WorkHound 2019 Trends Report: Transportation

Agenda

- Overview of WorkHound's approach to feedback
- Top Trends in 2019 driver feedback
- Highlights of important themes
- Tips for 2020
- Conclusion

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Overview

FEEDBACK
INSIGHT
ACTION
TRUCK CO.
TRUCK CO.
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WORK HOUND

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How we gather feedback:

- Prompt drivers weekly to share anonymous feedback.
- 90 second experience for drivers to share open-ended feedback.
- Link to share feedback is always live.
- Feedback is continuously reviewed using keyword and sentiment analysis.
- Feedback is categorized into 12 standardized themes.

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Why we gather feedback this way:

- Surveys create bias.
- Open-ended feedback shows what drivers want to discuss.
- Feedback has to be addressed at the speed of business.
- Doing nothing with feedback is toxic. We have to close the feedback loop.

Comments

- The average comment is 224 characters long.
- That’s about as long as a tweet.
- However, some drivers have a lot on their mind.
- Our longest comment was over 9k characters long.
- That’s the equivalent of 3 full single-spaced pages of text!

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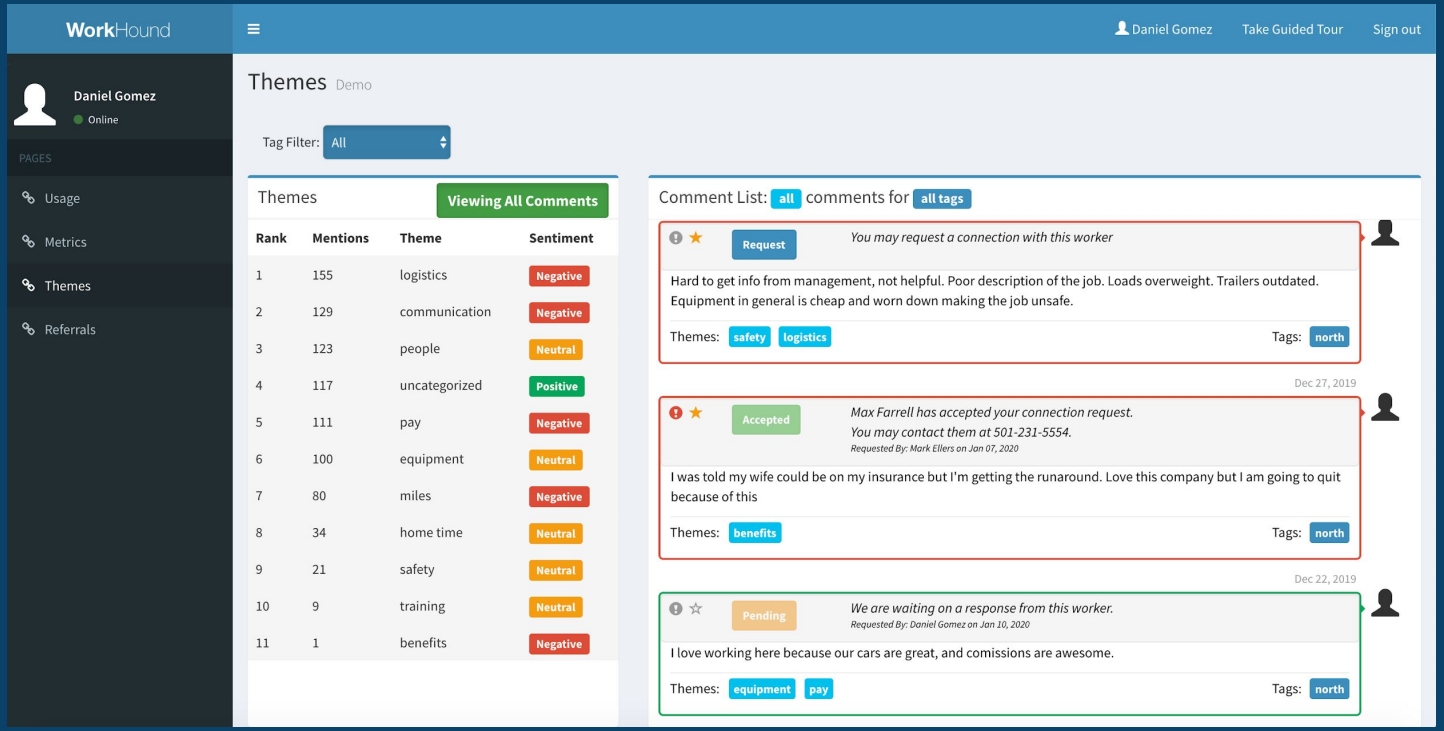
How feedback is shared with carriers:



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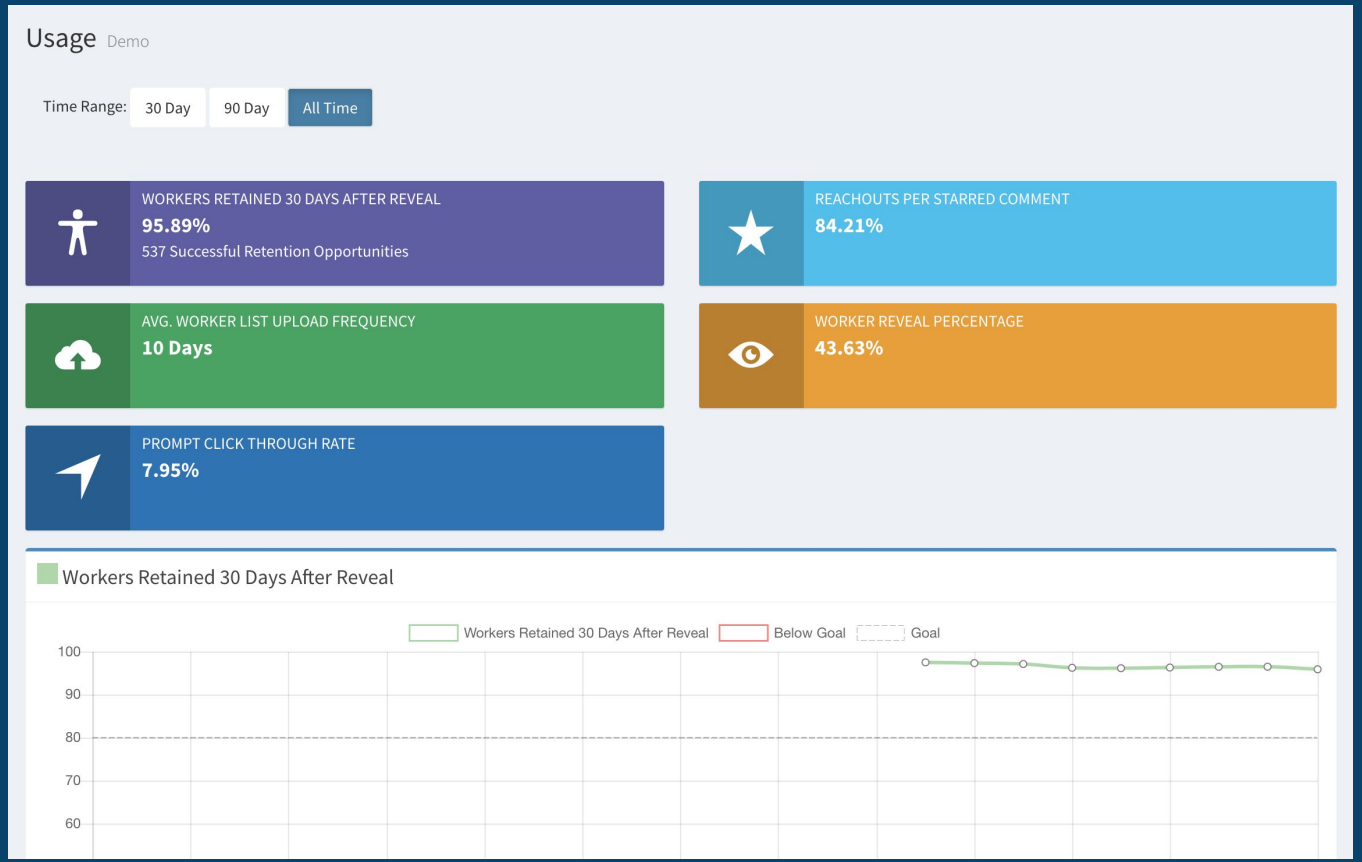
How feedback is measured by carriers:



How we close the feedback loop:

- Address urgent issues individually with drivers.
- Act on feedback to improve your company.
- Show empathy by responding to drivers weekly in fleet-wide broadcast message.

Communication is good.

Change is better.

Top Trends in 2019 Driver Feedback

Profile of the industry:

- Average driver age 55 years old
- 95% use smartphones daily
- 89% average annual driver turnover
- 50K+ driver shortage

Profile of drivers sharing feedback:

- All drivers work with carriers with 60+ trucks.
- Mix of dry van, reefer, tanker, intermodal, flatbed, and expedited freight.
- 77% Company Drivers
- 23% Owner Operators

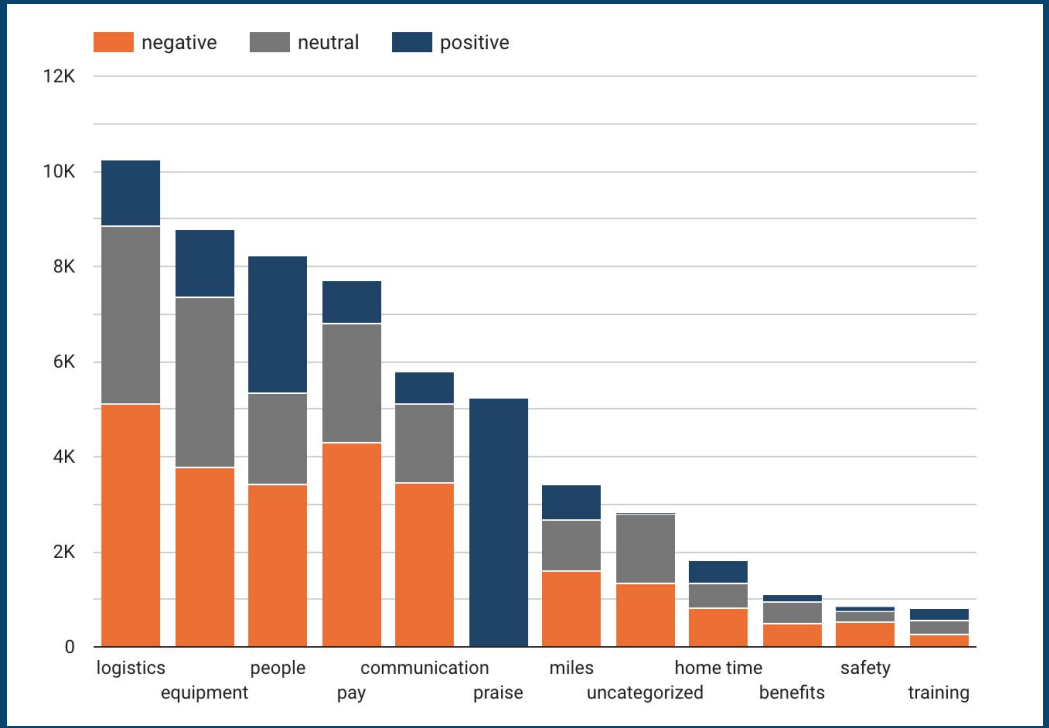
2019 Summary Statistics:

- 39.8K Comments
- 16.3K Distinct Drivers
- 55 Distinct Companies
- 297 Average Drivers Engaged per Company

Comment Volume by Month

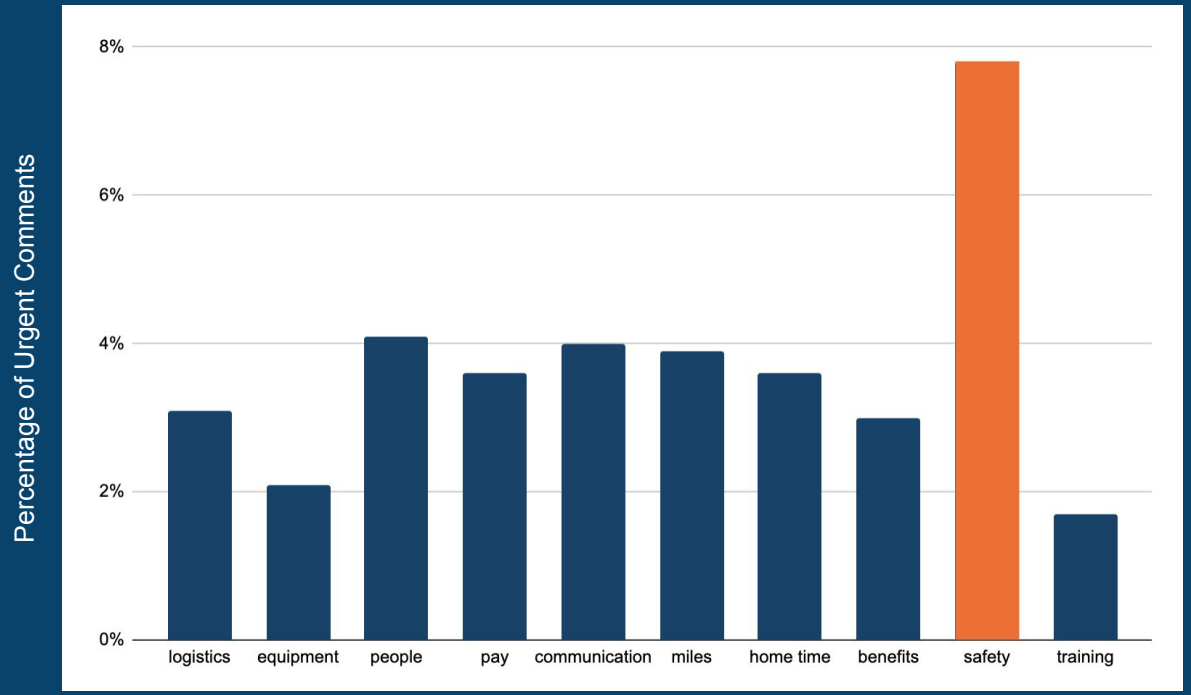
In summer months comment volume is nearly twice as high as in winter months. Indicating a possible annual cycle for driver feedback.

Total Comments by Themes



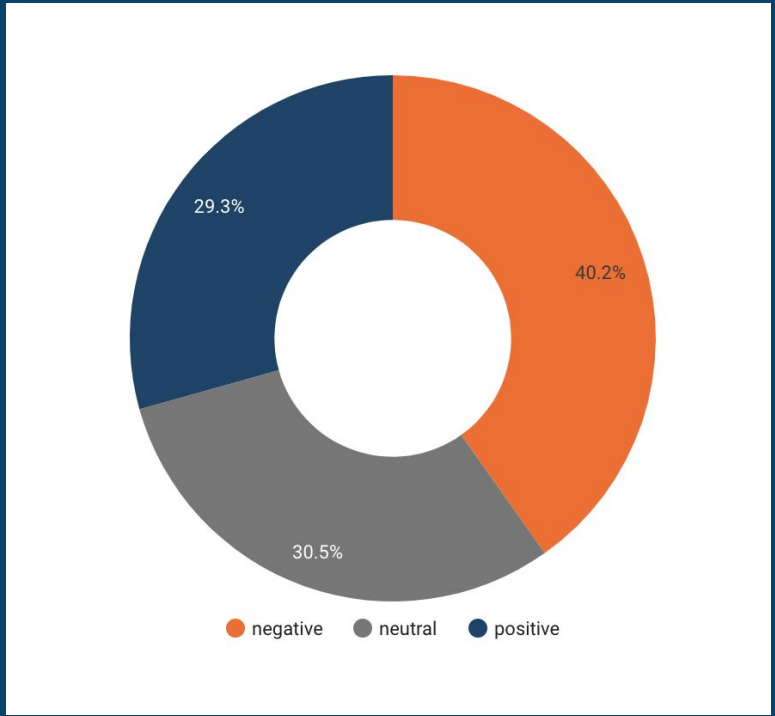
Logistics is the most frequently mentioned theme across the industry. One quarter of all comments are about logistics, but positivity tends to be particularly low for this theme.

Themes by Rate of Urgency



Though typically a low volume theme, safety is an issue with a high density of retention opportunities. As seen above, comments in the safety theme are twice as likely to be deemed urgent.

Comments by Sentiment



Companies often express concerns that feedback will be exclusively negative, but our data shows that ~30% of all comments are positive. Many drivers love what they do and are excited to share that information.

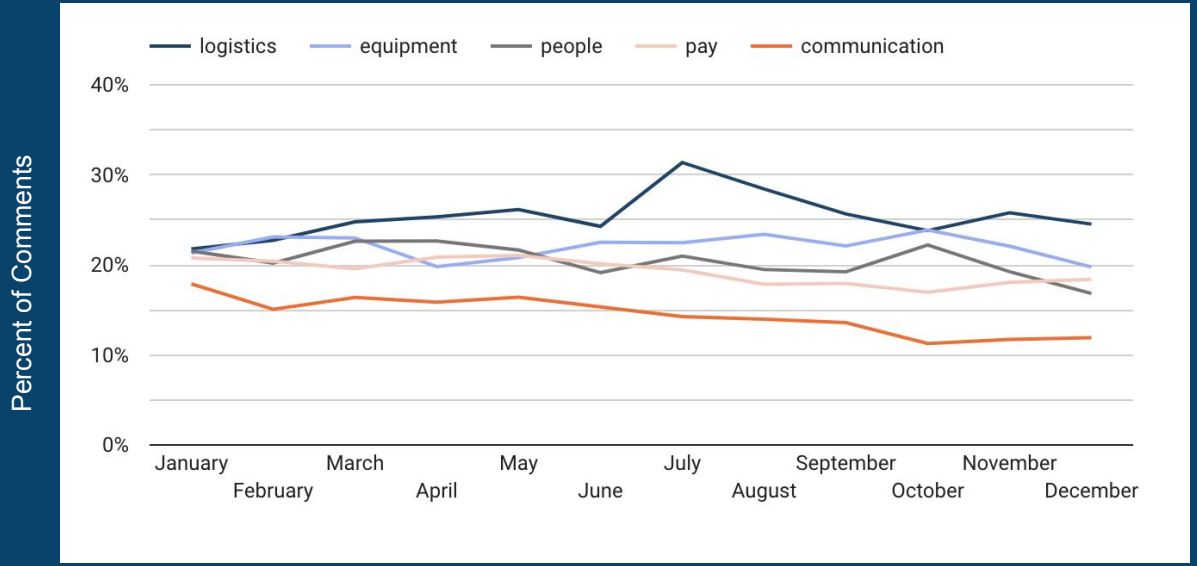
Creating a Praise Theme

love
happy
place
complaints
ugly
enjoying
companies
excellent
beautiful
forward
moment
home
smooth
started
complain
hope
treated
busy
weather
worked
family
driving
logistics
perfect
awesome
pretty
part
environment
opportunity
people
enjoy
feeling
problems
experience
hard
road
give
wonderful
today
long
nice
fine
drive
thankful
issues
problem
amx
team
life
guys
care
hours
positive
satisfied
employees
enjoyed
mind
head
respect
hands
fairly
simply
improvements
situations
productive
expectations
anymore
everything
resolved
hand
grace
minute
strong
hoping
healthy
driven
employment
grow
person
comfortable
close
refer
confident
ideas
interesting
heat
families
true
management
night
loved
top
live
continues
laid
rolling
control
folks
friend
martin
hasn
simple
concern
helps
country
office
needed
page
trip
improve
alright
pleased
honestly
tsd
retire
making
cold
times
steady
eventually
organized
understand
conditions
pbps
awsome
challenging
super
decent
takes
expected
appreciated
goals
point
longer
consistent
content
ago
news
eagle
mine
relaxed
extra
decision
thinking
staying
owner
gave
learning
waiting
money
case
loving
brady
transland
joy
amazing
traffic
blessing
tired
running
besl
deal
continue
atmosphere
change
move
daily
employed
learned
equipment
gotta
pleasure
side
idea
vacation
open
jobs
finally
everyday
allowing
difference
questions
faith
comments
understanding
walmart
freedom
trailliner
staff
food
lines
reason
injury
heard
employee
wanted
route
break
treats
safety
talk
dream
matter
body
told
system
helping
thought
shining
city
expect
dinner
wrong
freight
improving
travel
complains
caring
call
improvement
terminal
bit
dad
ownership
schedule
flatbed
employer
ground
couple
adventure
difficult
customers
concerns
kinda
blessings
opportunities
period
hound
happen
paid
alls
sleep
awhile
beginning
keeping
helpful
listen
smoothly
finished
stress
show
growth
kind
wait
bcuz
due
act
lol
cool
start
giving
makes
ups
cuz
ready
national
issue
chance
wit
future
learn
weekend
jesus
hot
greatest
field
areas
recommend
dedicated
town
cons
program
retiring
morning
absolutely
ability
helped
number
thanksgiving
taking
friends
friendly
account
fleet
find
area
support
slow
treat
oil
sun
coming
hear
fair
ur
run
st
ty
plan
career
bless
ori
pitney
thx
expediters
weeks
alive
glad
services
amen
past
works
business
professional
excited
transport
feels
trucker
answer
dispatch
calhoun
lh
ff
cares
moving
found
proud
fantastic
negative
alot
bowes
month
sall
blessed
support
area
real
big
stay
living
air
room
nu
safe
starting
easy
cdl
leave
easiest
transportation
rough
monday
downs
employ
yrs
barney
guess
atmosphere
running
tired
traffic
amazing
joy
transland
brady
loving
case
money
waiting
ncl
drove
operation
places
staying
owner
gave
wouldn
lord
learning
decision
thinking
extra
mine
relaxed
consistent
goals
point
longer
decent
super
organized
understand
conditions
eventually
improve
page
trip
needed
country
office
rolling
helps
control
folks
friend
martin
hasn
simple
concern
awsome
challenging
pbps
continues
laid
top
loved
night
live
wit
chance
issue
national
ready
future
learn
weekend
jesus
hot
greatest
field
areas
driven
employment
grow
person
comfortable
close
refer
confident
ideas
interesting
heat
families
true
management
resolved
hand
grace
minute
strong
hoping
healthy
everything
anymore
expectations
productive
situations
improvements
simply
fairly
hands
respect
mind
head
enjoyed
cuz
ups
care
worked
weather
busy
hope
treated
started
complain
smooth
home
moment
forward
beautiful
excellent
companies
enjoying
road
hard
give
wonderful
today
long
nice
fine
drive
thankful
issues
problem
amx
team
life
guys
awesome
part
pretty
driving
logistics
perfect
family

Top 5 Feedback Themes

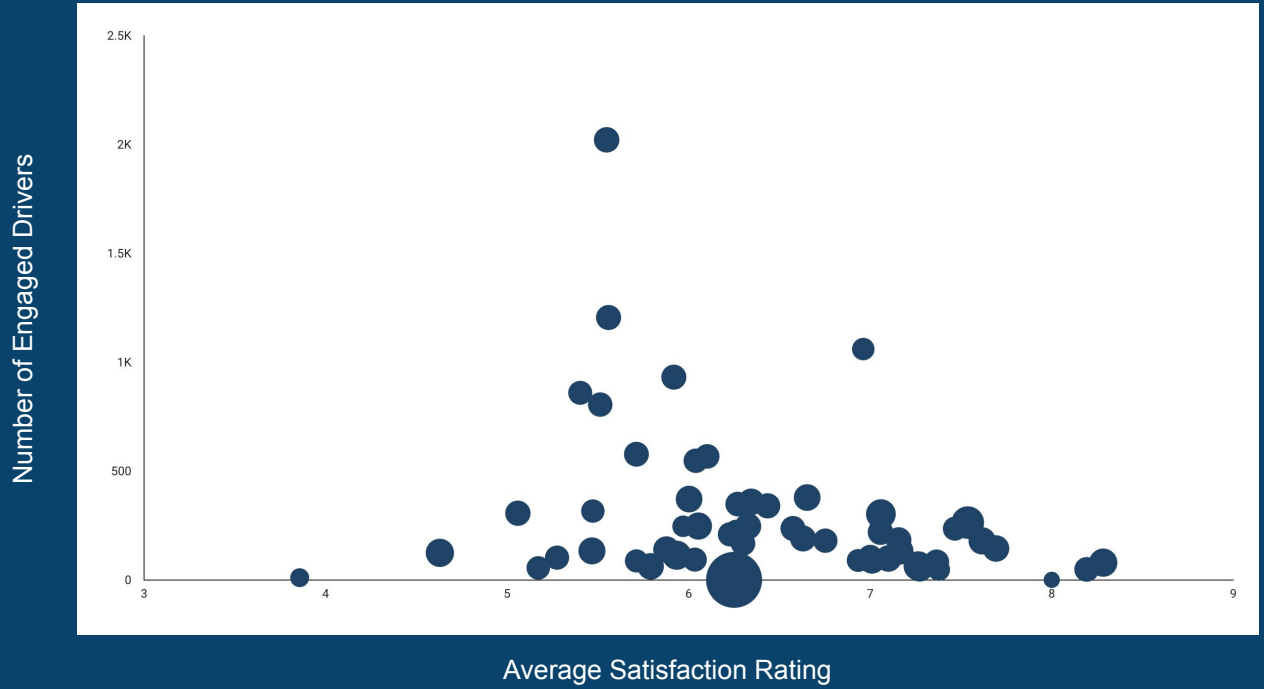
1. Logistics
2. Equipment
3. People
4. Pay
5. Communication

Percentage of Comments by Theme



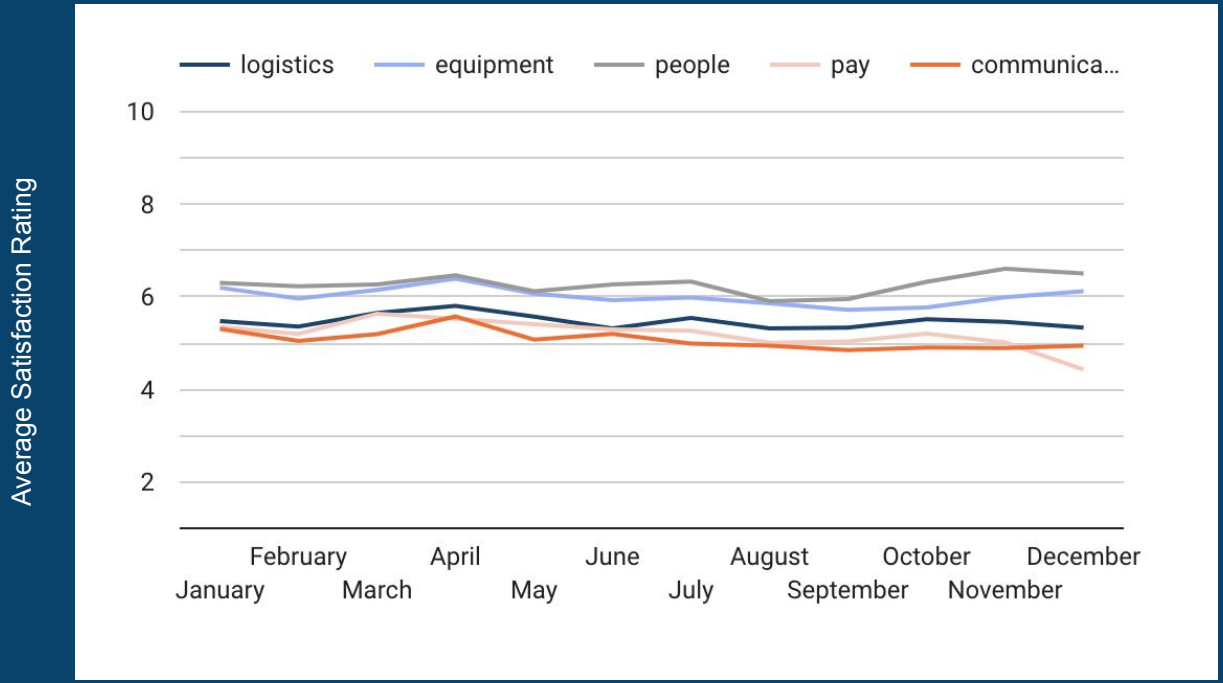
There is a substantial divide between high frequency themes and low frequency themes. High frequency themes tend to be relatively stable throughout the year and tend to cluster around the 20% line. Low frequency themes are typically below 5%.

Company Average Driver Satisfaction



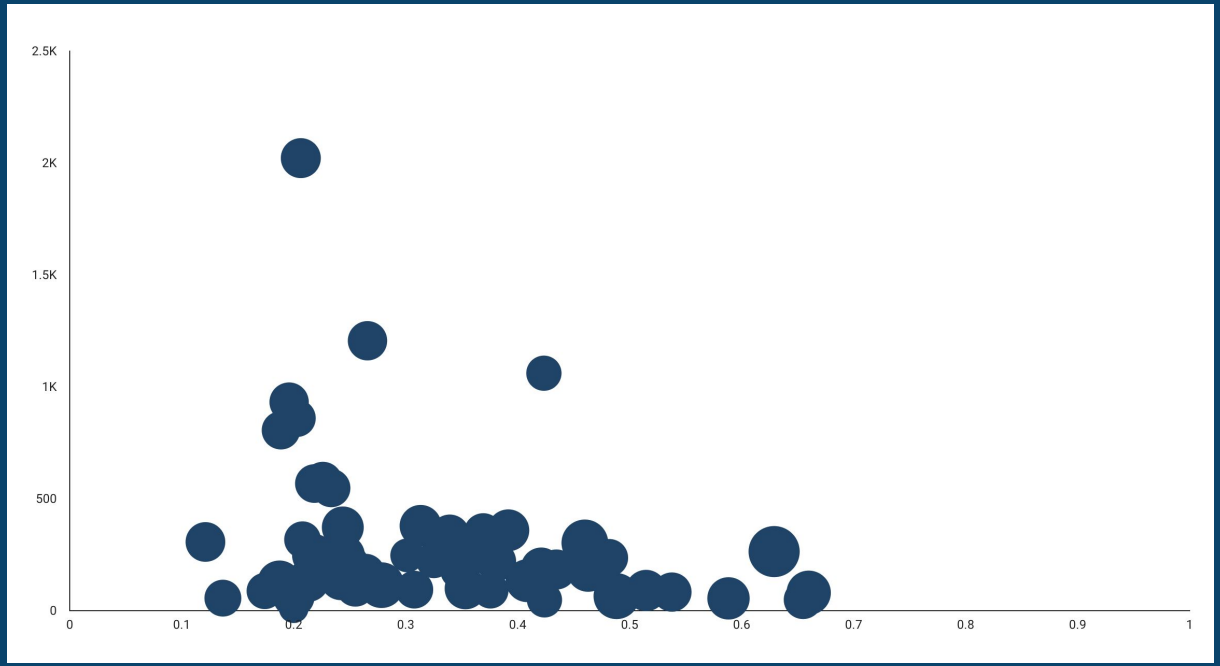
Companies experience a wide range of levels of driver satisfaction, with large companies experiencing slightly lower levels, on average.

Driver Satisfaction by Theme



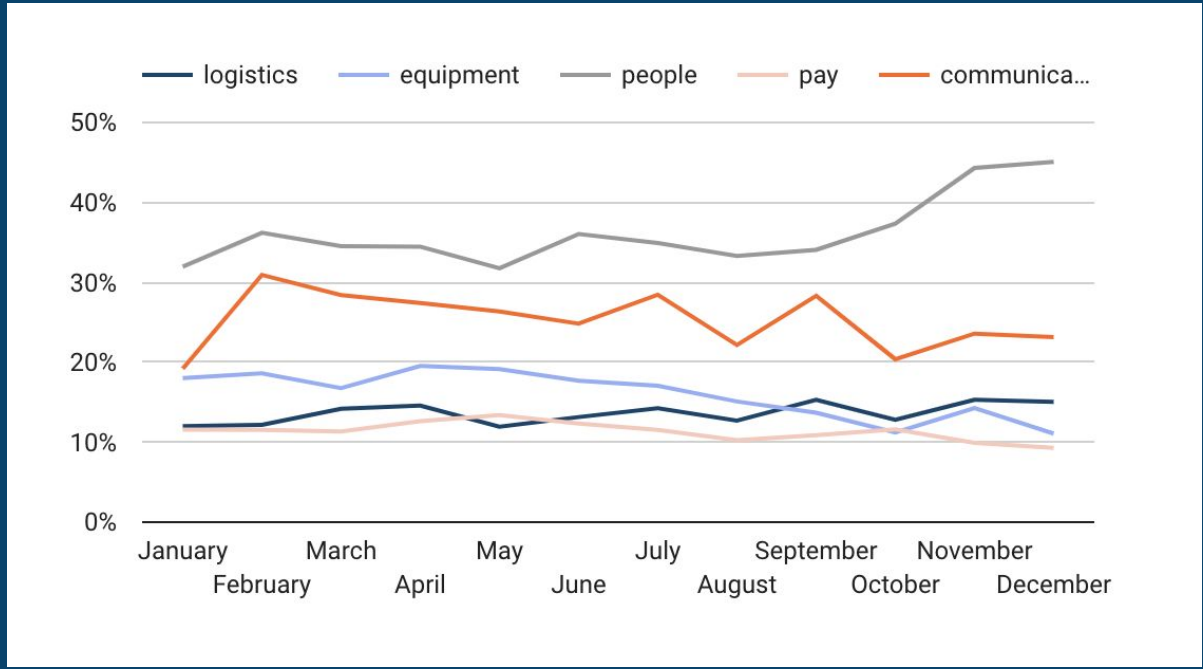
With regards to themes, driver satisfaction remains relatively stable throughout the year. Some variation can be seen among themes, but it is low compared to other factors.

Driver Comment Positivity



Companies experience a wide range of rates of positive feedback, with larger companies experiencing slightly lower rates, on average.

Driver Positivity by Theme



Unlike driver satisfaction, the percentage of positive comments exhibits a lot of variation between themes, as well as peaks and valleys within particular themes.

Highlights of Important Themes

Logistics

Comment Count
10,254

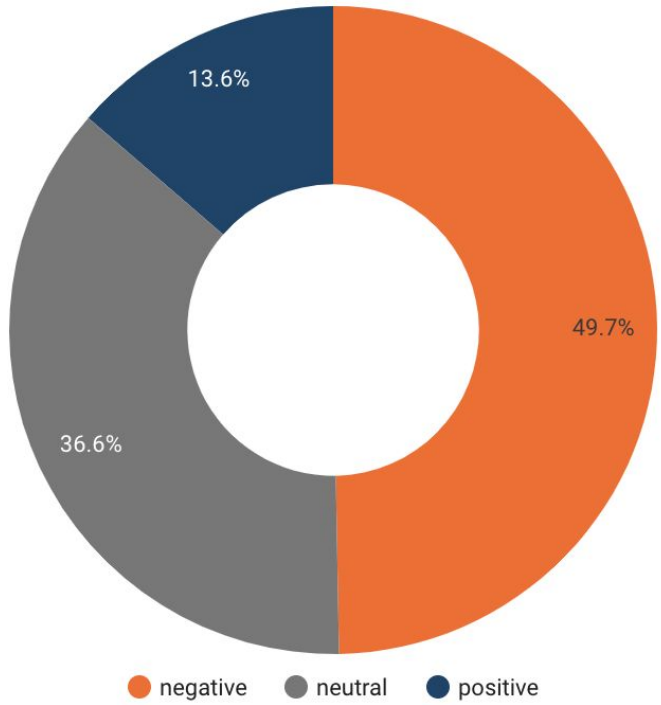
Percent of Comments
25.8%

Average Satisfaction
5.49

Percent Positive
13.6%

Percent Urgent
3.1%

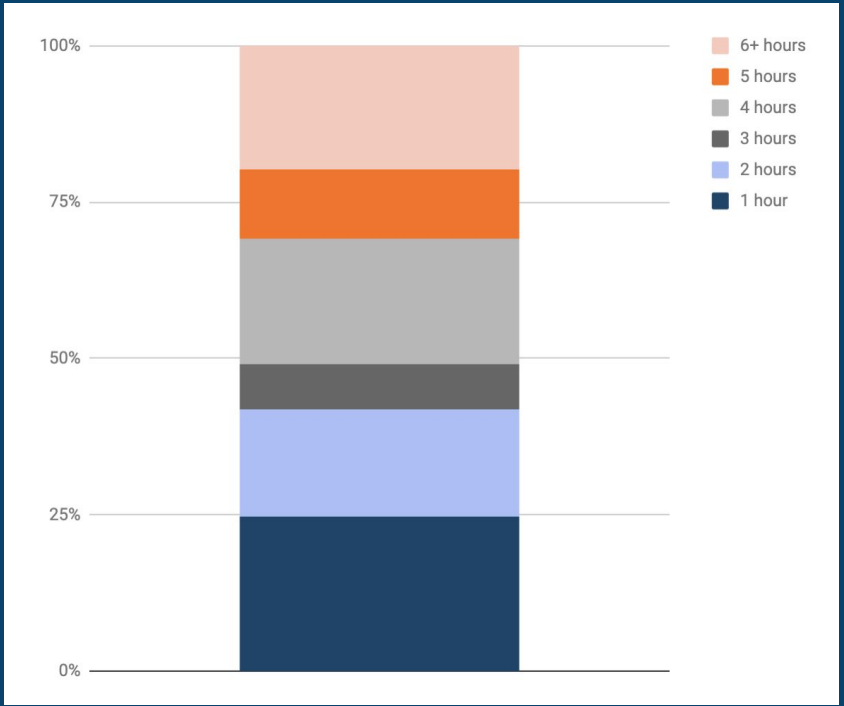
Average Message Length
324



Logistics

dispatch
loads
home
money
trailer
waiting
sitting
hours
running
problem
trip
drive
find
told
pick
fuel people
trailers
times
weeks
night
wait
road
empty
terminal
paid
driving
long
shop
making
calldm
yard
hour
ready
dedicated
local
tired
talk
makes
deliver
person
giving
customer
phone
weekend
monday
companies
dispatchers
appointment
moving
equipment
fix
route
manager
area
place
delivery
hard
family
past
busy
terminal
short
made
happy
nice
leave
care
point
left
asked
plan
communication
morning
detention
parking
month
takes
reason
freight
loaded
break
called
needed
extra
planners
minutes
dispatcher
number
office
half
part
understand
shipper
check
issue
team
safety
hold
guys
live
won
change
mile
drop
wrong
love
runs
hrs
close
stay
lot
issues
start
late
today
breakdown
training
sitting
hour
yard
ready
dedicated
local
talk
tired

Mentioned Wait Times by Duration



Around 20% of the comments in the logistics theme mention long wait times. When an exact time is mentioned, we see over half report delays of 4 hours or more.

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Equipment

Comment Count
8,777

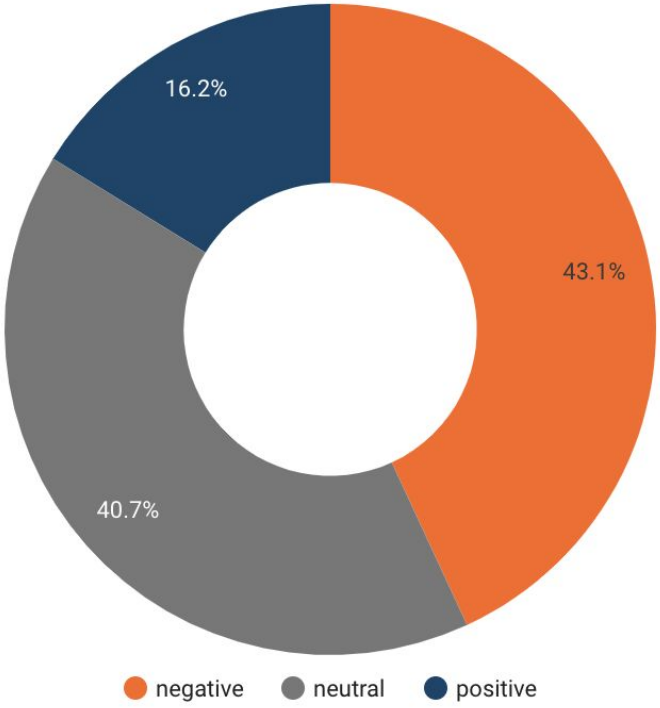
Percent of Comments
22.0%

Average Satisfaction
6.01

Percent Positive
16.2%

Percent Urgent
2.1%

Average Message Length
323



Equipment

- Time spent in the shop
- Cost of maintenance
- Governing speed
- Dirty Trucks/Trailers
- Electronic Equipment
- 20% of comments also mention “logistics”

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People

Comment Count
8,239

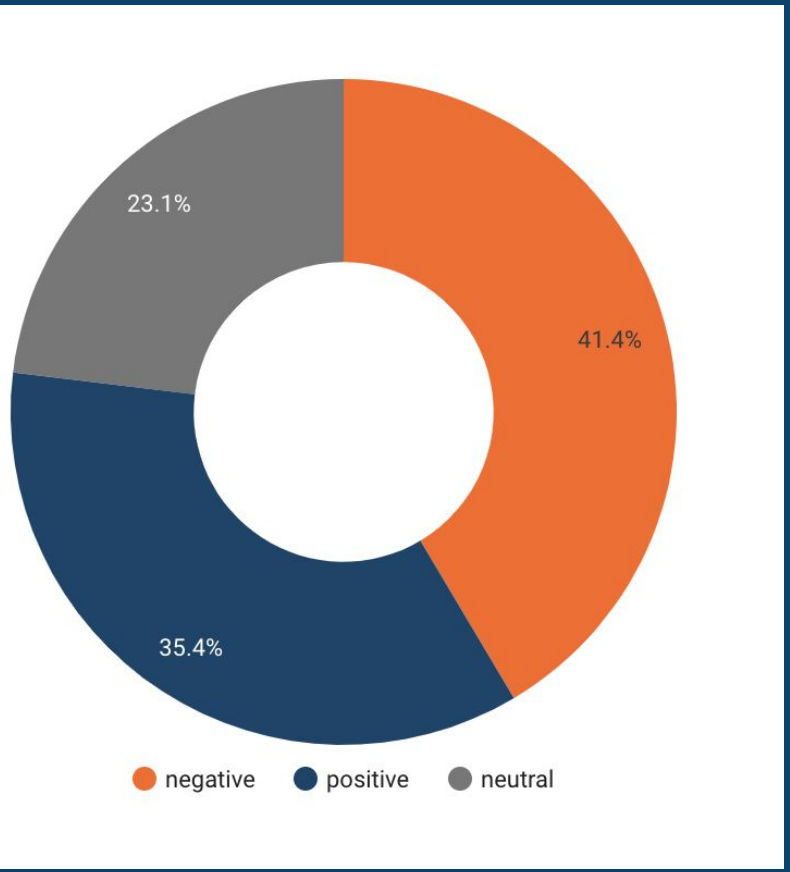
Percent of Comments
20.7%

Average Satisfaction
6.26

Percent Positive
35.4%

Percent Urgent
4.1%

Average Message Length
340



People

people
manager
home
dispatch
dispatcher
fleet
terminal
hours
love
management
dm
office
drive
times
answer
reason
cares
fuel
forward
learn
forced
putting
policy
knew
department
stuck
tampa
service
person
stay
find
might
wrong
big
respect
life
talk
lot
hr
turn
cut
runs
fix
pass
head
deal
cost
wait
area
fired
hear
easy
dms
free
waste
question
truth
board
difficult
weeks
paid
send
mechanics
issues
happy
drop
worked
return
schedule
human
hand
changed
duty
planning
shut
expect
weekends
decent
receive
employee
huge
workers
check
top
customer
road
hrs
quit
nice
shop
transport
spend
loaded
matter
hell
otr
wife
sad
act
lose
felt
face
sick
joke
starting
rolling
maintenance
anymore
talked
small
favoritism
call
money
guys
hard
account
enjoy
coming
called
sitting
constantly
give
go
care
run
due
late
long
staff
yard
till
sit
part
deliver
hit
tired
pull
high
slow
spot
read
facto
case
managers
guess
position
detention
found
opinion
couple
mind
parking
personnel
door
bonus
opportunity
shouldn
trainer
upset
response
appointment
everyday
eric
hope
health
jason
speak
mph
start
alot
left
professional
close
fine
tells
drove
wasn
worse
ago
extra
low
crew
trips
jobs
fair
pre
hate
stupid
poor
raise
owner
tractor
busy
info
safe
calling
full
ran
bit
st
half
finally
paying
heard
shipper
lazy
communicate
early
rest
live
wanted
air
stuff
hired
coke
eric
fm
phone
guy
idea
order
mark
operations
andrus
received
situation
feels
room
damn
ive
city
sucks
properly
cover
ugly
moving
crap
forward
learn
forced
putting
policy
knew
department
stuck
tampa
maintenance
anymore
talked
small
favoritism
difficult
mechanics
return
schedule
shut
expect
weekends
decent
receive
employee
huge
workers
board
truth
question
waste
free
dms
case
facto
read
spot
slow
high
pull
hit
deliver
trainer
shouldn
opportunity
door
bonus
parking
personnel
top
mind
couple
guess
position
detention
found
opinion
drop
planning
changed
duty
hand
human
worked
return
schedule
issues
happy
managers
paid
weeks
send
mechanics
check
hours
terminal
dispatcher
fleet
manager
home
people
dispatch

34

Pay

Comment Count
7,696

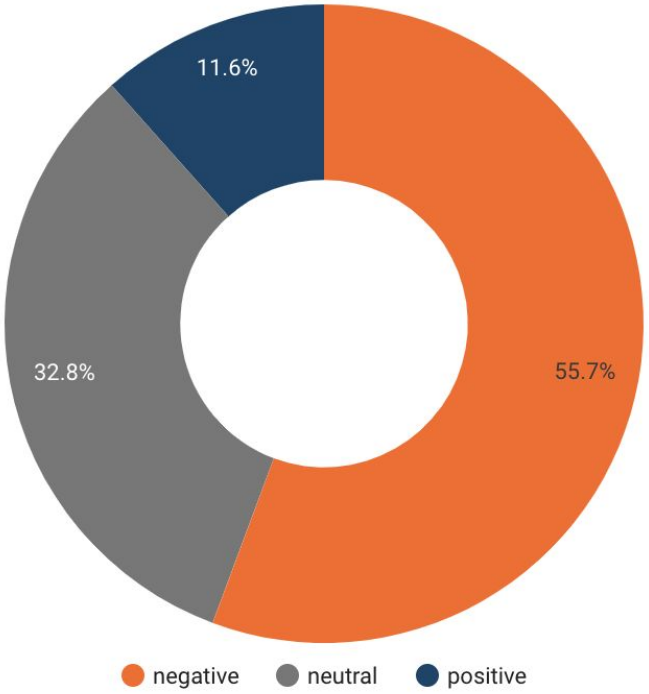
Percent of Comments
20.7%

Average Satisfaction
5.25

Percent Positive
11.6%

Percent Urgent
3.6%

Average Message Length
306



Pay

- Less about pay rate and more about prompt and accurate payments.
- Setting proper expectations.
- Bonuses need to be achievable and honored.
- Detention pay and time spent sitting and waiting.

Communication

Comment Count
5,801

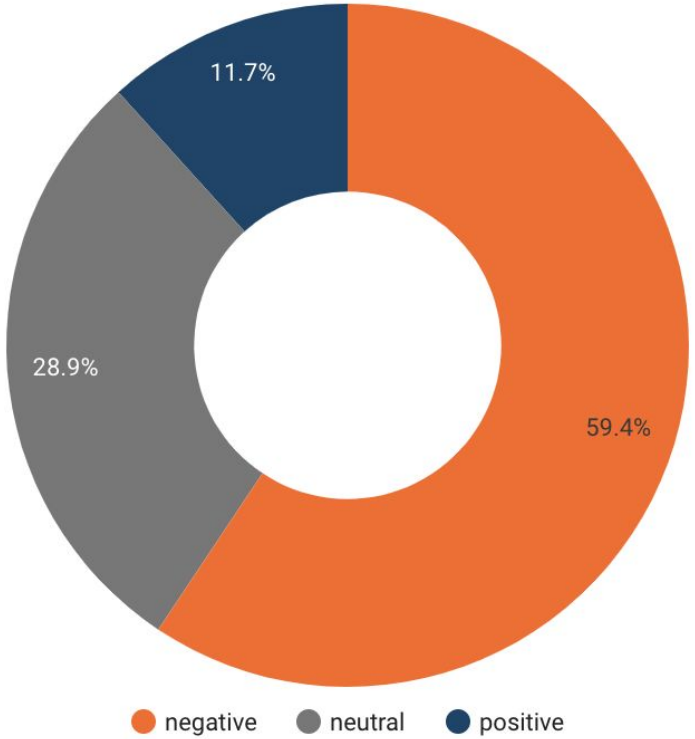
Percent of Comments
14.6%

Average Satisfaction
5.11

Percent Positive
11.7%

Percent Urgent
4.0%

Average Message Length
379



Communication

- Drivers want to talk, but they need someone to pick up the phone.
- Repercussions for disrespectful support staff.
- Transparency on large company decisions.
- Follow ups are essential.

Tips for 2020

Tips for 2020

1. Logistics

   Concerns about logistics are pervasive among drivers. Sitting and waiting is one of the most difficult things for them to do. They expect companies to keep them rolling. Resolving long delays at problematic shipping/receiving locations will make the biggest impact on driver satisfaction.

Tips for 2020

2. Equipment

   Good, safe, clean equipment is an important point of pride for many drivers. There are many ways companies can ensure that the driver's equipment continues to be something they can be proud of. It can be as simple as making truck washes more available or helping reluctant drivers adapt to new technology through robust training programs.

Tips for 2020

3. People

   You have great people! Celebrate them publicly and often. Recognize the good work of great drivers. But also, help these great drivers recognize the good work of others. Amplify their positive messages through internal channels and company programs.

Tips for 2020

4. Pay

   Be sure to set proper expectations for new drivers. Retention problems early in the partnership frequently stem from misaligned expectations. Prompt and accurate payment solves much of the rest.

Tips for 2020

5. Communication

   Drivers have a wealth of experience and operational knowledge. They appreciate being a part of the higher level decision-making. Include them in the process as early as possible and update them on progress regularly.

Conclusion

FEEDBACK
INSIGHT
ACTION
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WORK HOUND

Conclusion

In 2019, WorkHound helped companies retain over **eight thousand drivers** across the industry.

Our platform empowers companies to blend open-ended driver feedback with analytics to create meaningful insights and make data-driven decisions. The WorkHound approach to open-ended feedback enables companies to gain insight outside their starting assumptions and focus on what is really important to drivers.

With WorkHound's help companies are able to close the feedback loop, creating the virtuous cycle of information that is essential to healthy organizations working to maintain high levels of worker satisfaction.

Thank you!

Questions? Please contact:

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Paul Castronova, Strategic Projects Manager
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Appendix

FEEDBACK
INSIGHT
ACTION
TRUCK CO.
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TRUCK CO.
WORK HOUND

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Miles

Comment Count
3,401

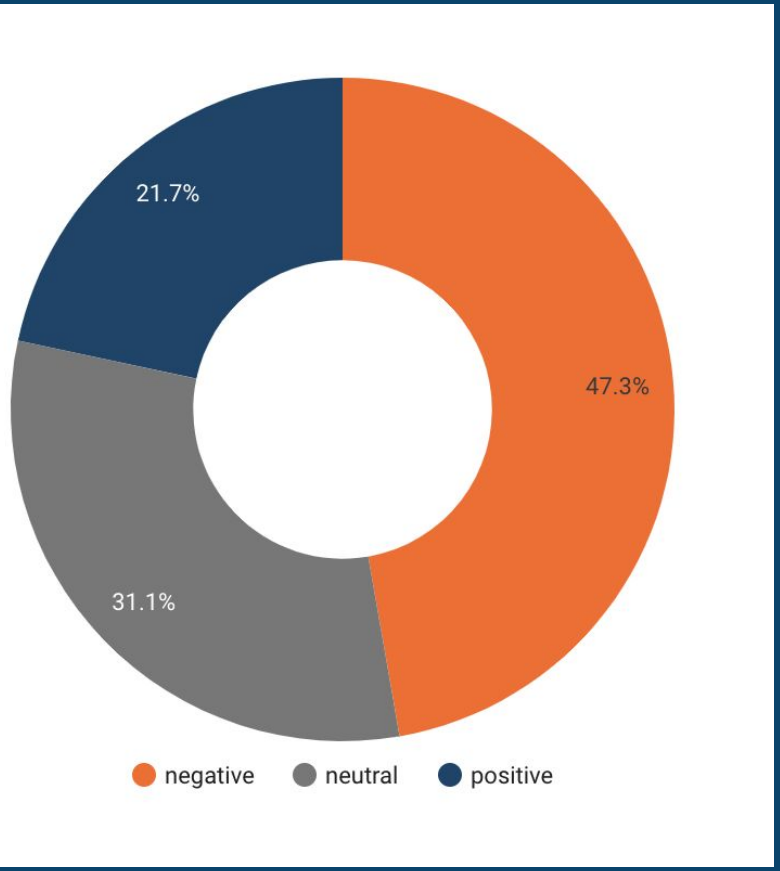
Percent of Comments
8.5%

Average Satisfaction
5.68

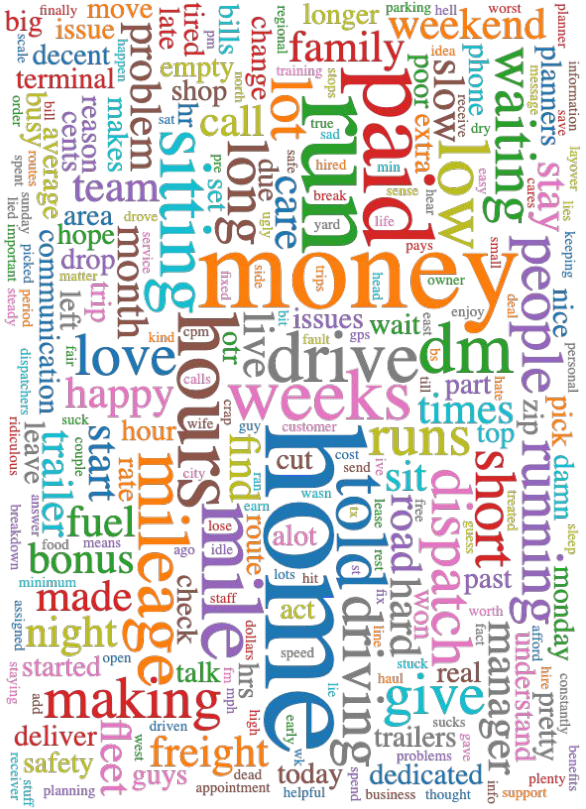
Percent Positive
21.7%

Percent Urgent
3.9%

Average Message Length
269



Miles


money
paid
home
told
driving
dm
drive
weeks
hours
mileage
making
freight
running
people
waiting
stay
slow
weekend
family
long
sitting
lot
call
care
love
happy
team
problem
month
hope
area
drop
trip
left
communication
average
busy
terminal
reason
cents
makes
decent
issue
move
big
tired
late
bills
empty
shop
change
longer
parking
hell
worst
planners
information
layover
lies
keeping
personal
pick
damn
sleep
monday
pretty
constantly
benefits
plenty
support
info
manager
understand
short
dispatch
runs
times
part
wait
issues
live
otr
cpm
kind
calls
wife
hour
guy
customer
top
zip
nice
enjoy
deal
owner
pays
small
dry
receive
phone
poor
extra
idea
training
stops
regional
hired
break
yard
life
sad
true
sat
shr
pre
set
safe
due
ugly
side
fixed
trips
head
bit
gps
fault
east
bs
til
hate
treated
guess
lease
fix
st
rest
line
haul
stuck
lie
fact
worth
won
hard
road
free
sit
cut
cost
send
ive
wasn
ran
earn
route
lose
idle
crap
alot
act
speed
lots
hit
staff
dollars
hrs
fm
mph
driven
high
early
wk
dead
appointment
helpful
spend
business
thought
today
dedicated
trailers
sucks
gave
problems
real
give
past
trailer
leave
start
rate
fuel
bonus
made
night
started
open
talk
check
deliver
safety
fleet
guys
planning
receiver
stuff
add
staying
assigned
minimum
breakdown
answer
food
means
ago
couple
suck
crap
ridiculous
dispatchers
fair
left
city
rate

50

Home Time

Comment Count
1,807

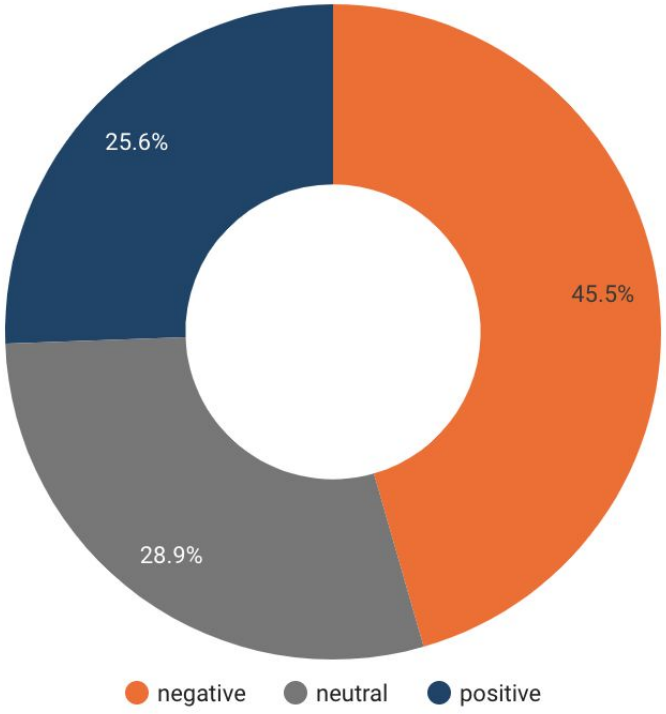
Percent of Comments
4.5%

Average Satisfaction
5.83

Percent Positive
25.6%

Percent Urgent
3.6%

Average Message Length
301



Home Time

- Family is the top priority.
- Missing important home time appointments have a devastating impact on driver morale.
- Accommodations for family emergencies create loyal drivers.
- Prioritize home time when planning loads.

Benefits

Comment Count
1,103

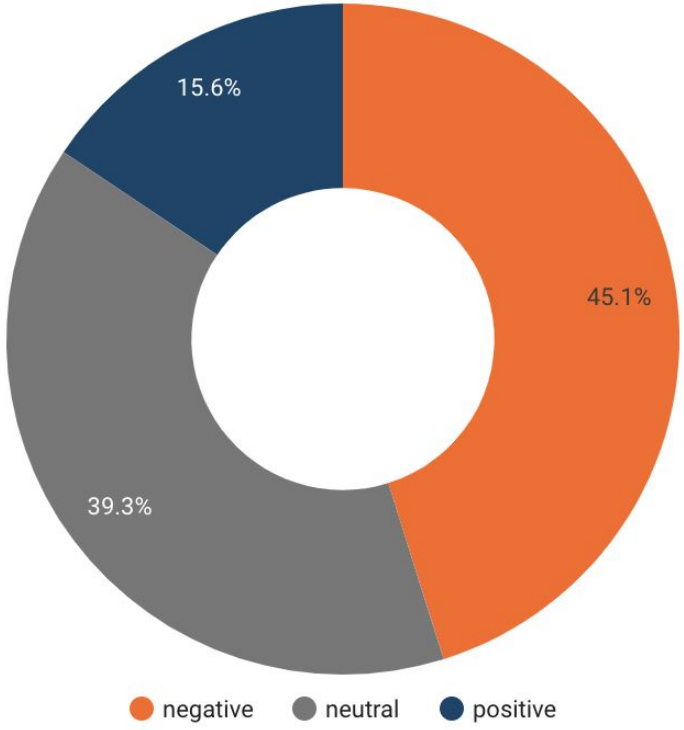
Percent of Comments
2.8%

Average Satisfaction
6.23

Percent Positive
15.6%

Percent Urgent
2.0%

Average Message Length
311



Benefits

- Health care is a frequent concern. Drivers want insurance.
- They also want 401ks and vacation pay.
- “A thankless job”. The lack of benefits is often seen as unfair.
- Companies that offer benefits stand out.

54

Safety

Comment Count
860

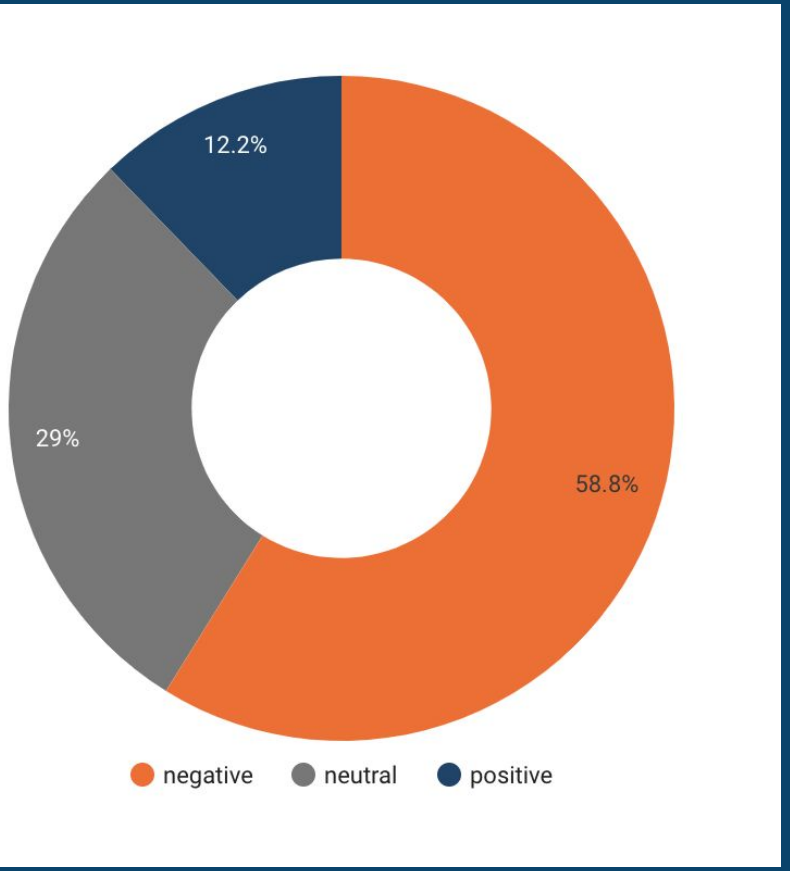
Percent of Comments
2.2%

Average Satisfaction
5.39

Percent Positive
12.2%

Percent Urgent
7.8%

Average Message Length
479



Safety

manager
driving
safe
truck
bonus
trailer
drive
dispatch
issue
air
hours
system
messages
lane
care
deal
shop
fleet
give
run
home
money
guys
brakes
asked
equipment
due
mph
month
times
find
phone
go
issues
long
sleep
test
logs
lot
low
cab
turn
late
top
Works
throw
part
drop
gear
hit
fill
pass
hour
change
fair
tulsa
deliver
past
ago
nice
cost
concern
case
log
sit
left
start
area
hrs
extra
ac
florida
night
pick
thought
watch
dumb
deal
due
period
automatic
missing
worst
contact
morning
places
book
attitude
transportation
response
forget
questions
fare
down
choose
minutes
board
correct
inside
cover
huge
pre
csa
guess
clean
enjoy
gain
sign
key
love
mind
idea
avoid
poor
box
bus
meet
traffic
dm1
dept
driven
fault
crap
respect
cut
hr
engine
ability
answers
shift
trust
jobs
safty
forced
explain
easy
paper
hose
record
wanted
doesnt
side
hot
fly
band
sat
ethanol
reset
trip
free
swift
bolt
act
green
stand
close
alot
rest
causing
planning
completely
required
receive
joke
code
hear
makes
fix
earlier
tires
window
hate
desoto
courses
high
wasn
impossible
leaving
positive
complaint
employee
losing
absolutely
replaced
lost
big
aid
write
fast
blow
jake
app
set
amount
employees
hand
average
handle
tx
control
seat
calling
oil
cool
spent
gave
send
duty
gate
open
rude
dollars
alert
desk
quit
happen
bunk
nice
online
contact
watch
dumb
deal
due
period
automatic
missing
worst
cost
concern
case
log
sit
left
start
area
hrs
extra
ac
florida
night
pick
thought
safty
forced
explain
easy
paper
hose
record
wanted
doesnt
side
hot
fly
band
sat
ethanol
reset
trip
free
swift
bolt
act
green
stand
close
alot
rest
causing
planning
completely
required
receive
joke
code
hear
makes
fix
earlier
tires
window
hate
desoto
courses
high
wasn
impossible
leaving
positive
complaint
employee
losing
absolutely
replaced
lost
big
aid
write
fast
blow
jake
app
set
amount
employees
hand
average
handle
tx
control
seat
calling
oil
cool
spent
gave
send
duty
gate
open
rude
dollars
alert
desk
quit
happen
bunk
nice
book
attitude
transportation
response
forget
questions
fare
down
choose
minutes
board
correct
inside
cover
huge
pre
csa
guess
clean
enjoy
gain
sign
key
love
mind
idea
avoid
poor
box
bus
meet
traffic
dm1
dept
driven
fault
crap
respect
cut
hr
engine
ability
answers
shift
trust
jobs

Training

Comment Count
820

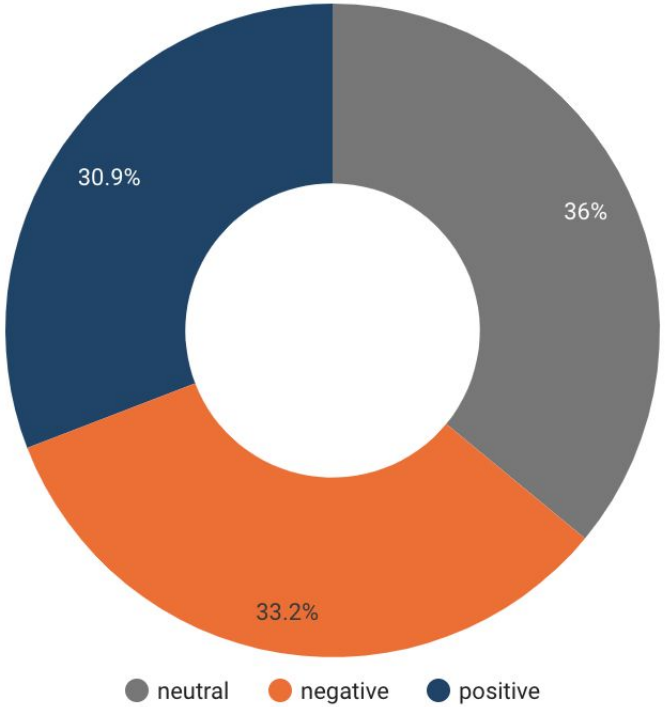
Percent of Comments
2.1%

Average Satisfaction
6.58

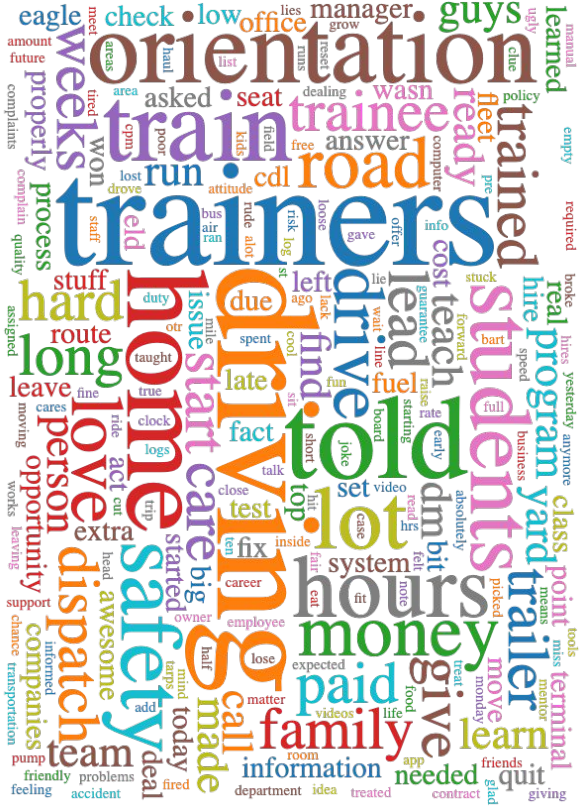
Percent Positive
30.9%

Percent Urgent
1.7%

Average Message Length
351



Training



- Largely positive, low urgency comments.
- Consistency between orientation and on the job experience.
- Misinformation about pay destroys trust.
- A good relationship with trainer is key.