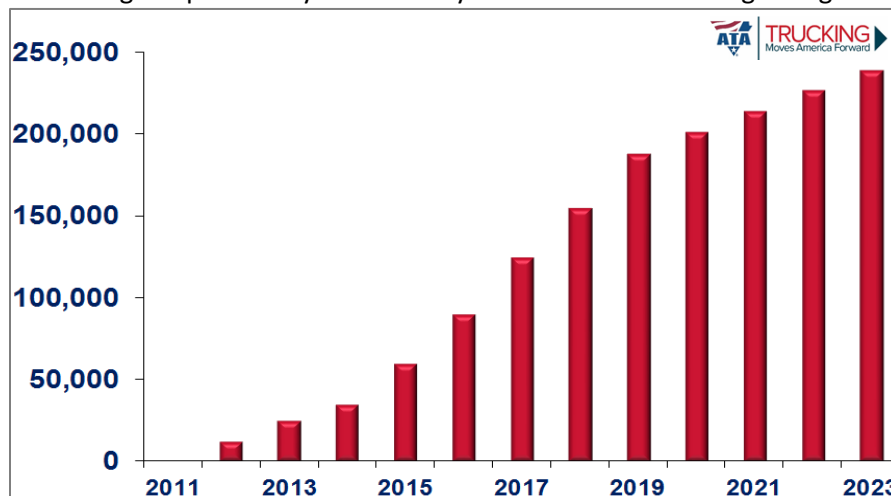


Figure 1: Driver Shortage

⁵ See <https://uploads.strikinglycdn.com/files/304108/5aabf572-f84b-47fd-9721-36b53ca2934e/SINC%20PowerPoint.pdf>

Since 2009, the United States has experienced increasing truck driver turnover rates, according to American Trucking Associations (ATA). The increased rates are expected to remain high throughout upcoming years. Figure 2 (below) exemplifies the Truckload (TL) and Less than Truckload (LTL) driver turnover rates from 2009 to 2015.

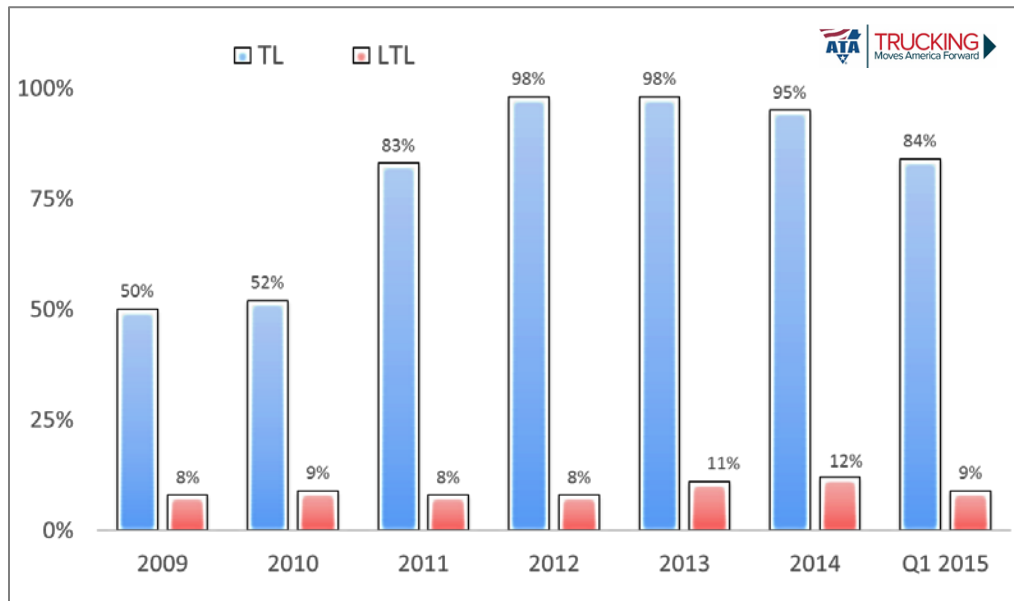


Figure 2: Truck Driver Turnover Rates

Another oncoming national trend is autonomous vehicles. Autonomous vehicles may change the future of the trucking industry. According to the American Transportation Research Institute (ATRI), autonomous vehicle technology has three levels: 1) automated driving with attentive driver, 2) full automation for part of trip, 3) full automation for entire trip. The three autonomous technology levels require varying amounts of human attention needed to drive the truck and/or control the autonomous technology. States including Michigan, Ohio, and Pennsylvania research advanced vehicle systems and collaborate to advance autonomous driving technology.⁶

For the big Class 8 weight segment, HIS Automotive reports “autonomous truck sales could reach 60,000 annually by 2035,” equating to 15 percent of sales⁷. ATRI’s *Identifying Autonomous Vehicle Technology Impact on the Trucking Industry* reports the U.S. Department of Transportation is contributing almost four billion dollars toward funding autonomous development pilot projects for ten years⁸. U.S. Department of Transportation announced this investment in January, 2016.

⁶ Szal, A. “MI, OH, PA transportation officials to collaborate on autonomous driving.” January 31, 2017. Accessed February 15, 2017. https://www.manufacturing.net/news/2017/01/mi-oh-patransportation-officials-collaborate-autonomous-driving#.WJIA66FH_x

⁷ Hawes, C. “U.S. self-driving truck sales forecast to reach 60,000 by 2023.” June 13, 2016. Accessed May 2, 2016. <https://www.trucks.com/2016/06/13/self-driving-truck-sales-forecast/>.

⁸ ATRI: *Identifying Autonomous Vehicle Technology Impacts on the Trucking Industry* Report. <http://atri-online.org/2016/11/15/identifying-autonomous-vehicle-technology-impacts-on-the-trucking-industry/>

While the technology is available and being further developed, there are several factors preventing autonomous trucks from filling roadways today. Infrastructure, as a whole, is not equipped to handle autonomous vehicles; lane markings and signage must be clearly marked and visible on all roadways. Infrastructure changes, such as these, require public sector investment. Policy and legislation must be adapted to account for the violations regarding autonomous trucks, both civil and criminal. In September, 2016, federal guidelines were released for self-driving trucks. However, highway regulations remain to be set by the National Highway Traffic Safety Administration. Some states, such as Nevada and Colorado, have already adopted self-driving regulations and are testing out autonomous technology on roadways.

DRIVER AGE DEMOGRAPHICS

Between 1994 and 2013, the number of truck drivers in various age groups has changed dramatically (see Figure 3, below). The 25-34 year old cohort is indicative of the changes seen over this time period. In 1994, approximately 30 percent of truck drivers were between the ages of 25 and 34. In 2013, only 15 percent of truck drivers were from that same age group. Conversely, a much higher percentage of truck drivers were ages 45 to 54 in 2013 (about 30 percent of the total) than was the case in 1994 (when this age group made up about 20 percent of the total). Based on this ATRI data, the truck driving market today consists of an older population compared to 20 years ago. Younger persons are not entering the profession in the numbers experienced in the past.

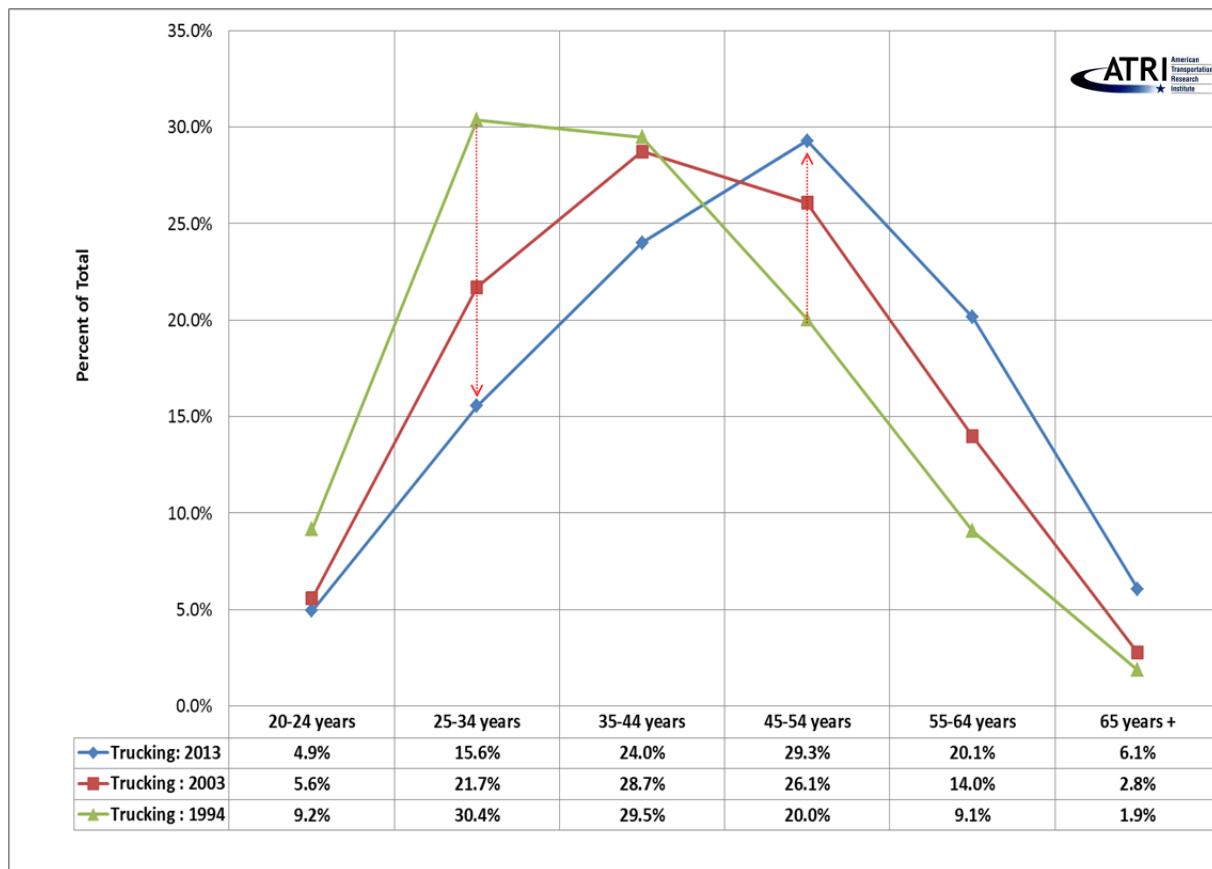


Figure 3: Truck Driver Age Distribution

One reason younger persons are not entering the truck driving industry may be due to the combination of the truck driving age regulations and driver insurance limitations. In order to drive a tractor-trailer across interstate lines in Illinois, a driver must be 21 years or older. Commercial Learner's Permit (CLP) or a Commercial Driver's License (CDL) can be applied for by persons 18 years or older. However, until the age of 21 is reached, drivers are only allowed intrastate driving. Many insurance companies not only have age requirements, but also require three years of truck driving experience before they will underwrite a driver. This makes hiring young drivers difficult for smaller carriers who make up the majority of the industry. Therefore, driver applicants with little experience are more likely to be hired by a larger carrier, which make up only eight percent of the industry. Many large carriers are self-insured and do not have the strict experience rules by which insurance companies force smaller carriers to abide. These statutory and insurance company practices contribute to a limited hiring pool for smaller carriers.

TOP INDUSTRY ISSUES FOR OPERATORS AND DRIVERS

The American Transportation Research Institute (ATRI) highlights the most critical issues in the trucking industry each year. In the following table, the top issues for commercial drivers and motor carriers in 2016 are listed, as well as the overall most critical issues in the trucking industry.

Table 1: Top Critical Issues in the Trucking Industry in 2016

	Industry Issues	Commercial Drivers	Motor Carriers
1	Electronic Logging Device (ELD) Mandate	Electronic Logging Device (ELD) Mandate	Driver Shortage
2	Hours-of-Service (HOS)	Hours-of-Service (HOS)	Electronic Logging Device (ELD) Mandate
3	Cumulative Economic Impacts of Trucking Regulations on the Industry	Truck Parking	Cumulative Economic Impacts of Trucking Regulations on the Industry
4	Truck Parking	Cumulative Economic Impacts of Trucking Regulations on the Industry	Economy
5	Economy	Economy	Hours-of-Service (HOS)
6	Compliance, Safety, Accountability (CSA)	Compliance, Safety, Accountability (CSA)	Driver Retention
7	Driver Shortage	Driver Retention	Compliance, Safety, Accountability (CSA)
8	Driver Retention	Sleep Apnea Rulemaking	Transportation Infrastructure/ Congestion / Funding
9	Transportation Infrastructure / Congestion / Funding	FMCSA Mission	Federal Preemption of State Regulation of Interstate Trucking (also known as F4A)
10	Driver Distraction	Driver Health and Wellness	Driver Distraction

In addition to the commercial drivers' top issues, men and women drivers have different concerns worth noting. Women make up only seven percent of truck drivers. This brings importance to studying women truck drivers and their

identified top concerns; by identifying and acting on these concerns, more women may enter and stay in the industry. The average female driver's age of 52 years is comparable to the total average driver age (see Figure 3). These women typically do not have children under the age of 18 or any close family members, making home time less of a concern. According to a Fleet Owner study, the top issue for men is lack of home time, and the top issue for women is worry of equipment breakdown and an uncomfortable truck environment.⁹ Women also tend to enter the industry more aware of the driver lifestyle and have higher satisfaction with dispatchers, compared to men. The difference in concern between men and women should be recognized and addressed by the trucking industry.



TRUCK DRIVER SUPPLY AND DEMAND IN ILLINOIS

State of Illinois long-term employment projections indicate substantial employment growth over the ten-year period and a strong need to replace employees retiring or permanently leaving the occupation. Please note the projections data do not include the self-employed or farmers.

Tables 2 and 3 (on page 10) show current and future employment demand for heavy (and tractor-trailer) and light (and delivery vehicle) drivers in Illinois. The expectation, based on these employment projections, is that roughly 900 new truck driver jobs (heavy and light) will be created each year in Illinois. Even more important, perhaps, is that an additional 1,900 driver positions are expected to open each year due to turnover (such as retirements or current drivers leaving the industry). That is an expectation of 2,800 driver positions opening *each year* through 2024.

Heavy Truck Drivers represent the 15th largest occupation in Illinois with median annual wages of \$43,755. Light Truck Drivers represent the 30th largest occupation in Illinois with median annual wages of \$39,952.

⁹ Kahaner, L. "Carriers take note: Men and women drivers quit for very different reasons." May 4, 2017. Accessed May 8, 2017. <http://fleetowner.com/driver-management-resource-center/carriers-take-note-men-and-women-drivers-quit-very-different-reaso?page=2>.

Table 2: Illinois Projected Employment Demand – Heavy Truck Drivers

Occupational Demand – Illinois Heavy Truck Drivers

Occupational Employment & Future Employment Outlook
Heavy and Tractor-Trailer Truck Drivers

Occupation	2014 Est. Employ.	2024 Proj. Employ.	2014 - 2024 Employment Change	Annual Avg. Percent Change
Heavy and Tractor-Trailer Truck Drivers	71,486	77,515	6,029	0.8%
Total All occupations	6,263,919	6,635,512	371,593	0.6%

Projected Annual Openings 2014-2024
Heavy and Tractor-Trailer Truck Drivers

Annual Average Openings Due To:

Occupation	Total Annual Average Openings	Growth	Replacement
Heavy and Tractor-Trailer Truck Drivers	1,819	603	1,216
Total All occupations	190,185	42,732	147,453

Table 3: Illinois Projected Employment Demand – Light Truck Drivers

Occupational Demand – Illinois Light Truck Drivers

Occupational Employment & Future Employment Outlook
Light Truck or Delivery Services Drivers

Occupation	2014 Est. Employ.	2024 Proj. Employ.	2014 - 2024 Employment Change	Annual Avg. Percent Change
Light Truck or Delivery Services Drivers	39,941	42,912	2,971	0.7%
Total All occupations	6,263,919	6,635,512	371,593	0.6%

Projected Annual Openings 2014-2024
Light Truck or Delivery Services Drivers

Annual Average Openings Due To:

Occupation	Total Annual Average Openings	Growth	Replacement
Light Truck or Delivery Services Drivers	976	297	679
Total All occupations	190,185	42,732	147,453

(CLP) Licenses has increased. There are currently 11,939 people with an active CLP License. In comparison, Table 5 shows the number of CDL Illinois licenses broken down by class.

Table 5: Illinois CDL Licenses by Class, Illinois Secretary of State

Number of People with Illinois CDL Licenses			
Class	Class Weight in Pounds	As of October 2016	As of April 2017
A	26,000 +	302,633	303,470
B	26,000 +	136,046	135,729
C	16,001 – 26,000	11,342	11,217
Total		450,021	450,416

Class A licenses apply to the combined weight of a vehicle and towed vehicles exceeding 10,000 pounds. Class B licenses are for the weight of a single vehicle only. With a Class B license, pulled vehicles cannot exceed 10,000 pounds. Class C licenses include the transport of 16 or more passengers and the transportation of hazardous materials.

Despite the demand for light and heavy truck drivers in Illinois, the number of CDL's issued and renewed fluctuated between 2010 and 2016. Overall, annual CDL renewals fell during this seven-year period (from 77K in 2010 to 61K in 2016). In 2014 there was a 15 percent decrease in the amount of CDL renewals compared to 2013. Many more CDL renewals are issued compared to initial CDLs. With a drop in renewals, the number of CDL's issued will need to rise if the industry is going to maintain the amount of drivers needed. The number of CDL's issued had risen slightly between 2010 and 2014, but the increase did not make up for the drop in CDL renewals. In contrast to the increase in CDLs issued between 2010 and 2014, CDLs issued decreased in both 2015 and 2016, with a 16 percent decrease in 2016, compared to 2015.

Table 6: Illinois Secretary of State Commercial Drivers Licenses Counts, 2010-2016

TRANSPORTATION, DISTRIBUTION & LOGISTICS						
Illinois Secretary of State Historical Counts of Commercial Drivers Licenses (CDLs): 2010-2016						
Year	CDLs Issued	Change	Percent Change	CDL Renewals*	Change	Percent Change
2010	553			77,014		
2011	616	63	11.4%	79,801	2,787	3.6%
2012	506	(110)	-17.9%	73,634	(6167)	-7.7%
2013	615	109	21.5%	75,459	1,825	2.5%
2014	661	46	7.5%	64,373	(11,086)	-14.7%
2015	580	(81)	-12.2%	70,844	6,471	10.0%
2016	487	(93)	-16.0%	61,693	(9,151)	-12.9%

*CDL Renewals are required every four years

Source: Obtained via email correspondence between the Department of Commerce and Economic Opportunity and the Secretary of State Driver Services Department.

Note: Drop in CDL's from 2013-2014 was most likely driven by new physical/medical requirements. Some license holders may not have been able to meet the requirements and may not have renewed to avoid the required medical screening.

Normally these numbers are run the first week of January. However, the 2016 numbers were not run until 5-9-17. Because it is a live, always changing database, the "decreases" in issued and renewals stats could be affected by drivers coming in between January and May to obtain dup/corrected, upgrades, etc.

Tracking online help wanted ads for both heavy and light truck drivers provides further information about Illinois' supply and demand for truck drivers.¹⁰ Heavy and light truck driver help wanted advertisements steadily increased from 2010 to 2015. Figures 4 and 5 display the heavy and light truck driver monthly online advertising demands. Higher demand for drivers primarily occurs between the months of September and December, with demand generally increasing each year. This data point is likely impacted by the increasing prevalence of online job posting, but the task force was unable to discern the magnitude.

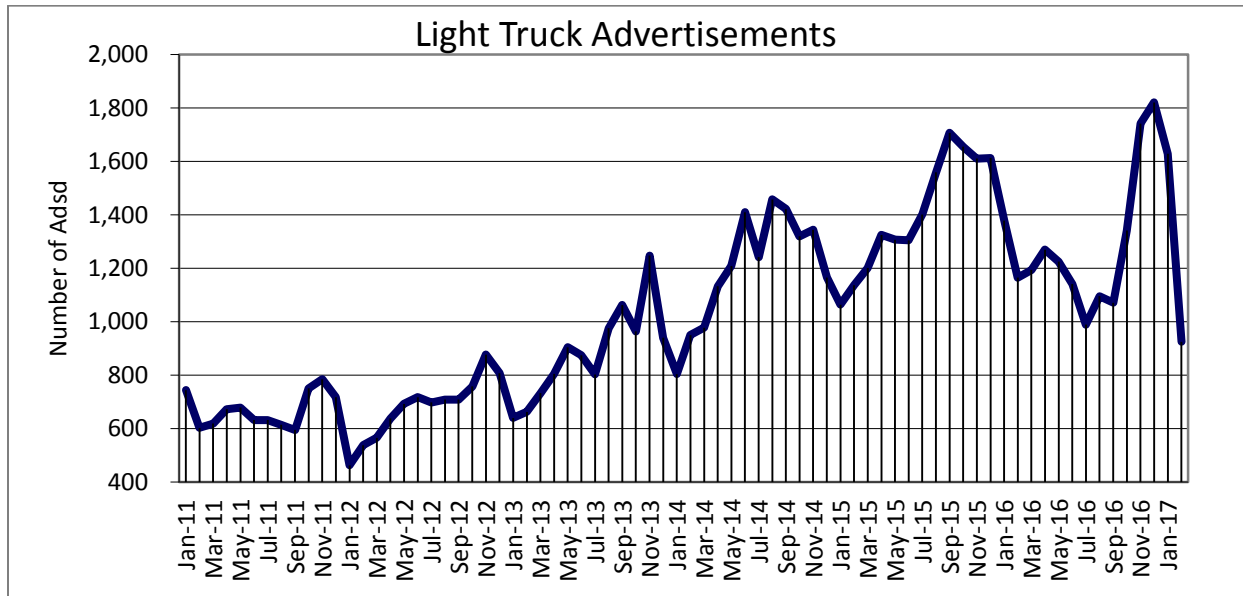


Figure 4: Help Wanted Online Ads: Light Truck Drivers in Illinois

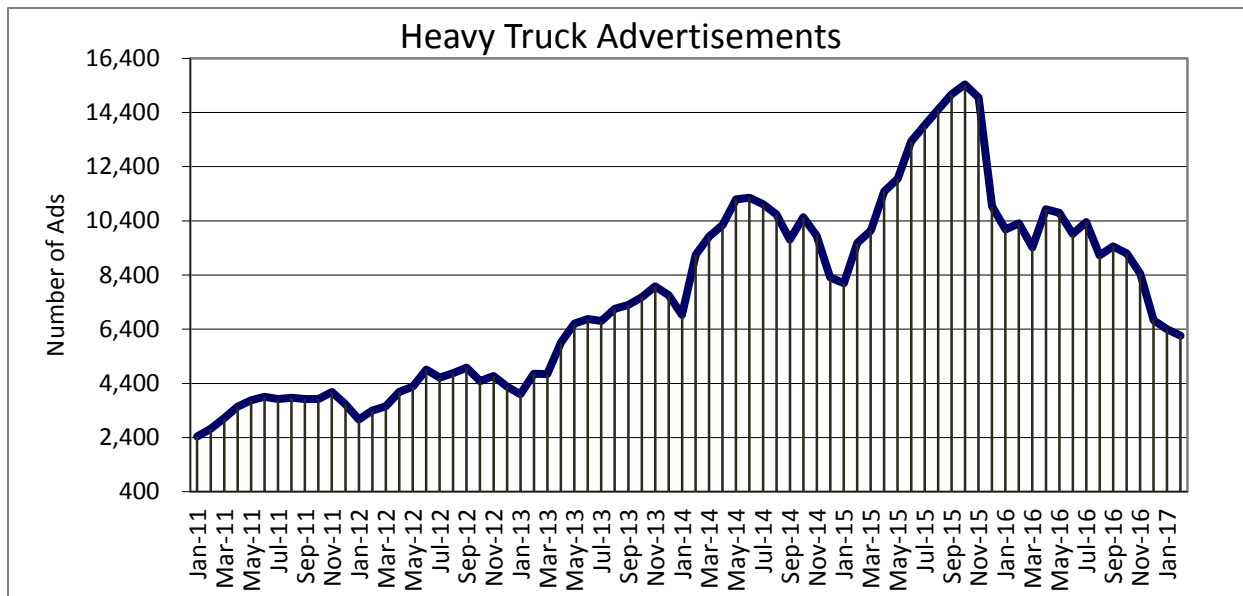


Figure 5: Help Wanted Online Ads: Heavy Truck Drivers in Illinois

¹⁰ The Illinois Department of Employment Security, Economic Information and Analysis Division provided this information. The data source is the Conference Board Help Wanted On Line (HWOL) data set, and is not seasonally adjusted.

The majority of WIOA CDL training providers are located in Chicago. Other cities with a significant amount of CDL Training Providers include Rockford, Peoria, and St. Louis, as shown in Figure 6.

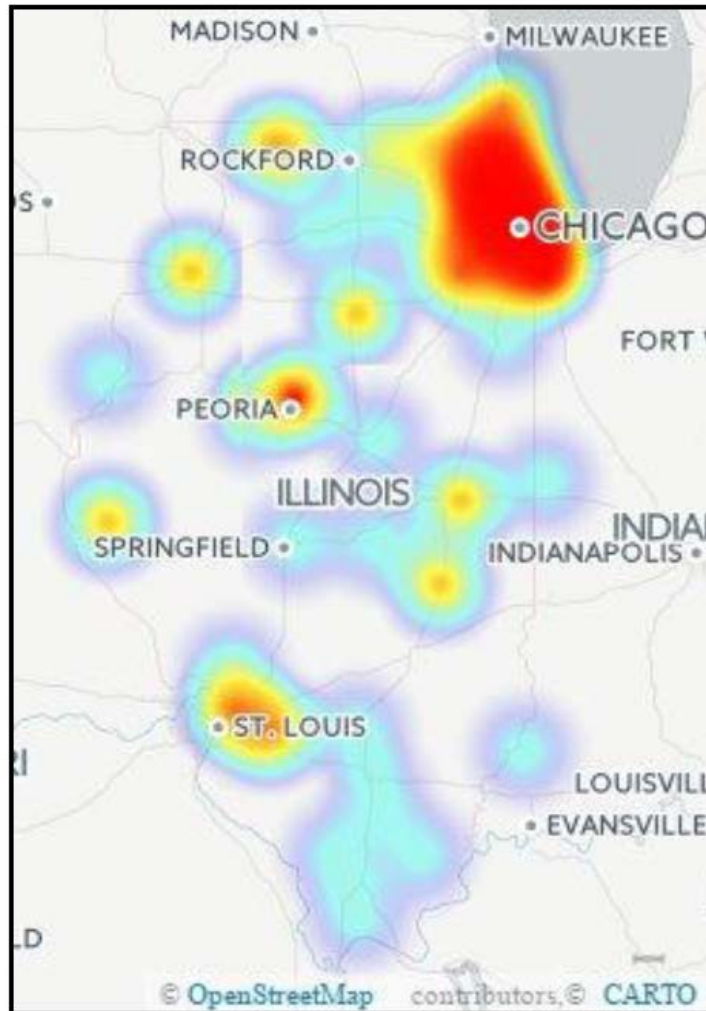


Figure 6: "Heat Map" Locations of WIOA CDL Training Providers

The number of people in CDL classes indicates the potential supply of new truck drivers available in Illinois. Commercial non-profit and for-profit schools offer CDL classes. Third party programs are another option where an employer has an instructor trained to teach CDL classes to its workers, and the Secretary of State later examines the trainees. Examples of 3rd party programs include Fed Ex, Coca-Cola, and other business that operate in-house training programs. Table 7 shows the number of people in CDL classes in Illinois has fluctuated over the past four years. Between 2013 and 2016, 2016 had the largest number of participants in 3rd party programs.

Despite the 2016 increase in Illinois' total number of CDL trainees, the total dropped 14.8 percent between 2013 and 2016.

Table 7: Illinois CDL Class Participants, Illinois Community College Board & Illinois Secretary of State

Number of People in Illinois CDL Training from 2013 – 2016					
Year	Number of People in CDL Commercial Training Classes (includes Community College)	Number of People in CDL 3rd Party Programs	Total Number of CDL Training Participants	Change in Total Number of Participants	Percent Change in Total Number of Participants
2013	6,465	2,639	9,104		
2014	4,694	2,726	7,420	(1,684)	-18.50%
2015	5,270	1,843	7,113	(307)	-4.14%
2016	4,894	2,866	7,760	647	9.10%

In concurrence with national patterns, Illinois is experiencing truck driver shortage and retention issues. One way to measure a portion of the number of truck drivers entering employment in Illinois is by examining the number of WIOA CDL Training participants who enrolled in training and subsequently entered training-related employment. During WIOA Program Years 2010-2015 (July 1, 2010 to June 30, 2016), 91 percent of WIA/WIOA-funded CDL trainees completed training, 77 percent earned a license, and 56 percent of those who enrolled in training entered training-related employment.¹¹ Be mindful when reviewing WIOA outcomes data; program registrants often have significant barriers to employment or are retraining for a new career following a layoff.

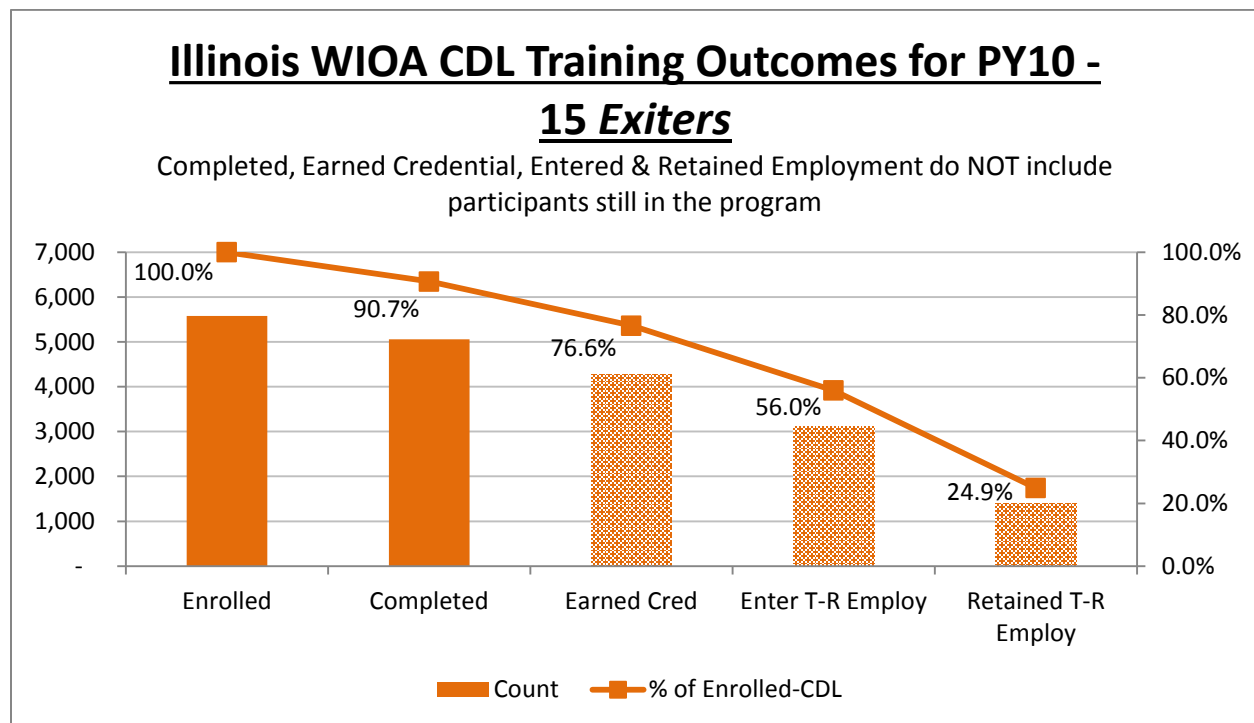


Figure 7: Illinois WIOA CDL Training Results & Percent of Enrolled PY10-15 Statewide

¹¹ Of those enrolled, some participants were still in training when data were collected. Therefore, the data for Earned Credential, Entered Training-Related Employment, and Retained Training-Related Employment are *understated* due to some enrollees continuing to make progress in the training stage.

SUPPLY AND DEMAND ANALYSIS

By analyzing this collection of data, Illinois' shortage of truck drivers appears to have both retention and supply dimensions. In regard to retention, the number of CDL renewals from 2010 to 2016 dropped significantly from 77,014 to 61,693. Because CDL renewals are required every four years, we would expect the number of renewals in 2014 (64,373) to reflect, if not increase from, 2010's renewals. Such a decrease indicates fewer drivers are renewing; therefore, retention appears to be an issue.

Over 75 percent of the projected shortage is linked to just two key factors:

- *Retirements – 45%*
- *Industry Growth – 33%*

Many factors contribute to the current driver shortage, including retirement and industry growth. ATA's national Truck Driver Shortage Analysis¹² (see Figure 8) states 45 percent of the need for new drivers is due to retirements. The other top reason for needed drivers is industry growth, accounting for one-third of the need. Driver attrition unrelated to retirement comprises 22 percent of the demand.

As the industry grows, it will need to find a way to meet the needs of future drivers in lifestyle areas, such as home time. Because more jobs in other industries are available now than in the past, trucking companies will need to convince job seekers to consider a career in trucking. The need to change the perception of the industry and cater to job seekers' needs becomes more vital as industry growth increases.

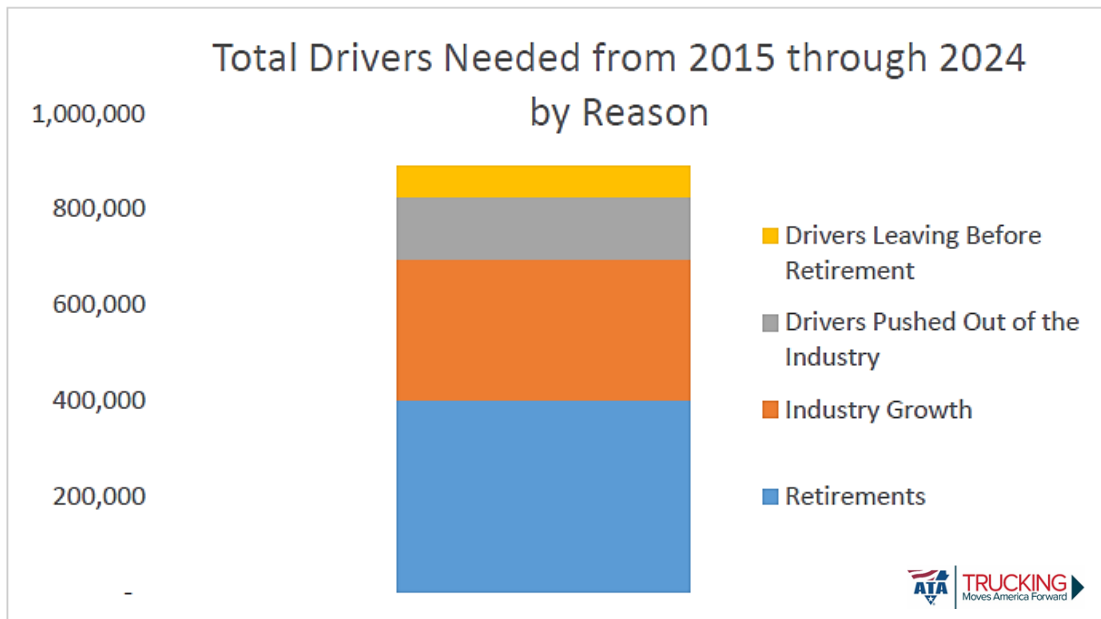


Figure 8: Reasons for Total Drivers Needed, ATA National Truck Driver Shortage Analysis

¹²<http://www.trucking.org/ATA%20Docs/News%20and%20Information/Reports%20Trends%20and%20Statistics/10%206%2015%20ATAs%20Driver%20Shortage%20Report%202015.pdf>

Industry churn, the practice of drivers leaving one carrier to join another, is not included in the reasons drivers are needed. This is because industry churn is common when driver shortages are prevalent. Trucking companies offer lucrative signing bonuses to attract top talent, leading drivers to jump from motor carrier to motor carrier. According to ATA, industry churn accounts for approximately two-thirds of the turnover rates that have hovered around 90 percent over the past five years. Large Truckload Carriers (fleets with more than \$30 million in revenue) turnover rates have ranged from 98 percent in 2012 and 2013 to 81 percent in 2016. Rates dropped even lower to 71 percent in the fourth quarter of 2016. Despite the recent decrease in turnover rates, the rates remain exceedingly high compared to the national average turnover rate of 18.1 percent in 2016¹³. From 2011 to 2016, national turnover trends have increased approximately three percentage points (see Figure 11)¹⁴; however, this increase is minimal compared to truck driver turnover. In comparison to general industry turnover rates (see Figure 10), a few industries have higher rates than the national average, but truck driver turnover continues to remain the highest by a large margin. While driver turnover may not be as major of a contributor toward the increased need for drivers compared to retirements and industry growth, it is a consistent and costly issue contributing to the driver shortage.

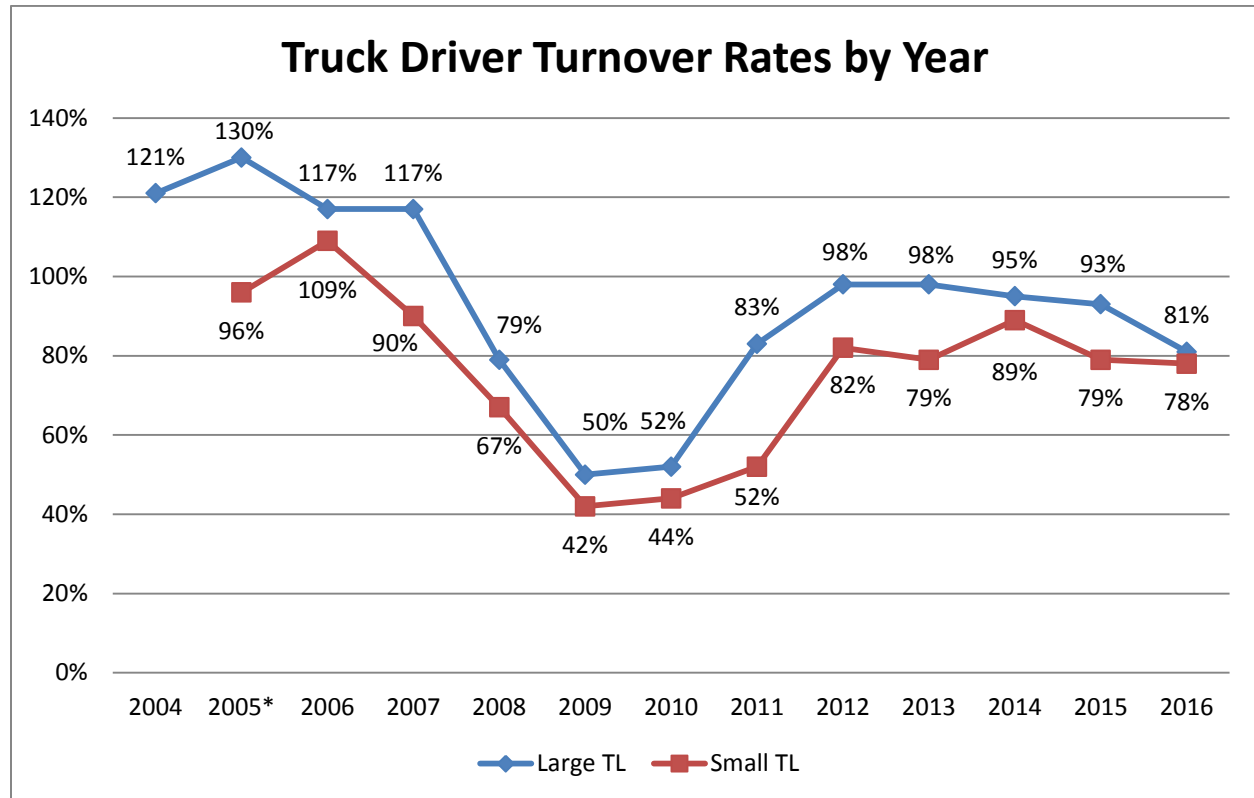


Figure 9: Truck Driver Turnover Rates, Large and Small Carriers

¹³ BenchmarkPro 2016: 2016 Turnover Rate by State Report

¹⁴ Compensation Force: <http://www.compensationforce.com/2017/04/2016-turnover-rates-by-industry.html>

2016 Total Turnover	
All Industries	17.8%
Banking & Finance	18.1%
Healthcare	19.9%
Hospitality	28.6%
Insurance	12.2%
Manufacturing & Distribution	16.0%
Not-For-Profit	15.7%
Services	16.8%
Utilities	8.8%

Figure 10: 2016 Total Turnover by Industry

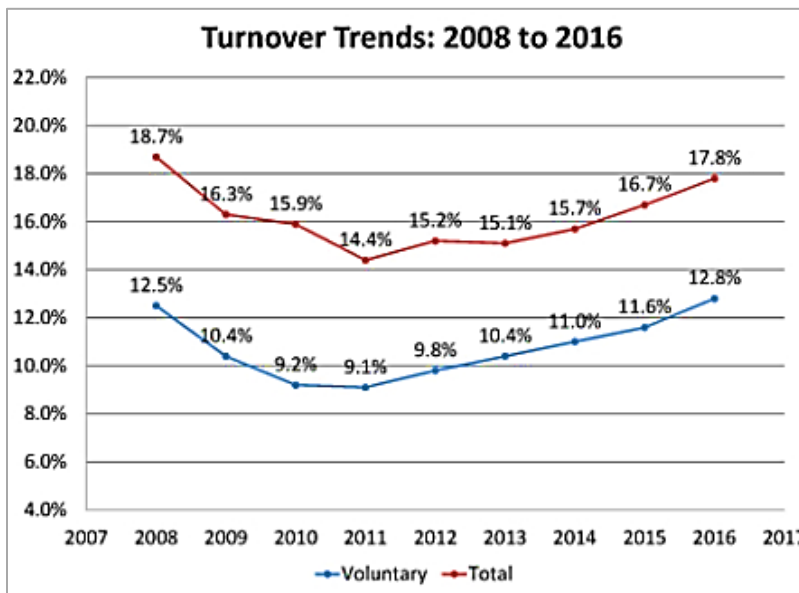


Figure 11: Compensation Force National Turnover Trends from 2008 – 2016

Based on the provided data, more drivers will be needed than the current trend is supplying. With the predicted national demand for drivers dramatically increasing to 240,000 in 2023 and the increase in online help wanted ads, particularly for light truck drivers, it is clear there is a need for more truck drivers.

In addition to decreasing CDLs issued between 2010 and 2016, CDL training participants have decreased in number over the past four years from a total of 9,104 participants in 2013 to 7,760 participants in 2016. Furthermore, not all CDL training participants enter a training related profession. The industry-related employment rate for WIA/WIOA participants is approximately 56 percent. Many training participants decide not to continue pursuing a truck driving career after completing training or after gaining experience as a driver. Young people specifically are deciding the career path is not for them and are choosing other professions. With fewer new drivers between the ages of 21 and 34, the supply of truck drivers will worsen as older cohorts retire.

While high turnover rates can indicate a strong economy with consumer spending, lower inventory levels, and better manufacturing activity, high turnover rates typically indicate employee dissatisfaction. Fully one-third of the driver turnover rate is due to issues other than the churning created by drivers

moving to different carriers. If systemic changes are made to mitigate the root causes of driver dissatisfaction, it is possible turnover rates will decrease and the number of people entering the truck driving profession will increase. Until systemic changes are made, turnover rates are expected to rise once freight rates return to normalcy, as the drop in turnover rates throughout 2016 is likely due to unsteady freight rates.

The Task Force considered all the aforementioned data elements in its effort to build model solutions as recommendations for Illinois' transportation industry.

TASK FORCE FOCUS AREAS

The 2006 TDL Task Force produced a series of findings and recommendations for the expected truck driver shortage. The 2016 TDL Task Force found the 2006 Task Force's findings still relevant. The 2016 Task Force concentrated on developing action items in areas the 2006 Task Force recommended by maintaining similar goals in the development of more specific concentration areas. Short and long term action items were developed based on the specific areas of recommendation.

The following concentration areas guided the development of model solutions and promising practices by the Task Force:

1. Increasing awareness of CDL training and employment opportunities
2. Expanding funding options for CDL skills training
3. Improving processes for vetting potential CDL trainees
4. Improving career placement capabilities

FINDINGS AND RECOMMENDATIONS

MODEL SOLUTIONS (AND ALIGNED PROMISING PRACTICES)

The Task Force created seven model solutions to address the truck driver shortage. Each model solution stems from one of the concentration areas listed above. Within these models, short term and long term solutions were developed. Short-term action models were to be tested within 60 days. Long-term action models are to be carried out and tested over a longer, less specific period of time.

Short Term Action Models

- Encourage Business / Armed Forces Private Public Partnership (P3) Employment
- Transform Job Fairs into Hiring Events
- Use IDES's Targeted E-mail Blast to Inform Client Base on CDL Careers / Hiring Events

Long Term Action Models

- Increase the Number of Qualified CDL Instructors
- Develop Training for Driver Support Staff to Improve Driver Retention Rates
- Support the Illinois Trucking Foundation's "Trucks, Traffic & Teens" Program
- Implement a Graduated CDL License for Drivers Under 21

SHORT TERM ACTION MODELS

BUSINESS / ARMED FORCES PRIVATE PUBLIC PARTNERSHIP (P3) EMPLOYMENT

Description

Illinois is one of the Great Lakes Region's largest exit areas for military discharges. Not all employers are familiar with outreach strategies for this group. Many of those discharged locally from the military will stay within the area if they are aware of employment opportunities available to them in Illinois. To cater to those who have served and have an interest in a truck driving career, a model has been created to guide employers in reaching this audience of potential truck drivers.

Employers are encouraged to collaborate with Army Career Employment Specialists (ACES) in Illinois, in order to alert the specialists of their employment needs. ACES will then apprise state Army Reserve units of career opportunities available to them. E-mails describing the career opportunities that match military enhanced skills are sent out by both the employer and ACES. The employer takes the lead in the collaborative process by:

- Providing opportunities for employment site visits
- Reviewing available options to obtain any necessary add-on civilian sector training
- Co-sponsoring career opportunities / hiring events with ACES

This model solution was tested through collaboration with the 470th Transportation Battalion in Elwood, IL, the U.S. Army Reserve Private Public Partnership Program (P3), and a large trucking company. These three organizations collaborated to develop CDL career opportunities for our troops. The trucking company presented information regarding truck driving job opportunities at the weekend Battle Group Assembly. During the trucking company's presentation, information was provided about careers the employer could deliver, future career opportunities, and funding sources available for training, including:

- Military Apprenticeship Opportunity (earn up to \$1,266 per month in VA benefits)
- Employee reimbursement for CDL training cost
- WIOA Funding for CDL training

Additionally, the employer offered assistance in the conversion of military driving experience into experience driving for the employer. This was one more way to make it easier for troops to become a truck driver. Finally, the event featured a recruiter from the trucking company, who was available for conditional hiring on the spot.

Results from Hiring Event:

- 90 to 110 soldiers attended the CDL hiring event
- 10 to 12 CDL hard employment leads were developed

Best Practices

- Employers should collaborate with State Army Career Employment Specialist (ACES) to educate them on employment needs.
- The 470th Transportation Battalion is in the process of developing an Employment Board.
- The command will send an email blast to provide the unit with information outlining career options with the employer.
- The unit is collaborating with the employer to replicate this hiring event.

TRANSFORMING JOB FAIRS TO HIRING EVENTS*Description*

Job fairs transformed into hiring events allow for a faster moving recruitment process for truck drivers. Collaboration of employers and employment agency coaches is essential for this model solution. The reality of industry needs and requirements must be clearly understood by all parties. Employers provide vetting outlines to employment coaches and agencies as they collaborate to provide hiring career paths for clients. Career paths include training with post-program employment.

Best Practices

- In preparation for hiring events, employers and employment agencies / training providers, including community colleges, will collaboratively market the specified event.
- Vetted clients will be preregistered after interest is expressed.
- At the hiring event, representatives for skills training, funding for training, career placement, and conditional job offers will be present.

IDES TARGETED EMAIL BLAST TO CLIENT BASE ON CDL CAREERS / HIRING EVENTS

The Illinois Department of Employment Security Wagner-Peyser staff has the capacity to distribute e-mails and phone calls to specifically targeted audiences of Unemployment Insurance (UI) recipients. One employer leveraged this ability to notify UI recipients of upcoming hiring events using tailored messages. Different results occurred when using two different email blast approaches for advertising hiring events:

Test One: URL to One-Stop Website

McHenry County Workforce Network and a major employer scheduled a hiring event to occur at 5:30 p.m. to allow for multiple audiences to attend the event. A collaborative flyer was created that included the names of all organizations represented at the event: Illinois workNet, the employer and CDL training providers. E-mail blasts were sent to clients with a URL linking the client to the hosting One-Stop Center's website for direct registration. The One-Stop then corresponded with registered individuals and provided a basic collection of industry information to them. One-Stops connect job seekers to a wide array of industry jobs, making it difficult to be very knowledgeable in any one area. However, the One-Stop's supplementary support at the hiring event was beneficial. For example, the One-Stop implemented valuable marketing activities, such as displaying the hiring event information on the LWIA's site sign.

In order to give clients a realistic view of the industry, Illinois workNet, the employer, and CDL training providers exchanged requirements and standards for persons who will be entering the truck driving profession. The employer provided specific career requirements for the positions to Illinois workNet, and the CDL training provider supplied specific knowledge of the program and the CDL skills required. Multiple pathways were available to fund clients interested in pursuing a truck driving position. These include:

- Pre-registered clients continued the previously begun process of obtaining training funding
- Illinois staff processed walk-in clients for funding
- Employer reviewed employer funding options

This hiring event model can be replicated every subsequent quarter with the employer, as well as with other employers who see a need for a similar model. At this event, 12 interested clients were in attendance. Two of the attendees had a CDL Class A, and one had a CDL Class B. Based on those CDL

skills and the level of interest, the employer was able to provide conditional job offers to some of the participants.

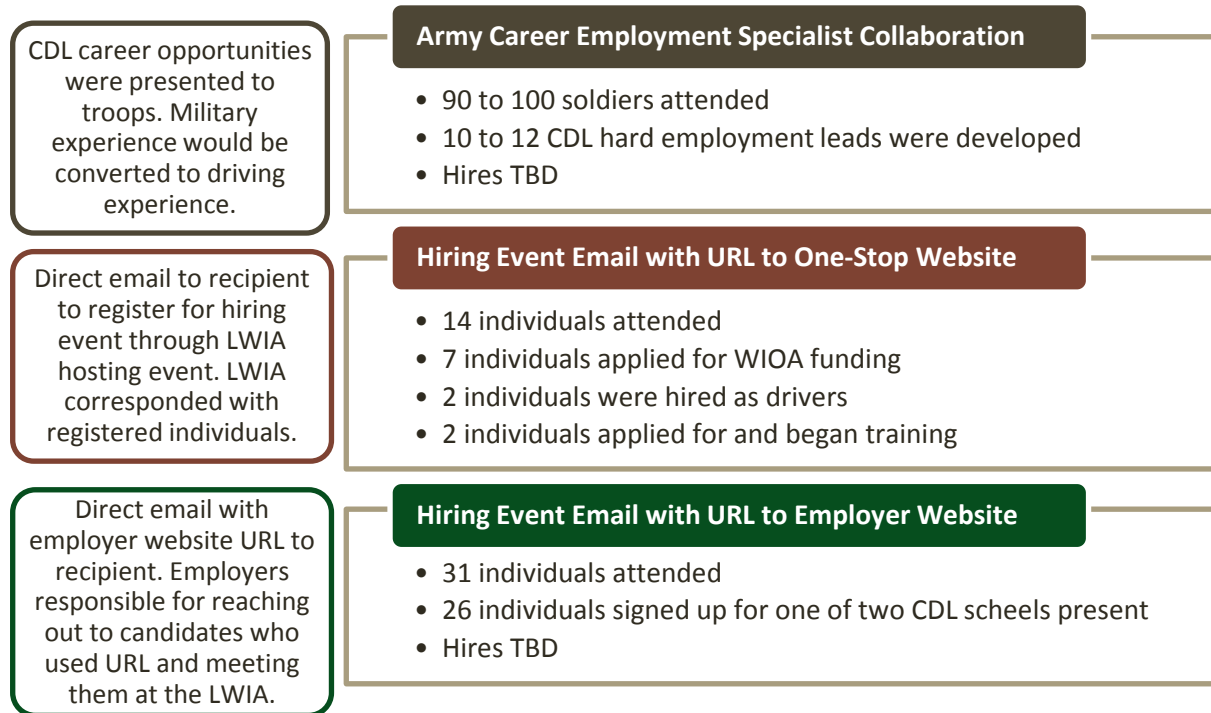
Test Two: URL to Employer Website

Test two differs from test one by means of the destination of the URL link in the e-mails that were distributed to raise awareness of the event. The second e-mail approach sent e-mail recipients a URL leading them directly to the website of the employer who would be at the hiring event. The employer was able to reach out to interested candidates within two days, creating a more employer-centric perception of the hiring event.

At the second event, having utilized the employer URL in the email blasts, 31 individuals attended and 26 signed up for one of two participating CDL schools. Twenty eight clients pre-registered for the event, but only 14 of those 28 attended the event. The other 17 attendees were walk-ins. Interested candidates were able to discuss training with CDL schools and consult with Workforce Innovation and Opportunity Act (WIOA) staff, Wagner-Peyser career services staff and training program representatives. Computers were also available on-site to allow candidates to apply for training and WIOA on the spot.

RESULTS OF SHORT TERM ACTION MODELS

Planning, Execution, Aftermath of Tested Hiring Event Models:



PROMISING PRACTICES FOR SHORT TERM ACTION MODELS

- Hiring events should take place during evening hours or other times that are convenient for audiences such as the unemployed, underemployed, and searching employed.
- CDL schools should send representatives to hiring events.
- One-Stop Centers should share findings from TDL hiring events with other One-Stop Centers at IWP monthly meetings.

- E-mail blasts should connect interested candidates to employers initially, allowing employers to connect the candidate with the One-Stop Center afterward.
- Communication, such as e-mails and/or flyers, for hiring events should include a list of all participating companies and schools.
- Hiring events should be repeated on a consistent basis, perhaps quarterly, to allow additional audiences to be reached.
- Career exploration systems such as the IDES Career Information System, Career Cruising or others should be used in order to vet potential candidates prior to enrollment. This type of program allows both parties to express interest in the other.
- Small carriers should create relationships with CDL schools in order to advertise potential job opportunities for students after students have at least three years of experience.

LONG TERM ACTION MODELS

INCREASE THE NUMBER OF QUALIFIED CDL INSTRUCTORS

Description

TDL programs are limited by caps on the number of students each instructor can educate per course. If a driving school can only find a limited number of instructors, the program's student capacity will also be limited. With fewer students completing CDL programs, fewer qualified applicants will be applying for the increasing amount of open truck driving positions.

Best Practices

The Task Force created four solutions to increase the number of qualified CDL instructors:

- Networking with trucking employers and owner / operators to recruit instructors
- Distributing email blasts advertising open instructor positions
- Collaborating with other organizations that are involved in the transportation industry
- Simplifying training for instructors

NON-DRIVER TRAINING

Description

Non-driver training is necessary to educate transportation industry workers other than truck drivers. Dispatchers, fleet managers, and others working directly and indirectly with drivers should undergo training to better understand the perspectives, needs, constraints and regulatory environment of their driving workforce. While training is important for these parties, training for truck drivers regarding how to interact with dispatchers and managers may be effective too. Both types of training are likely to be effective in creating a more agreeable workplace and can thereby lead to reduced turnover among both truck drivers and dispatchers. This type of training is a potential opportunity for CDL schools.

Best Practices

Training for Dispatchers

This model solution was developed because a significant root cause of driver attrition is dissatisfaction with dispatchers, who often do not understand the limits placed upon drivers by federal regulations and/or fail to partner with drivers as a problem-solving resource. This frequently establishes an antagonistic relationship under which dispatchers assign drivers unrealistic routes.

Training opportunities include:

- Awareness of drivers' hours when assigning pickups, as well as awareness of additional driver regulations and rules of service
- Basic dispatcher knowledge, such as what to do and how to behave (i.e. trust, empathy, coaching for productivity / efficiency)
- How to interact with drivers as a resource, not as a point of conflict

Training for Managers

Manager supervisory training is every bit as important for TDL carriers as dispatcher training, even though it may not be at the forefront of every trucking company's agenda. Therefore, it is important to promote the training and its potential benefits. Increasing company buy-in can be accomplished by foregrounding training benefits, which include increased profitability, retention, and engagement of the driver workforce. The negative financial impacts of employee turnover specific to a company can be shown through the use of an ROI turnover calculator. An example of such a web-based calculator can be found at the following link: www.costofahire.com. Facts such as these can be persuasive when encouraging companies to partake in managerial and supervisory training. An example of a managerial training outline can be found in Appendix C.

To persuade those with the power to implement training, awareness should be promoted by telling the story. Business testimonials are one way to tell the story in addition to statistics. A connection must be made for those with the power to implement manager supervisory training. The results of a trial run supervisor training can be imparted through data and anecdotal evidence that allows a better understanding of the need for and benefits of supervisory training.

Incumbent Worker Training (IWT) & Apprenticeship Training

Incumbent Worker Training funds are available to help trucking companies finance training for their current workforce. IWT is for workers that employers know are sensible to invest in. Companies work with Local Workforce Innovation Areas (LWIAs) to utilize this funding. LWIA's assist in the administration of this training and can fund up to 50 percent of the cost of training without having to worry about WIOA eligibility. Appendix D contains additional information on IWT and other forms of WIOA-funded work-based training.

Apprenticeship funding is also available to fund applicable training. Apprenticeships provide the necessary amount of experience needed to be underwritten by most insurance companies (three years of experience is typically needed). About 92 percent of the industry is prevented from hiring applicants without the necessary experience.

ILLINOIS TRUCKING ASSOCIATION - TRUCKS, TRAFFIC & TEENS

The American Trucking Association is engaged in a nationwide campaign to change the perception of truck driving in the marketplace. Changing perceptions begins with educating our youth about the industry. Reaching and communicating with younger audiences – specifically juniors and seniors in high school – is imperative to address the truck driver shortage. Whether in-person or by electronic means, reaching potential audiences when they are younger may entice them to drive a truck when they are eligible. One web-based vehicle titled "Inspire Works" allows students to link to occupation information posted by employers. Great River Economic Development Foundation is using this program in the Quincy area as a workforce development tool. Other web-based vehicles are already available that may help facilitate career outreach to students.

Additionally, young persons can be reached in the school systems. For example, the Illinois Trucking Association began a non-profit program providing a hands-on, educational experience for youth. This program exposes students to the trucking industry, educates them on how to drive safely around trucks, and allows them to climb into a truck to expose them to blind spots truck drivers face when on the road. These programs target 16 year-olds as they begin their own driving experiences. Industry perceptions of both students and parents can be shaped through these visits. Last year, 500 students were reached in Southern Illinois. The program hopes to expand in the future.

GRADUATED CDL LICENSE FOR DRIVERS UNDER 21

The transportation sector regularly loses individuals between the ages of 18 and 20 as they graduate high school and find employment in other industries or continue their education. There is at least a three-year lag between high-school graduation and the point at which these individuals can access a truck-driving job. While individuals ages 18 to 20 can legally drive a CDL vehicle on two lane highways and streets throughout the state, they are limited to intrastate routes until turning age 21.

The TDL Task Force began developing concepts for a graduated CDL license for drivers under the age of 21. The graduated license includes team driving by pairing a driver under the age of 21 with another driver of at least 21 years of age for a period of months. Drivers must pass a set of evaluations in order to advance and drive with any Class A-CDL holder, including those 18, 19, or 20 years old. Team driving would continue until the age of 21.

UNDER 21 PILOT PROGRAM

The Task Force took note of the Federal Motor Carrier Safety Administration's (FMCSA) announcement of the Under 21 Pilot Program. This proposed national pilot program will allow drivers between the ages of 18 and 21, who have experience driving military heavy vehicles, to operate interstate commercial motor vehicles. The program will be tested nationally and is set to begin September 1, 2017.

In the Federal Register, 75 percent of commenters supported the Under 21 Pilot Program. Twenty-five commenters encouraged a short-haul driver pilot program for 18-21 year olds, allowing young adults to drive within a 150 mile radius of their work location. If interested, Illinois could petition to FMCSA to start its own pilot program similar to these models.

FMCSA is currently unsure how many participants are needed to attain statistically significant results, but at least 200 are required for the program to occur. Recruiting those who already have military training may be difficult. As a result, high school students will be targeted to sign up for the National Guard or reserves, with the intention of enrolling in the pilot program.

The following chart distinguishes the control and study groups for this pilot:

Criteria to Participate in Under 21 Pilot Program		
	Study Group	Control Group
Age	18, 19, 20	21-26
Volunteer	√	√
Certification	Military	CDL
Agree to data release	√	√
Agree to use of Electronic Log Data	√	√
No disqualifications, suspensions, license revocations or be under any out-of-service order	Past three (3) years	Past three (3) years

A TDL Task Force member and Army Readiness Specialist affiliated with a Private Public Partnership proposed helping FMCSA recruit individuals for the pilot program through access to new recruit information – specifically, their military occupational specialty (MOS). The tool gathering recruit data was launched on January 24, 2017. As of February 15, 374 new recruits have been documented. Recruiters input recruit data after the recruits have signed their US Army / Army Reserve contract. Those who have chosen a transportation-related MOS can be specifically targeted for the FMCSA pilot project.

Breakdown of Transportation Related Recruit MOS's:

MOS	Job Title	#of Recruits
88M	Motor Transport Operator	20
88H	Cargo Specialist	6
88N	Transportation Management Specialist	11
91B	Wheeled Vehicle Mechanic	26
92A	Automated Logistical Specialist	10
92F	Petroleum Supply Specialist	27
92Y	Unit Supply Specialist	16

The TDL Task Force member plans to contact FMCSA to assess if the data could assist the pilot program's recruiting process. The member will also inquire about the proposals being made to persuade 18 year-olds to pursue transportation when entering the reserves.

ADDITIONAL PROMISING PRACTICES

INCREASE FLEET AWARENESS OF TRAINING OPPORTUNITIES

Publicizing training opportunities may play a role in reducing or eliminating the driver shortage. The more fleets are aware of CDL training and the truck driver experience required by insurance companies, the better equipped they will be when recruiting individuals with no experience or training. Awareness can be raised multiple ways:

- Compile a list of mega-fleets or companies who provide drivers with experience but are not trucking companies, and distribute the list to transportation industry stakeholders, especially training providers.
- List and publicize the Midwest Truck and Trailer Show and other industry events to generate awareness of training opportunities available.
- Furnish Illinois' One-Stops with schedule and contact information for The Great Lakes Job Fair. The result will be greater awareness of the event amongst employers. More trucks and new technology can be displayed, and the increased amount of present industry partners enhances the potential to learn about available training opportunities.

MANAGE DRIVER, DISPATCHER, AND MANAGER EXPECTATIONS FOR DRIVER RETENTION

In addition to relevant separate training for drivers, dispatchers, and managers, the managing of expectations between these three parties is vital to an organization's success and driver retention. However, in order to manage expectations to promote retention, an organization must first track the retention rates of its drivers. By measuring retention rates, a company will know where it stands in comparison to the industry. These rates are indicators of which managers are retaining or not retaining

their drivers. Line managers with low driver retention rates may need coaching or supervisor training to guide them as they work with their drivers.

After retention rates are known, a pre-hire program should be developed and implemented to work toward hiring drivers who are a good fit for the role. A pre-hire program may include a predictive model. Predictive models help determine whether an applicant (i.e. truck driver candidate) will be a good fit for the position and company. Numerous surveys conducted by reputable organizations ask drivers to rate what they view as the worst things about being a truck driver. They consistently say the same things: home time, consistency of schedule, and earnings expectations. Predictive models focused on these areas give potential drivers the opportunity to express their expectations and give the organization the ability to better understand the applicant and make a more informed decision when hiring the applicant. Generally, retention rates improve when predictive models are used. See Attachment B for an example of a New Driver Expectations Exchange Template created by a Task Force member.

Fleet managers and dispatchers both need to be trained in supervisory skills such as having empathy, building trust, providing appreciation, managing conversations, communicating effectively, cultivating resilience, and holding people accountable. Leaders should be trained in how to recognize stressors and how to provide practical guidance to help employees manage that stress. Giving truck drivers a role in training these supervisory positions may clarify the day-to-day work of a driver, as well as cultivate relationships with supervisors that may support driver retention. A driver retention incentive program for dispatchers may be effective in helping dispatchers practice what they are taught. Finally, recruiters should be incentivized to increase retention by recognizing and recruiting drivers who are more likely to be retained. This may encourage better hiring practices.

Leaders need to regularly communicate with drivers to learn what is keeping them with the organization, and what could be changed to keep them from leaving. For example, if finding safe, available parking is an issue for a driver, having an open communication channel may encourage the driver to express this concern. Limited parking capacity is a problem for many drivers across the United States, costing drivers their time and companies their profits. Both the driver and company benefit when drivers feel they can communicate issues they face.

Providing mentors to drivers may be a good way to encourage this regular communication. Mentors listening and giving advice to drivers enhances communication and may result in drivers feeling better connected to the organization.

SPECIFIC FUNDABLE DEMONSTRATION PROJECT CONCEPTS

Out-of-pocket truck driver training costs amount to approximately \$4,000 per trainee. Many prospective students cannot pay this fee upfront. A program must be “for credit” for students to qualify for federal financial aid. However, not every truck driving training program is “for credit.” WIOA funding is also available for students to use, if applicable. Educational funding option materials may aid prospective students in accessing WIOA funding.

- **WIOA Work Experience** provides participants with structured learning and opportunity for skill development. Work experience may be paid or unpaid. The duration of experience is limited.
- **On-the-Job-Training (OJT)** occurs when a participant engages in productive work while engaging in training provided by the employer. Employers are provided reimbursement of up to 50 percent of the participant’s wage rate for the duration of two to six months.
- **Incumbent Worker Training (IWT)** can cover CDL and supervisory training costs for individuals already employed in the trucking industry.
- **Apprenticeship** may be employed on its own or combined with OJT and IWT.

CONCLUSIONS & NEXT STEPS

The TDL Task Force will present its findings and recommendations to the IWIB in September of 2017. However, the TDL Task Force recommends a streamlined committee of 10 to 12 members from the current TDL Task Force continue meeting beyond the presentation of this report to consistently review new CDL data and continue addressing the driver shortage. Task Force members should review CDL Renewals and CDLs Issued quarterly to monitor the driver shortage. In addition to continually collecting and reviewing CDL data, a more comprehensive picture of truck driving supply trends should be captured by having program completer data collected from all applicable schools under the auspices of the ICCB and the SoS. Once captured, this information should be reviewed and acted on accordingly. Transportation industry private sector businesses should continuously be recruited to participate in IWIB and TDL Task Force activities to actively address the truck driver shortage as it continues. The TDL Task Force should remain as a resource to provide guidance and counsel to the community of TDL employers, training providers and workers as they seek to implement many of these recommended practices in their efforts to create a talent pipeline that will meet Illinois' evident needs for a trained, stable and fulfilled TDL workforce.

Many individuals have the mindset truck driving is beneath them. However, truck drivers have the ability to train in four weeks in some programs, with little to no debt, and begin earning a comfortable wage from the start. With the truck driver shortage, job seekers should be encouraged to consider a truck driving career. This truck driving mindset and the driver shortage are largely unnoticed in all states. Individuals responsible for creating CDL jobs have been lacking in the participation of addressing the truck driver shortage. The Task Force recommends that the Illinois Workforce Innovation Board invite more stakeholders, specifically hiring companies, to be active participants on the board. Hiring companies have more at stake than industry associations and are more likely to dedicate themselves to finding and implementing solutions to the driver shortage. Hiring companies' voices are vital to successfully addressing the driver shortage.

Task force members engaged beyond the formal end date of the Task Force should monitor the progress and results of the Federal Motor Carrier Safety Administration's Under 21 Pilot Program. If this program is successful, Illinois should consider implementing a similar program within the state. Recruiting drivers under the age of 21 may be vital to ending the truck driver shortage. If the Under 21 Pilot Program is not a success, a graduated CDL license could be pursued to capture the younger cohort not currently entering the truck driving profession in the numbers previously seen. Changing the mindset of the truck driving industry might drive younger persons to consider the industry when leaving high school, instead of pursuing a college degree in another profession without an age requirement. To change the negative mindset surrounding the truck driving profession in the future, students should be exposed to the industry at an early age.

RECOMMENDATIONS FROM TESTED MODEL SOLUTIONS

Based upon tested model solution results, action needs to be taken to transform job fairs to hiring events. Employers, One-Stops, educators, and other transportation stakeholders need to communicate about hiring needs and collaboratively be involved in the hiring event processes. For example, when email blasts are sent out to jobseekers by the One-Stops, a URL should link to the employer website in order to more directly include the employer in the vetting and hiring process. Response to jobseeker interest is higher when the URL is linked to the employer.

Successful results in the Employer / Armed Forces Private Public Partnership Employment model solution encourage employers to collaborate with Army Career Employment Specialists (ACES) in Illinois, in order to alert specialists of employment needs. The TDL Task Force recommends consistent

communication of employment opportunities and conversion of military driving experience possibilities. Email blasts, sent by the command, are effective in delivering these career options to the unit. This tested model solution should be replicated by employers across Illinois.

RECOMMENDATIONS NOT YET TESTED

Long-term model solutions listed in the final report have not been tested, but are recommended to be tested and then further recommended based on results. Many of the solutions involve training. Awareness of funding opportunities, mentioned previously in this report, should be generated to make these trainings more affordable to both employers and potential drivers.

1. Instructor Capacity Building

It is recommended to increase the number of qualified CDL instructors to create more opportunities for future truck drivers to enroll in CDL classes. CDL schools continuously engaging in active recruitment may aid in satisfying the need to address the driver shortage by creating more opportunities for CDL training. Experiments with simplifying instructor training should be tried in order to ease the instructor training process and encourage interested candidates to become qualified CDL instructors.

2. Improve Assessment of Potential Trainees

Employers searching for drivers should develop a predictive model to screen applicants and ensure they are a good fit for a truck driving career. Some employers already implement predictive models / pre-hire programs, and these programs appear to be helpful in retaining drivers. Predictive model best practices should be shared with the industry to enable employers to hire better fitting candidates.

One example of a predictive model used by a current trucking company encourages the increased need for all parties participating in the hiring process to vet drivers. The trucking company collaborates with a job center to provide adult learners CDL skills training and support funding for the duration of a four week CDL program. The job center provides upfront funding for the training and stipends for participants while they are in training. The company will provide career opportunities to trainees who have successfully completed the training. For each month a trainee works for the company, the company will reimburse the job center \$200 per month until the training cost (stipend not included) is paid off (between \$3,000 - \$7,000). The funding paid back to the job center can then be used to reinvest in the community and help other individuals build careers.

In order to measure how well an employer is retaining drivers, tracking retention rates is essential. This practice is recommended so employers know where they stand in the industry and can take action when retention is not meeting industry norms. Leaders need to regularly communicate with drivers to learn what motivates them and what changes can be implemented to retain them.

3. Reduce Turnover Through Improved Supervisory and Dispatching Practices

Driver surveys indicate poor relations, miscommunication and misguided direction from fleet supervisors and dispatchers is often a factor in drivers leaving a carrier. Similar to the impact of supervisory training for nurses, similar training is needed to effectively create a driver-friendly workplace leading to reduced turnover among drivers and dispatchers. The Task Force recommends a program of study for dispatchers and supervisors be used by colleges and private truck driving schools to train these key positions in the regulatory requirements and limitations placed on drivers. This type of training is a potential opportunity for public and private CDL schools in Illinois. The outline of an existing program is included in this report as Appendix C.

The task force also recommends this program of study be used as a pilot to test how quickly a community college can adopt and begin using a curriculum already used by another college. This pilot aligns with strategies identified in the Illinois Community College Board's Education and Workforce Strategic Planning effort. An industry-recognized credential should accompany the supervisory training. Lean principles, process mapping or talent pipeline management are a few possible options that could be appropriate and should be discussed as an incentive for companies to send current dispatchers and supervisors, or drivers being upskilled into new positions, to this kind of training. The cost of the training can be covered by WIOA Incumbent Worker funds, further incentivizing employers to train employees in these positions.

4. Apprenticeships

In addition to Incumbent Worker training, utilization of Apprenticeship models should be encouraged in the private sector. Apprenticeships allow workers to learn skills in a specific industry and receive payment while they are learning and working with the employer. This opportunity opens a door for employment with the employer after apprentices have completed their programs. Apprenticeship opportunities need to resonate with businesses to engage and encourage them to learn more about and implement this type of job training program.

As the TDL community of employers, training providers and workers seek to implement many of these recommended practices, the TDL Task Force should continue as a resource to provide guidance and counsel. As recommended practices, both tested and not-yet-tested, are utilized, the Task Force and TDL community can work together to further define best practices and develop any additional recommendations. It is imperative for the TDL community to work together in an effort to create a talent pipeline that will meet Illinois' evident needs for a trained, stable and fulfilled TDL workforce.

SUMMARY OF TASK FORCE RECOMMENDATIONS

1. Businesses should adopt strategies to better understand driver retention rates and the root causes of drivers leaving their company, then address the root causes with appropriate measures, including training for driver support staff such as dispatchers. The Task Force specifically recommends creating Incumbent Worker Training for dispatchers and supervisors.
2. Job fairs should be transformed into hiring events using the strategies described in the report.
3. The promising practice of opening and maintaining lines of communication between the military, education and training providers, career services staff and jobseekers should be continued.
4. Knowledge of how WIOA funding may be used to make training more affordable for jobseekers, students and businesses should be expanded.
5. The private sector should be encouraged to utilize apprenticeship models.
6. CDL training student capacity should be expanded by increasing the number of CDL instructors.
7. Businesses and trainers should adopt a predictive screening process or program to improve retention in training and employment.
8. A core group of Task Force members should continue to monitor Illinois and national retention rates, supply and demand data, and the progress and results of the federal graduated CDL project.
9. In addition to continually collecting and reviewing CDL data, a more comprehensive picture of truck driving supply trends should be captured by having program completer data collected from all applicable schools under the auspices of the ICCB and the Secretary of State.

APPENDICES

Appendix A: Task Force Membership List

Appendix B: New Driver Expectations Exchange Template

Appendix C: Transportation Manager Training Program

Appendix D: Incumbent Worker Quick Facts

Appendix E: Vetting Prospective CDL Students Guide

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Task Force Membership List**

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APPENDIX B: Driver Expectations Exchange Template

New Driver Expectations Exchange

What the company expects of drivers:

(Sample Template - To be customized with company specifics)



Topic	Specifics	Discussed
Home time	<ol style="list-style-type: none"> 1. On average, a new driver is home ____ days per month. 2. "Home on weekends" means _____ at this company. 3. If you need to be home in an emergency, the process is _____. 	
Pay	<ol style="list-style-type: none"> 1. Your starting pay per mile will be _____. 2. As a new driver, you should expect about _____ miles per week. This is the average number of miles per week that our new drivers currently receive. 3. You will be eligible for a raise after ____ days/months if you have accomplished _____. 4. Accessorial pay programs include _____ (safety bonuses, mpg bonus, etc.), and you will learn more about eligibility for these programs during orientation. 	
Benefits	<ol style="list-style-type: none"> 1. The benefits provided by the organization are _____. 2. Your benefits will kick in on _____. 	
Route	<ol style="list-style-type: none"> 1. You will be expected to drive into NYC approximately ____ time(s) per month. Here is what to expect when driving into NYC: _____. 2. You will be driving in the _____ region most frequently. 3. (for dedicated drivers) Here are some specifics about the account you'll be on: _____. 	
Training	<ol style="list-style-type: none"> 1. You will be in training for ____ days/weeks. 2. You will be paired with a trainer within ____ days of the end of orientation. If you have a special request for a trainer (gender, smoking preference, automatic transition preference, etc.) it may take up to ____ days to be paired with a trainer. If you are waiting on a trainer, you can expect _____ (regular contact from someone, motel accommodations, etc.). 	
Culture	<ol style="list-style-type: none"> 1. Our culture is heavily focused on _____. 2. We expect drivers to behave in the following ways in order to fit into our culture: _____. 	
Performance	<ol style="list-style-type: none"> 1. You are expected to perform to the following standards in order to be successful: _____. 2. If performance standards are not adhered to, the following disciplinary actions may be taken: _____. 	

APPENDIX B: Transportation Manager Training Program Sample



What the driver expects of the company:

(Questions to be asked during the recruiting process, to find any areas where expectations need to be clarified or adjusted)

Recruiting Questions
1. What are your home time needs?
2. What are your mileage expectations?
3. What are your compensation expectations?
4. What expectations do you have of company and manager support?
5. What are your expectations of where you will be driving?
6. What are your home time expectations?
7. What are your short-term career goals?
8. What are your long-term career aspirations?

Recruiter Signature & Date

Driver Signature & Date

Driver Manager Signature & Date

APPENDIX C: Transportation Manager Training Program Sample



Transportation Manager Training Program for Sample Trucking Company

The following training program, originally presented by Jay Green of Strategic Programs, Inc. (2016), is a brief outline of the original program. Please contact Strategic Programs, Inc. if interested in gaining access to the full document.

Possible Training Topics for Transportation Manager Training Curriculum:

Driver Retention

Review best practices and how trainees can implement them. Explain the following topic areas for better understanding:

- 1) Company retention history
- 2) Turnover and engagement data
- 3) Driver engagement
- 4) Disengagement threshold
- 5) Emotional self-management
- 6) Driver perspective

Effective Communication

Understanding personal managing styles, particularly of drivers, and how to develop a versatile style of communication is imperative. Coaching sessions may be used to practice verbal, non-verbal, and active listening in various circumstances.

Setting Expectations

Exchange expectations with driver. Discuss performance metrics, safety metrics, on time performance, CSA scores, etc. Resolution processes may additionally be discussed with driver in initial discussion.

Building Action Plans

SMART goals should be set and shared. Progress should be followed-up on to encourage accountability.

Conflict Management

How to prevent conflict and knowing when it is appropriate to confront someone should be taught and practiced. Managers, dispatchers, and drivers must all practice effective conflict management.

Recruiting

Recruitment, pre-on-boarding, and on-boarding techniques and best practices should be discussed.

APPENDIX D: Incumbent Worker Quick Facts



Incumbent Worker Training

Incumbent Worker Training (IWT) programs help local employers develop and implement training programs for current employees who need new or upgraded skills in order to retain employment.

Based on the size of the company, up to 90% of the costs of training can be reimbursed through the program.

How Does It Work?

Interested employers must meet certain criteria in order to participate. Employers must be in a targeted industry, which are defined locally. The Department of Commerce workforce representatives can assist the employer in determining if their industry qualifies under local guidelines as an eligible target industry.

IWT Provides:

- Hands on training
- Payment to offset training costs
- Opportunity to train employees your way
- Investment in your business

Businesses May Qualify If:

If the employer has been assessed as meeting the target industry criteria, the next step is to determine if they meet one or more of the following qualifying “At Risk” indicators. These include:

These include:

- Declining sales;
- Supply chain issues;
- Adverse industry/market trends;
- Changes in management philosophy or ownership;
- The worker does not have in-demand skills; and/or
- There is a strong possibility of a job if the worker attains new skills.

IWT Approval Process

Once a company’s eligibility to participate has been determined, the workforce representative will work with the employer to outline the training program and assist with identifying a trainer, if needed. A detailed description of the proposed program will then be forwarded to the Illinois Department of Commerce for final approval.

Visit www.illinoisworknet.com/training for additional information on how your business can benefit from this opportunity and others like it.



Illinois Department of Commerce
& Economic Opportunity
OFFICE OF EMPLOYMENT & TRAINING
Bruce Rauner, Governor



This workforce product was funded by a grant awarded by the U.S. Department of Labor’s Employment and Training Administration. The product was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.

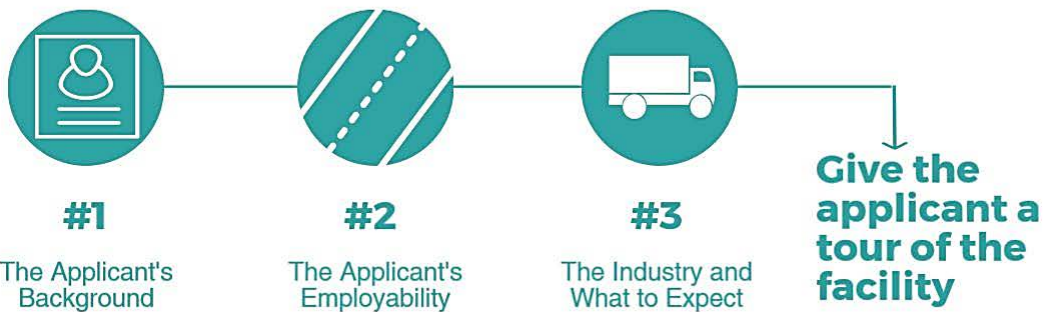
The Illinois workNet Center System, an American Job Center, is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this website may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or 711.

A Guide to
Vetting Prospective CDL Students

Schedule a one-on-one meeting with the applicant

A one-on-one meeting provides an opportunity to learn more about an applicant and inform he or she of what to expect as a truck driver. Significant others should be encouraged to attend the meeting as well. Having the applicant and his or her significant other present ensures both parties understand the expectations and sacrifices necessary for success in the trucking industry.

Discuss with the applicant...



<p>Review individual's background, including:</p> <ul style="list-style-type: none"> - Work history - Driving record - Medical issues - Criminal history <p>Backgrounds can indicate the likelihood of a student being hired. Schools should assess backgrounds based on general industry hiring qualifications, as company hiring qualifications may not be provided.</p>	<p>Discuss the applicant's employability. If a background contains no red flags, chances of being hired are more likely.</p> <p>If there are red flags, a student may seek out a pre-hire to gain some assurance of being hired. However, a pre-hire does not guarantee a job offer, as companies do not complete an entire background check when issuing a pre-hire.</p>	<p>Overview local and over the road truck driving jobs, including positive and negative aspects of each to provide a realistic understanding of the job:</p> <ul style="list-style-type: none"> - Hours behind the wheel - Living in the truck - Extended time periods away from home - Pay structure <p>If background contains certain red flags, this step may not be reached.</p>	<ul style="list-style-type: none"> - Show the individual first-hand what is required to pass the CDL exam. - Allow the individual to sit inside a semi-truck. - Provide opportunities for the individual to talk with current students and staff to gain an understanding of what goes on during the training program.
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This process helps ensure individuals are matched with a best fitting job. With clearer job expectations defined, state funding toward CDL education may be spent on individuals who are more likely to gain employment and remain in the industry. However, there are still students who begin a truck driving career and later decide to leave the industry. While this guide is not fool proof, it is a useful tool CDL schools can use when vetting prospective CDL students.