



## **3 Steps to Success:**

Understand, Identify, &  
Address Your Fleet's  
Driver Turnover



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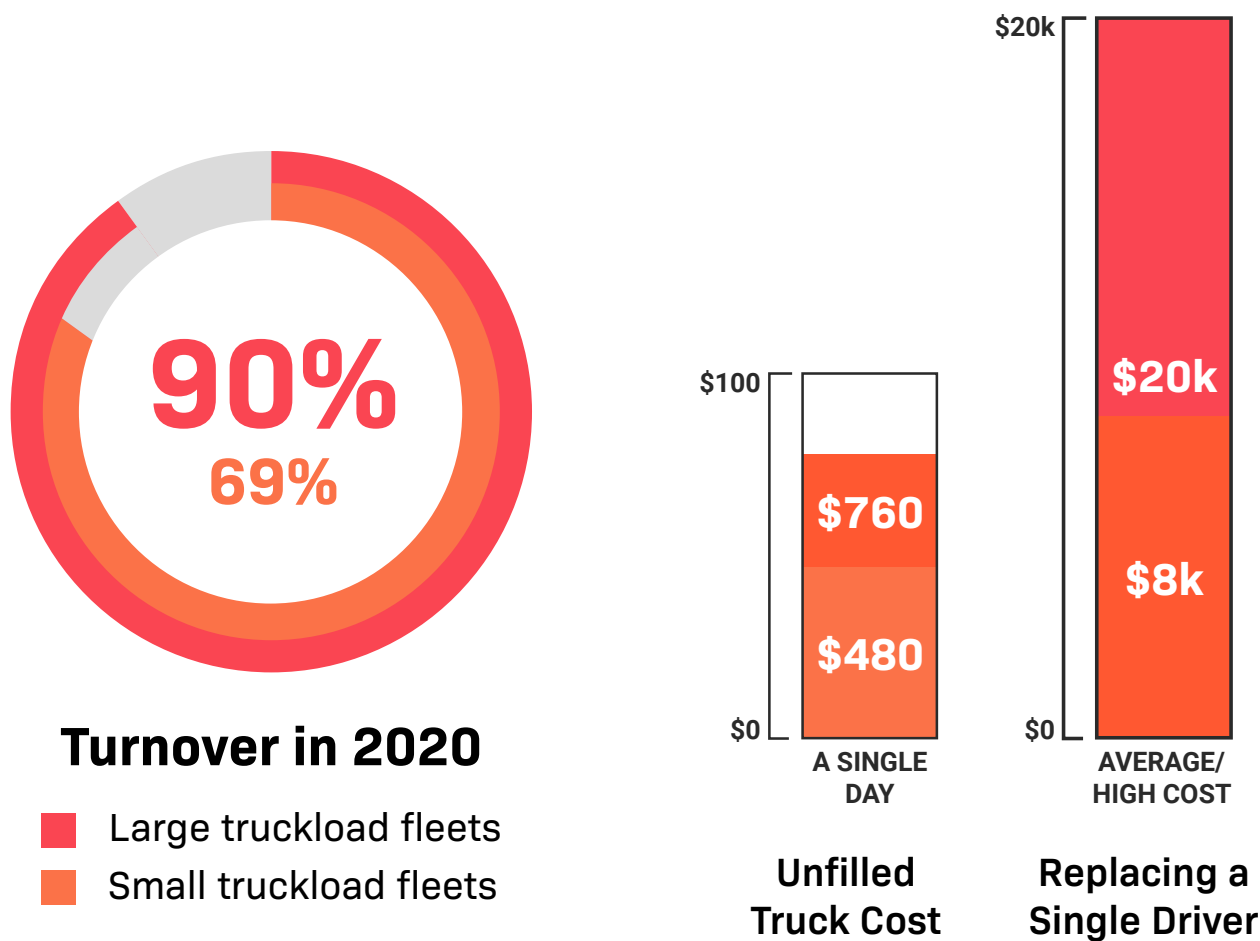
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# Turnover in Trucking Today

Fleets are losing millions of dollars each year in downtime costs.



## The Strategy to Help Fleets Get Started

In the wake of these trends, every day fleets are trying to discover new ways to be proactive in retaining their drivers. Though that may sound easier said than done, this eBook will seek to teach readers how to:

- 01. Understand the Difference Between Voluntary and Involuntary Turnover
- 02. Identify Common Sources of Turnover
- 03. Proactively Intervene to Reduce Turnover

With this information, fleets can implement strategies that reduce both voluntary and involuntary turnover, all while reducing the risk of experiencing a crash.

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# #01: Understand the Difference Voluntary and Involuntary Turnover

Naturally, all forms of turnover can hamper a fleet's operations, but it's important fleets understand the difference between the two major types in order to truly tackle each one head-on.

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## **Voluntary Turnover** [ vol·un·tar·y turn·o·ver ]

When an employee leaves a job, whether that's because they accepted an offer elsewhere, took an internal transfer, or retired. This type of turnover is typically more expensive to businesses because it often involves the loss of a high-performing employee.

In the case of a driver, this generally entails drivers leaving for a different fleet, but can include a promotion to management that takes them off the road. Many fleets offer sign-on bonuses and it's common for drivers to seek "greener pastures" when they are merely satisfied—rather than excited—about their current job.

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## **Involuntary Turnover** [ in·vol·un·tar·y turn·o·ver ]

A type of employee departure where a team member is dismissed from a position within a company. This can be the result of varying factors, including poor performance, company cutbacks, company restructuring, a violation of company policies, and more.

For drivers, involuntary turnover is often the result of a serious crash. Fortunately, as will be discussed later, the incidents that indicate crash risk can also point fleet leadership in the direction of a professional development plan to help address their behavior.

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# #02: Identify Common Sources of Turnover

## Common Sources of Voluntary Turnover

### 01 Driver Pay

By far the most straightforward reason drivers leave their fleet is because they can make more money elsewhere. Though compensation is not every driver's primary motivator, it's easy to understand why it's often cited as a reason for leaving a fleet. It's important to note, however, that although pay is often identified as the cause of turnover, this oftentimes is a symptom of a deeper illness--as something caused them to explore their options and they found a fleet that offered them higher wages.

### 02 Time on the Road

While some drivers may thrive while living life on the road, most people will want to spend time at home or with their families. Since trucking is the most common employment in the United States and reflects a wide variety of preferences, fleets often need to find a balance between home time and road time.

### 03 Lack of Communication

According to Driver iQ, nearly 40% of all drivers who left their fleet cited "lack of communication" as a contributing cause. Enabling drivers to feel a part of the company culture with regular contact can help a fleet reduce driver turnover.

### 04 Lack of Respect

Lack of respect and problems with a supervisor combined contributed to over 30% of voluntary turnover in the Driver iQ survey, so it's crucial that fleets build strong, healthy relationships with their drivers.

### 05 Poor Equipment

A 2017 [study of over 12,500](#) drivers showed that poor equipment quality is one of the leading factors of voluntary turnover for all drivers, but in particular for women drivers, where it was the most common reason given for leaving their fleet.

# Common Sources of Involuntary Turnover

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Involuntary turnover is a similarly complex problem. Drivers can be terminated for their on-the-road behaviors as well as interpersonal conflicts, medical disqualification, yard behavior, and much more. Below are a few of

the most common predictors of safety and risk-related involuntary turnover (as there is clear and direct data on this aspect of turnover).

The American Transportation Research Institute (ATRI) studied the

most common causes of commercial truck crashes in their updated 2018 report [Predicting Truck Crash Involvement](#). Their study provides a useful rubric for the most common warning signs of a coming truck crash:

05

## Past Crash

The fifth most common violation in a crash-involved driver's record is having experienced a crash before. Fleets should pay extra attention to their drivers who have experienced a previous crash.

04

## Failure to Use / Improper Signal

Even more common were prior violations for improper signaling. While this violation is less severe than a crash, it's a strong indicator for a future accident.

03

## Failure to Keep in Proper Lane

When a fleet is alerted, either through technology or authorities, of their driver experiencing this violation, addressing this driver with training can be a direct way to prevent a future accident.

02

## Failure to Yield Right of Way

If a driver fails to yield the right of way, they've put themselves in one of the most common situations that leads to a crash. This is another behavior that fleets can address with a tailored professional development plan.

01

## Reckless Driving Violation

According to ATRI, the likelihood of a driver experiencing a crash increased by 114% if the driver had a reckless driving violation in their history, making it by far the strongest predictor of a crash.

# #3: Proactively Intervene to Reduce Turnover

## Strategies to Reduce Voluntary Turnover

A strong safety culture can significantly improve voluntary turnover at a fleet by helping drivers feel valued and making sure that safety is on everyone's mind, all the time. A few ways to improve safety culture include:

### 01 Driver Pay

The most direct step a fleet can take to address a driver pay problem is to raise wages to a median or above-median rate for their sector. Because for many fleets this isn't possible, less expensive options include standardizing paycheck amounts, offering competitive insurance packages, and matching retirement contributions.

### 02 Time on the Road

When hiring drivers, be aware of their location. It can be challenging to turn down a driver, but if they live far from your routes, they're less likely to be happy with their time on the road. Promote open lines of communication with your drivers. If they are unhappy with their away time, they should feel comfortable expressing it.

### 03 Lack of Communication

Fleets should consider implementing a standardized system for communicating with their drivers. Often, this entails tracking prior interactions, logging discussion summaries, and planning out future conversations.

### 04 Lack of Respect

Driver management is as much of a skill as driving is. Fleets can [coach their managers](#) on how to effectively communicate with drivers, while also taking steps to track the conversations between drivers and managers with a focus on proactive and respectful communication.

### 05 Poor Equipment

While upgrading trucks to the latest and greatest can certainly help, that's just not realistic for most fleets. Fortunately, drivers surveyed by StayMetrics placed a greater emphasis on safe and well-maintained vehicles than on newer ones. Staying on top of asset maintenance can go a long way toward retaining drivers.

# Strategies to Reduce Involuntary Turnover

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## 01 Take Steps to Improve Safety Culture

Safety culture is the unconscious habits of drivers, managers, and leaders that lead to safer outcomes, making a strong safety culture a powerful tool in reducing crashes. To [improve safety culture](#), fleet leadership can push out regular safety messages to their fleet, create structured channels for drivers to provide feedback to their managers, and publicly act on driver feedback when they receive it to show drivers they value their input.

## 02 Implement Purposeful Fleet-Wide Training

Whether it's to address poor on-the-road habits, in-yard behaviors, or interpersonal conflicts, every member of a fleet can benefit from continuous coaching. By coaching all drivers, fleets can ensure even their most faultless drivers stay consistently engaged with their fleet.

## 03 Add Tailored Training to the Onboarding Process

While some aspects of a fleet's onboarding program must be standardized, a fleet's Recruiting, Safety, and Operations departments should share data surrounding a new hire so they can add tailored training or driver meetings to their onboarding plan that best meet their new hires' needs.

## 04 Build Accountability into the Training Program

When overseeing dozens of drivers on different development plans, it's no surprise that some training tasks slip through the cracks or are poorly implemented. This problem is often compounded if a fleet's Safety team is responsible for assigning training while their Operations team is responsible for conducting it. By sharing data between departments and breaking down communication barriers, fleets can see a major improvement in training outcomes.

## 05 Implement Next-Generation Risk Identification Technology

There's no substitute for the AI technology available to fleets today to help improve retention. Unlike traditional driver scorecarding which measures risk on a very basic level, technology like [Idelic's Driver Watch List](#) uses all of a fleet's data from all of their systems to predict which drivers are at risk of a crash. Though investing in AI technology is a new endeavor for many fleets, some of the [world's safest fleets](#) have been using it to improve their safety and reduce retention to great effect.

# Conclusion

With the costs to replace a driver so high, and the standard practices failing to reduce turnover, many fleets are implementing new processes.

Understanding the difference between the two

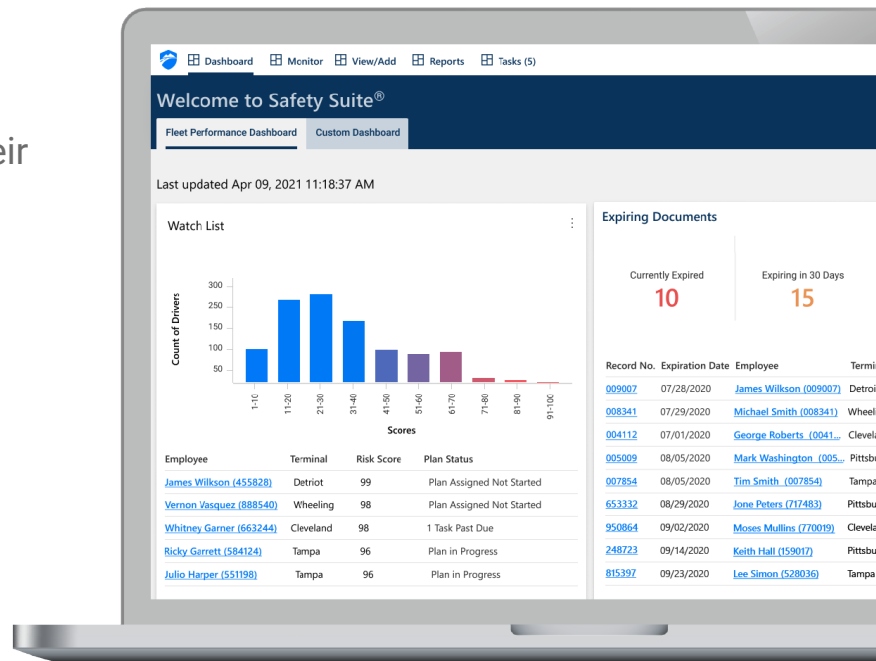
types of turnover, identifying the sources of both, and knowing how to address those sources is crucial for fleets that wish to remain competitive in the modern trucking world.

While some of these steps may seem difficult to implement, fortunately, with the right technology, effecting these changes can be easy.

The [Idelic Safety Suite®](#) is the industry's leading driver management platform, helping fleets consolidate driver data from their third-party systems in a single location. **With Safety Suite, fleets of all sizes have revamped their safety culture, implemented new engagement strategies, and [increased retention by as much as 43%](#).**

**With Safety Suite, fleets can:**

- Consolidate their driver data into a single platform
- Consistently engage and retain their best drivers
- Use AI to immediately know which drivers are at risk of a crash
- Seamlessly assign and monitor training without ever leaving the platform
- Access all of the technology and associated features mentioned in this eBook



Watch a 2-minute demo video or sign up for a deep-dive on Safety Suite [here](#).



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