

Redefining *the* Road

Edition 3 | 2016

The official magazine of the Women In Trucking Association

Changing the Face of Gender Diversity



INSIDE...



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of diesel prices

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The cover artwork, "Changing the Face of Gender Diversity," represents the many thought leaders who are sharing their expertise at the 2016 Accelerate! Conference & Expo as speakers, staff and board members.



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A Tribute to Char Pingel



*Ellen Voie, CAE, President & CEO,
with Char Pingel,
Director of Member Services,
Women In Trucking Association, Inc.*

**“Surround yourself with only people who are going to lift you higher.”
—Oprah Winfrey**

Ten years ago, the Women In Trucking (WIT) Association didn't exist. What started out as an idea and a dream has grown into an amazing organization comprised of very dedicated, loyal and supportive members, staff and volunteers. Currently, nearly four thousand people have committed to supporting our mission to increase the percentage of women employed in the trucking industry.

Let me tell you about one person who has been a key player since the beginning and who continues to be an integral part of the team...Char Pingel.

In 2007, Char became the first and only employee of the newly formed nonprofit. Her duties were to answer the phone, send out letters to prospective members and process payments—in addition to creating a monthly newsletter and, basically, running the organization. I had a full time job, but Char worked for the organization.

She had great ideas to further our exposure, such as the “Salute to Women Behind the Wheel,” which began in a tent at the Mid-America Trucking Show in 2009. Char insisted that we include a chocolate fountain, as we are women in trucking and we love chocolate. This continues to be our signature treat at our events. Char begins to plan this celebration nearly a year in advance, and our sponsors love to be involved because it is such a positive and fun way to highlight female professional drivers.

Over the years, Char's role has changed, but her passion for WIT remains. As Char starts looking toward her retirement and her days filled with grandbabies, gardening and photography, we want her to know how important she has been to our growth.

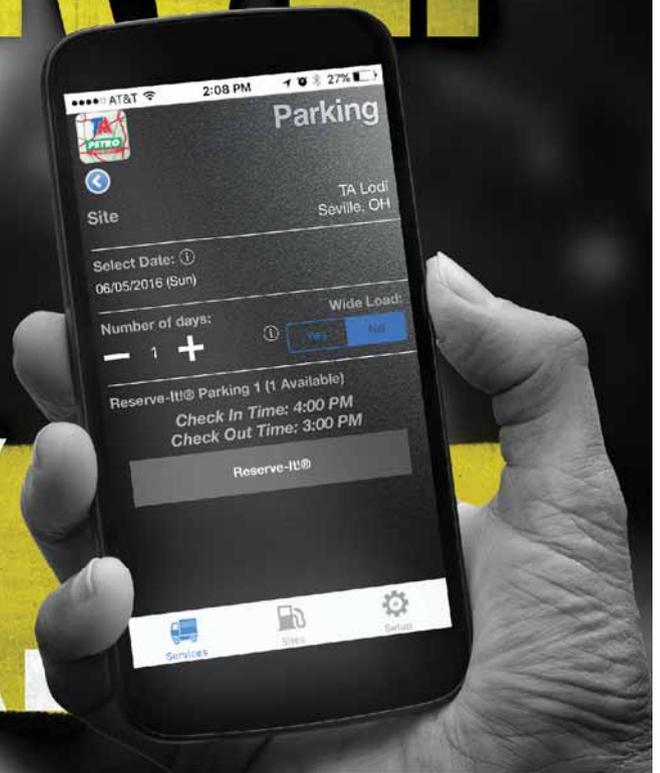
There were years of struggles and financial challenges as we worked hard to promote diversity within the trucking industry. At one point, Char had nine (monthly) paychecks sitting on her desk (uncashed), as we waited for the funds to allow her to be paid. Thankfully, those days are over, and we can count on our salaries to support us.

This column is to thank my dear friend and colleague, Char Pingel, who has supported me, as well as WIT, for nearly ten years. Our friendship extends way beyond the past decade, as we shared our passion for Apple computers, Petula Clark and conservative politics long before our professional relationship. Ask her about driving to the Mid-America Trucking Show together with my kids in the van and Petula's “Don't Sleep in the Subway” blaring from the radio.

As Oprah Winfrey said, “Surround yourself with only people who are going to lift you higher.” Char has been the person who has supported me and allowed me to be the face and image of the organization, but she is really the backbone.

Thank you, Char Pingel, for your ten years of service to the Women In Trucking Association. You are invaluable.

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Far Outside The Ordinary: Making Gender Diversity the Norm



**Brian Everett, ABC
Group Editorial Director and Publisher
Redefining the Road magazine**

**“Doing unusual things is seeing the
world from unusual angles!”
—Mehmet Muat lidan**

Today's successful businesses oftentimes look for ways to be unique, offbeat, unusual, uncommon. We just don't want to be like the rest of the pack, or "normal." When you find that hook that makes you unusual, then you begin to get noticed.

In this edition of *Redefining the Road*, we've brought together a culmination of extraordinary businesses, best practices, and "the unusual" in gender diversity in transportation. Our cover story highlights how leading companies like Saia Corporation and Bennett International Group are intentionally bringing diversity to their corporate culture. How do you accomplish this? You need to make a commitment from the C suite, recognize performance and accomplishments, create a supportive community that encourages open communication, and encourage networking and support.

In another feature story, we introduce five women who have become role models to many in this industry. Representing companies like FedEx, Ryder System, PeopleNet, New Age Transportation and Garner Trucking, these individuals are finalists in the 2016 "Influential Woman in Trucking" Award. Very unique and amazing women.

Then we take a look at a very non-traditional way to manage a significant operation. We tell the story of how two women literally are co-leading and operating the Daimler Trucks North America's manufacturing plant. Definitely not the norm!

Two other feature articles highlight how Truckstop.com is redefining the meaning of diversity in the workplace and how TA/Petro is humanizing drivers and spotlighting the positive impact trucking has through their "Citizen Driver" awards program. These are amazing, empowering stories that truly are redefining how companies view gender diversity.

The Women In Trucking (WIT) Association also is focused on special initiatives that encourage gender diversity. We highlight such initiatives in this edition, including the "I S Trucking" photo contest, the launch of a dynamic new website, and bringing the important message of gender diversity to various industry events.

So what are you and your organization doing to make a difference, change the culture, and advance the conversation about gender diversity? Read this magazine cover-to-cover. It may just spark an idea in helping you to make a difference.

Warm Regards,

Brian S Everett

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Changing the Face of Gender Diversity



Today, just over 5 percent of drivers and 14 percent of managers in the transportation industry are female, according to the U.S. Department of Labor. Clearly, there is room for improvement.

Historically, transportation companies have been slow to get on the gender diversity bandwagon, but many are starting to recognize the value of a more diverse workforce and seek fresh ideas to make it happen.

Some companies are ahead of the curve, like Saia Corporation, a provider of LTL, non-asset truckload, and logistics services, and Bennett International Group, a provider of

specialized freight transportation and heavy haul transport. Recently, they shared some of the creative strategies they're using to help strike a better gender balance.

Start at the Top

Michelle Richard, Vice President of Human Resources at Saia, recommends actively engaging the leadership team in diversity initiatives.

"The commitment to any vision must be made at the very top, in the C suite," Richard explains. "Without buy-in and support at that level, a vision is relegated to a mere concept rather than an actionable strategy. Commitment is key. Beyond commitment, you have to believe it, you have to be sincere, and it has to be important to you."

Richard offers Saia's sales team as an example. At one point, it was mostly comprised of men, but today it is split almost evenly—male and female. "Getting to that balance took commitment, focus and a vision to be more representative of our customers and more inclusive," she explains. "As a result, we continue to have one of the best sales organizations in the industry, and a leadership team that is committed to progress, innovation and growth."

Make an Impact through Recognition

Bennett is thriving under the direction of female President and CEO, Marcia Taylor. Today, the company's employee population is approximately 37 percent female, including several women in senior leadership roles. The company's overall driving force consists of about 9 percent female drivers—above the industry average.

While Taylor says the company doesn't spend too much time actively pursuing gender diversity, Bennett has made some strategic moves to foster a balanced work environment. The company's "Women in the Driver's Seat" Program is designed to recognize its female independent drivers and contractors. Launched in 2014, the program now has approximately 200 participants.

As part of the program, Bennett developed an annual "Women in the Driver's Seat Award

A Conversation with Marcia Taylor at Bennett International Group



With Marcia Taylor at the helm, Bennett International Group, has become a \$327.7 million global provider of logistics, transportation and supply chain solutions. Her role as President and CEO has given her a unique perspective on gender diversity. She took time to answer some top-of-mind questions for WIT readers.

How does being a woman-owned company impact awareness of/focus on gender diversity?

Taylor: Being a woman-owned company in a male-dominated industry puts the spotlight on me personally and the women in our organization. People want to know what the difference is in working for and being a customer of a woman-owned company. For us, it is our core values and our desire to care for every driver, employee and agent. We are all family at Bennett.

What strategies have you used to encourage diversity?

Taylor: Over the years, we have pursued certification as a Women's Business Enterprise National Council (WBENC) certified organization, and we have actively participated in woman-focused associations like Women in Defense and Women In Trucking. We have also received rankings as Atlanta's Top Woman-Owned

Company by *Atlanta Business Chronicle*. We also actively support higher education in Logistics through scholarships which have been supporting more women in our industry. The public relations resulting from these activities has attracted some terrific female talent to the organization.

What impact has Bennett's "Women in the Driver's Seat" program had on your workforce?

Taylor: The last two years, we have recognized "Women Drivers of Excellence," and when I call the winners and hear their stories, I get so inspired by all of the wonderful women that we have driving for us. They are balancing work and life demands and truly enjoy being part of the few that are in the industry. The

lifestyle isn't for everyone, but I can see our ladies opening the doors to so many more women considering a career in the industry.

What's the secret to retaining qualified female employees as drivers and/or leaders?

Taylor: We just genuinely care for our drivers and for our employees. We actively give back to the communities we serve, and we make sure that anyone associated with our organization is treated like family and taken care of. Whether it is going to the hospital for a sick family member, starting our Driver Relief Fund for drivers that are in financial hardship, or just taking the time to stop and have a long chat in the Driver's Lounge, retention is all about lifelong relationships for us.

What do you see on the horizon for women in the industry?

Taylor: I see a bright future for women in our industry. I think that the more females are involved in all levels of logistics and trucking—from the C-Suite to the dispatcher, clerk and driver—the more we will see satisfaction increase from everyone involved. We are making great, positive changes, and I think that the industry will become healthier, safer and more caring because of us.

of Excellence" to recognize exemplary drivers, brings in inspiring speakers like Olympic Gold Medal gymnast Shannon Miller to remind them of what champions they are, and features profiles of successful women drivers on the company's website.

Taylor says the recognition goes a long way toward employee satisfaction. "Our female drivers and employees tell me how meaningful our program is in terms of recognizing the role that they have in our success," she explains.

Create a Community

Open channels of communication can give female employees the opportunity to voice

preferences and concerns as well as exchange ideas and support one another.

Saia finds the value in providing an open forum for its female drivers. For the past two years, the company has invited drivers from across the country to a focus group, now dubbed the "Sisters of Saia." During the day-and-a-half event, they listen to industry speakers, connect with one another, and talk openly about what is going well and areas where improvement is needed. Last year's focus group helped the company to identify several action items to improve employee satisfaction.

Bennett also is building a community through its "Women in the Driver's Seat" initiative.

The company ensures that its female drivers have networking opportunities to build relationships with other women drivers at Bennett and throughout the industry. The company encourages them to attend industry events and provides each driver with a complimentary Women In Trucking membership.

Put a Face on Trucking

If women don't see people like themselves at a company, they may be reluctant to apply. That fact prompted Saia to tap its focus group attendees as ambassadors. These drivers are instrumental in Saia's recruiting efforts, joining the company at job fairs and truck shows.

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A Fresh Perspective from Michelle Richard at Saia



Michelle Richard is Vice President of Human Resources for Saia Inc., a \$1 billion corporation offering customers a wide range of less-than-truckload, non-asset truckload, and logistics services. When asked about gender diversity issues, she shared some thought-provoking insights:

Gender Diversity vs. Inclusion

If you ask any female driver, you will hear that they are “just as competent and skilled,” “just as professional,” and “just as capable” as a male driver. There’s no desire to be treated differently. Instead, they want value placed on their merit, performance, skill, experience and contributions—just like any driver, employee, leader, professional—regardless of gender. So, I think we have to change our vocabulary here. Instead of diversity, I think we have to consider those things that bring us together, as in inclusion. Inclusion connotes a togetherness and connectivity that you may not achieve by focusing on what makes us different.

That said, diversity is far from a negative concept. Uniqueness and individuality are very important and necessary. Still, as I seek to build a team and grow talent within my

organization (particularly among a population that is so grossly under-represented in our industry), I prefer to think of women, not in terms of diversity, but in terms of their inclusion. Whether it be them having a seat at the table in our organization, or them being a vital part of the sustainability and future of our industry, they must be included and, beyond that, they must lead. So, the mere changing of our lens to inclusion rather than diversity, paints a much larger landscape of collaboration, connection, familiarity and unity.

Gender Diversity as a Team Effort

The leadership team at Saia is committed to growing female drivers within our work-

force. We are putting in the work, we are acting in concert, and we are making progress. But this can’t just be a leadership initiative; it has to be a team effort. We need every driver, dispatch operator, customer service rep, sales rep, human resource manager, safety manager, regional manager, payroll clerk—ANYBODY with a daughter, granddaughter, sister, cousin, niece, sister-in-law, mother-in-law—to talk to them about Saia. The leadership team may write the play, but we all have an obligation to be on stage.

Holding Up a Mirror

We have to put a face on trucking and make it familiar. Whether it is the woman in line next to you at the store, the mom at soccer practice, the woman at the shampoo bowl next to you, or your mom, aunt, sister, or friend—we’ve got to enable women to see themselves in these roles. Not to be unicorns, but to be part of something bigger—a family, an industry, a profession. If we can change this optic, make it more familiar and viable, we will be able to change the landscape in our industry for generations to come.

continued from page 9

Women are often uncomfortable inquiring about positions as truck drivers at industry events. Showing potential recruits that women like them are in the role can be very valuable. Courtney George, Saia’s Human Resources Project Specialist, explains: “Women who stop by our booth at recruiting events are hesitant at first. They’ll start by asking about jobs for their husbands. Involving our women drivers makes a huge difference. Getting a chance to talk with someone who is already in that role helps to put them at ease.”

Make Personal Connections

“Word of mouth and personal connections are the strongest recruiting mechanism that we have for leadership positions,” Richard says.

The same holds true for drivers. “Ask any driver how they were hired into their current position,” she suggests, “and most will tell you that they knew someone who already worked there, they got a call from a buddy, or saw a driver at a stop or during a pick-up/delivery and asked for a card, or found a card in their window. Drivers are the best recruiters, and we have a team of them ready to bring in more women to Saia.”

Saia also has a “Dock to Driver” program that enables dockworkers with an interest in driving to become drivers through a rigorous training program, enabling the company to achieve its goal of promoting from within whenever possible.

One of Bennett’s recruiting strategies hits even closer to home.

“Perhaps the most nontraditional recruiting method we have is to encourage family members to become a part of the organization,” Taylor says. “We have mothers and daughters that work here. At one time, there were four generations of women from my family working at Bennett. Employees bring friends and relatives to us, and as long as they don’t work for each other in the same department, we welcome that.”

Exploring strategies like these could help to create a better gender balance at your company. There’s no time like the present to give one a try. 

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Diesel Price Volatility and Its Impact on the Industry

Diesel and gasoline costs are one of the largest operational costs for trucking companies—roughly 40 percent of motor carriers’ marginal expenses, according to the American Transportation Research Institute. So when fuel prices fluctuate, trucking companies notice.

Fuel price volatility can cause significant financial uncertainty and risk for carriers, making fuel management a priority. Here’s a look at what makes prices fluctuate, how that impacts carriers and how to minimize the impact of the ups and downs.

How Are Diesel Prices Calculated?

Diesel prices are based on a combination of factors. The cost of crude oil purchased by refineries represents 67 percent of the retail price of diesel fuel, according to the U.S. Energy Information Administration (EIA). Other considerations include refining costs and profits; distribution, marketing, and retail station costs and profits; and, of course, taxes.

What Makes Them So Volatile?

Over the past 18 months, crude oil prices have fluctuated substantially—reaching almost \$62 per barrel in early May of 2015 and bottoming out at \$26 per barrel this past February, according to GasBuddy. Today, prices are hovering around \$50 per barrel.

Prices fluctuate for a variety of reasons:

- Price pressures
- Increases or decreases in production
- Imbalance in supply and demand
- Weather
- Geography

Due to factors like these, crude oil prices have fallen more than 60 percent in nearly two years, according to *The New York Times*.

How Do Lower Prices Affect Trucking?

When crude oil prices are low, diesel prices follow suit. And it’s no surprise that carriers generally benefit. Lower prices result in:

- Reduced cost of doing business because it is less expensive to run trucks
- Shift from intermodal to truckload as shippers try to save money
- Opportunity to target carrier’s operations based on where there’s demand for trucks
- Ability to adjust networks and routes to better serve customers on the basis of speed and convenience rather than fuel savings

The down side of low diesel prices is that carriers miss out on revenue from fuel surcharges.

What Does The Future Hold?

Carriers shouldn’t get too comfortable with current fuel prices. Projections suggest a steady increase over the next year. Potentially, oil

could reach \$60 per barrel by year-end 2016 and \$70 by year-end 2017, according to Jon Gabrielsen, President of Atlanta-based J.T. Gabrielsen Consulting. That equates to national average diesel prices of \$2.55 to \$2.90 per gallon.

Smart carriers have plans in place to minimize the impact of volatility. There a wide variety of strategies to consider, including:

- Minimizing fuel use
- Cutting down on empty miles
- Using routing and dispatch software
- Investing in fuel-saving features (i.e. downsped technology, auto tire inflation systems, aerodynamic features, auxillary power units, etc.)
- Maintaining vehicles

How Can Truck Drivers Help?

The area where drivers can make the biggest impact is fuel usage.

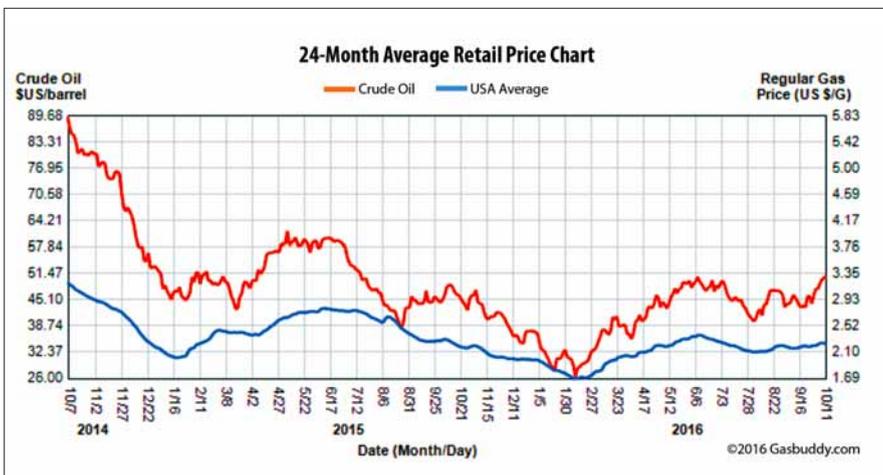
“Planning your trip well and knowing your route is important,” says Felicia Berggren, a driver for Werner Enterprises. “If going 30 miles out of your way on the Interstate allows you to avoid stop-and-go traffic and maintain your speed, that helps cut down on fuel use.” When the Interstate is not an option, she suggests progressive shifting and down-shifting at stop lights to avoid a complete stop.

Maintaining a steady speed and driving the speed limit are also recommended. Fuel economy usually decreases by half a mile per gallon for every five miles per hour (MPH) in excess of 55 MPH, according to the U.S. Department of Energy. That can add up fast.

Reducing idle time can also pay big dividends. When a vehicle is left idling, it can consume one gallon of fuel each hour. It’s best to turn off the engine during deliveries as well as the loading and staging process.

Cindy Kaps, who runs as a team with her husband for Landstar, suggests purchasing an auxillary power unit to help reduce the need for idling. “They cost a bunch initially, but in the long run they save you money,” she explains.

The bottom line: Fuel price volatility is a lot like death and taxes—something you can count on. Understanding the contributing factors and planning for the inevitable are the best defense. [n](#)





CONGRATULATIONS

Karen Jones, EVP & Chief Marketing Officer at Ryder, and all other finalists for the Influential Women in Trucking Award



Industry Role Models Share Their Stories

“The way to achieve your own success is to be willing to help somebody else get it first.”
—Iyanla Vanzant

This inspirational quote underscores a common theme for role models among the five finalists of the 2016 “Influential Woman in Trucking” award, which highlights the achievements of female role models and pioneers in the trucking industry.

Sponsored by Freightliner Trucks this year, this program was initiated in 2010 to honor female leaders and to attract and advance women within the trucking industry.

Nominees this year include women from diverse corporate, manufacturing, supplier, owner-operator, driver, and sales or dealership roles. With outstanding nominations submitted, it was extremely difficult for the judges to narrow down to the finalists.

The finalists have been invited to participate on a panel at the WIT Accelerate! Conference & Expo to be held in Dallas Nov. 7-9, 2016, and the recipient will be announced at the conference.



Elise Chianelli is Director of Product Management, Safety & Compliance at PeopleNet. She oversees safety products and services, including the PeopleNet ELD (Electronic Logging Device) technology,

which is utilized by more than 300,000 drivers in North America.

Because of her dedication to interpreting and understanding ELD regulations, she was appointed Vice Chair on the ELD Task Force Committee, as part of the American Trucking Associations’ Technology and Maintenance Council. She also serves on the Safety Policy Committee and Hours of Service Subcommittee.

“There’s opportunity for each of us to learn and educate one another, despite gender and age,” says Chianelli. “I genuinely love this complicated industry, and, no matter where my career takes me in trucking, I will remain committed to evolving, growing and learning. Sharing knowledge and understanding of complex industry regulations is a top priority for me, and I do my best to do so in a fun and meaningful way.”



Ramona Hood is Vice President of Customer Operations, Transportation Logistics at GENCO, a FedEx company. She has achieved significant career success through 25 years with FedEx.

Her work currently has a direct impact on the strategy for the company’s third-party brokerage, including significant business growth and employee branding that reflects value in its diverse workforce.

“I’ve been intentional with my growth and development over many years,” she says. “This includes asking for stretch assignments, gathering feedback, and never wavering from my core values. I demonstrate how to set priorities in all aspects of my life that show my many dimensions as a career woman, single mom and community activist while always focusing on being my best authentic self—all while lifting up other women on the career ladder.”



Karen Jones is Executive Vice President and Chief Marketing Officer at Ryder System. She leads marketing efforts and integrates the management of all marketing and brand-related

activities across Ryder. In 2014, the National Diversity Council recognized her as one of the Most Powerful and Influential Women in Business. Honorees are selected for leadership, professional excellence, commitment to community well-being, and impact on business revenues, profitability and direction.

“This industry is ripe with opportunities for women,” says Jones. “From technicians and drivers, to sales personnel and engineers, there is more opportunity to develop a career in this space than ever before. Women tend to be great with details. Why not consider a job as an operations manager, for example, where attention to detail couldn’t be more essential? It’s important for women to know that they are both needed and wanted in this industry, and that we recognize the tremendous value they bring to the table.”



Carolyn Gable is President and CEO of New Age Transportation, Distribution & Warehousing. She began her career in transportation in 1983 as a customer service rep for Lee Way Motor

freight without any formal training and being a woman in a male-dominated industry.

“These all were things that could have closed the door to my future,” recalls Gable. “With pure grit, I went on to start my own logistics company and have a very successful and lucrative career throughout my ownership of 27 years. Women can be anything they want to be in this industry. All obstacles are nothing more than opportunities. I have always held my own in this industry and believed being a woman was unique and powerful.”



Sherri Garner Brumbaugh is President and CEO of Garner Trucking. She is a second-generation leader of a family-owned business of 56 years.

An educator by trade but a trucker by heritage, Brumbaugh has worked in accounting, operations, and managed the computer systems for the company. In addition to leading the company today, Brumbaugh has served as an American Trucking Associations (ATA) Vice Chairman (only the second woman to assume this role), and currently is one of two women who serve on the ATA Executive Committee.

“My message to women is to be brave,” she says. “Share what is on your mind, as you have a lot to say. Women know their business. They need to show others what they know. Unfortunately, women are scrutinized differently from their male counterparts with regard to what they say and what they wear. I feel women can rise above this scrutiny by being prepared.”



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Diversity in the Workplace

What Does It Really Mean?

We all want to see diversity in our workplace, but what does that really mean? At Truckstop.com, diversity means offering a wide variety of opportunities throughout our offices in southwestern Idaho, Illinois and Arizona.

We continually consider our diversity in areas such as gender, sexual orientation, and ethnicity and work to expand our diversity where we can. While we don't set quotas, when we see a lack of diversity in a particular department or position, we aggressively target sources where we know we'll be able to get a greater mix of partners.

There are two hurdles we frequently have to face in terms of gender diversity. First, we are a technology company. Second, we work in the trucking industry. Both of these markets tend to have far more male than female workers.

Recruiting

In the first 20 years, we hired a lot of people similar to those who started the business. Now that we're growing and our industries are becoming more diverse, we must make a concerted effort to infuse that diversity into Truckstop.com.

Like every company, we want the best candidates, so we target groups or networks that give us a high quality and quantity of female candidates and bring in a more diverse pool of applicants. Social media sites and job boards, as well as our own careers web page, can help us reach a large diverse audience.

Promoting our employer brand is vital to our recruiting efforts. Prospective employees want to know about our culture. They want to know if they'll fit, if there are other people like them, and what the work environment is like.

Building Relationships

Diversity also comes from building close relationships with colleges and universities. Businesses can encourage colleges and uni-



Customer Support Representative Samantha Herrera at Truckstop.com headquarters in New Plymouth, Idaho

versities to invest in programs that will result in more female graduates in traditionally male-dominated fields.

We also need to promote ourselves better through community outreach. Sponsorships and co-sponsorships, volunteer work, or simply having a presence at community events can help attract some of the best talent in the country. People want to work for companies and corporations that support, serve, and have a positive presence in the communities they operate in.

Work-Life Balance

Other important aspects when recruiting women include flexible work schedules, the ability to work from home, mentoring programs and perks like daycare. Encouraging employees to utilize earlier start times to allow parents to leave work earlier or to take their children to extra-curricular activities or allowing them to work from home when a child is sick without the fear of losing their job are big benefits. They allow people's lives to be more balanced. That's critical for long-term employee retention.

Mentoring

Starting and fostering a mentorship program, particularly by female leaders, is a great way to retain people. The more support you can

offer your employees to help further their careers and offer better work-life balance, the happier those workers tend to be in their workplace.

Compensation

There's still work to be done on the salary gap. Truckstop.com got it right by starting everyone off at \$15/hour, but now we're making a concerted effort to put a compensation strategy in place to ensure there are no gaps in pay as people move up the ladder. We need to remove built-in biases (i.e. seeing males as the "bread winners").

Additionally, women tend to be less aggressive than men in negotiating salaries. While salaries are important to women, they are not necessarily the number one factor. Women need to understand their worth and be more assertive in asking for the requisite pay. [n](#)



Andrea Buss is a Corporate Recruiter for Truckstop.com



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5 Top Characteristics of Female



Professional truck driving can be a challenging job, particularly for women.

We asked several WIT drivers and recruiters what it takes to succeed.

Here are five key characteristics they say are important for female drivers to possess.

1. Safety First.

“You have to be safety minded and cautious and use common sense,” advises Gretchen Jackson, Senior Manager and Driver Recruiter at XPO Logistics. She looks closely at the safety record of prospective drivers in the hiring process and notes that women are typically safer, less aggressive drivers.

Cindy Kaps, who runs as a team with her husband for Landstar, agrees that safety should be a priority. “If the weather is bad in the winter, for example, know when to say ‘No, I’m not going,’” she says. “Don’t put your life and others’ in jeopardy. You have to protect your equipment too.”

2. Attitude is (Almost) Everything.

Self-motivation and determination are particularly valuable qualities, according to those we interviewed.

“You need to have the willpower to succeed and have your heart in the industry,” says Jackson. When interviewing potential candidates, she also looks for “a good stable work history, dedication, and a real desire to drive.”

Self-reliance is also valuable. “You have to work for everything you want,” observes Felicia Berggren, a driver for Werner Enterprises. “Nobody hands you anything out here.”

In her first year of driving, for example, Berggren befriended an owner/operator and asked lots of questions about truck maintenance and repairs, so she could prevent problems and repair simple things herself.

3. Calm, Cool & Collected.

All of the drivers we talked to agreed that the trucking industry can be particularly challenging for women—from handling harassment to battling traffic to simply finding a restroom.

“It’s a tough industry,” Jackson warns. “Women have different challenges. You need to have common sense.”

Drivers

“As a female out here, you have to grow a thick skin,” say Kaps. “It is better than it used to be, but it’s still a male’s world.”

“You’ve got to be patient and not ruffle easily,” Berggren says. “When you’re stuck in traffic or waiting to unload, for instance, you have to remember that the hold up is just part of the job and beyond your control.”

4. Eye on the Clock.

With Hours of Service rules and an ever-increasing focus on ROI, time management skills are critical.

Kaps advises drivers to use their time wisely. “Plan your routes,” she recommends. “We still use our atlas, then Google Maps, and, finally, GPS.”

Berggren agrees that time is of the essence. She recommends, “Work the DOT clock efficiently, so you can maximize profit for you and your company.”

5. Attention to Detail.

Drivers emphasize that details do matter—whether with regard to personal presentation or driving habits.

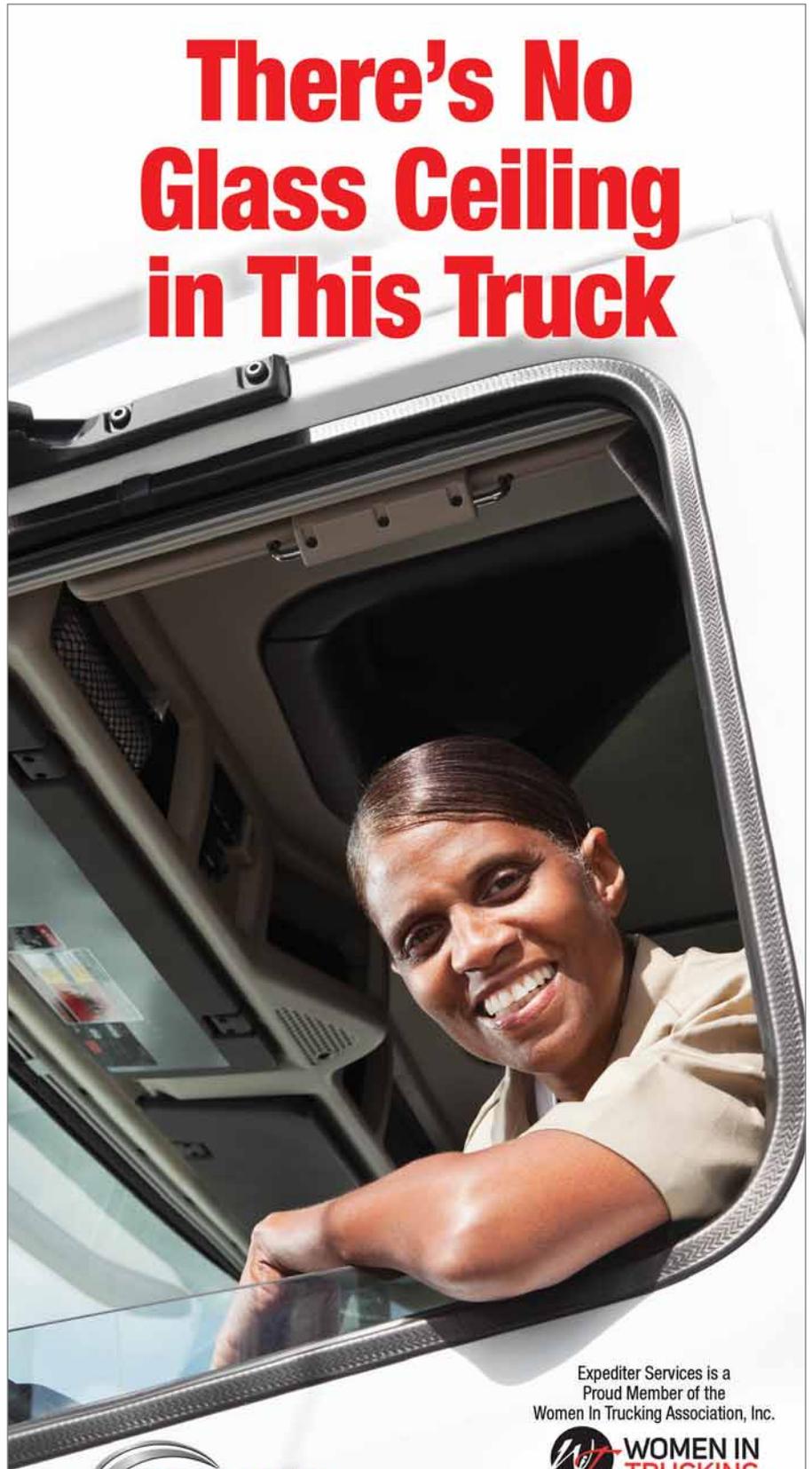
“Dress professionally,” Kaps says. “If you have a company shirt, wear it when checking in with shippers and receivers. Keep your hair combed.”

On the road, paying attention to little things can prevent them from becoming big things. Berggren points out, “Drivers need to watch traffic closely to anticipate problems and routinely check equipment both before and after trips.”

Think you possess all five of these characteristics? Might be time to join the 200,000 professional female drivers on the road—if you’re not out there already! [n](#)

Check out our Career Center-Job Board on the Women In Trucking website. Visit: www.WomenInTrucking.org.

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Two Women And A Manufacturing Plant

How Janine Wright and Jane Rosaasen co-lead and operate the Daimler Trucks North America Manufacturing Facility



Janine Wright, Director of Production, and Scott Stafford, Supervisor, in the Final Cab Line area at the Mt. Holly Truck Manufacturing Plant.

Not one, but two women co-lead and operate the Daimler Trucks North America (DTNA) Mt. Holly heavy-duty truck manufacturing plant in North Carolina: Janine Wright and Jane Rosaasen. Though Daimler continues to make big strides in promoting women leaders and improving the workplace to meet the needs of women, this arrangement is a first for the forward-thinking company.

Their formula is simple. They split responsibilities, make joint decisions, and have a “no-tension, open-communication” policy. Read on to learn more about these groundbreaking women and the ins and outs of their day-to-day operation.

Is it the norm for two women to run a heavy-duty truck manufacturing plant?

Wright: While not common in the industry in this day and age, I would say it is definitely “normal” for us. DTNA has a strong focus on diversity and inclusion; therefore, we don’t see anything abnormal about having two women run a production facility.

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What are your respective roles?

Wright: I am responsible for the production and direct labor areas in addition to some support (Production, Manufacturing Engineering, IT, Safety, Process Assurance, TOS/Truck Operating System).

Rosaasen: I am responsible for logistics and indirect areas and support (Logistics, Materials, Environmental, Facilities, Quality Assurance).

With definite areas of responsibilities, how do you cooperate with each other?

Rosaasen: Communication is key. We share the common goal of making the Mt. Holly plant as successful as possible. With that in mind, we collaborate on the bigger issues and, if one of us makes a decision on a more insignificant issue, we let the other know about it, so we have a united front and message.

What are the challenges?

Wright: We have a mutual understanding and respect for each other’s abilities and experience in the automotive industry, so the challenges

of co-leading the plant are few. We have a strong management leadership team within the facility and allow them the flexibility to use their expertise to meet plant objectives.

Rosaasen: Our main challenges include running the facility efficiently, minimizing equipment downtime, ensuring the parts needed for assembly are available where and when we need them, and balancing manpower to the build rate to ensure quality built into the product.

Describe your “normal” day.

Wright: We have three brief, shop-floor meetings daily where the management and supervision teams come together to report out on key operational metrics. We also facilitate problem-solving at these meetings to ensure continuous improvement of the operation.

Rosaasen: We lead gemba (go-and-see) walks in different areas daily and cover the entire facility on a weekly basis looking for opportunities for improvement. The rest of our day is

spent addressing issues within our particular areas of responsibility, optimizing our operations, strategic planning and executing on various other initiatives.

How many employees work at the Mt. Holly plant in North Carolina?

Wright: There are over 800 shop floor and office employees at the Mt. Holly facility. We are running a one-shift operation, and, when business conditions warrant it, the plant capacity allows us to run on three shifts with over 2,000 employees.

What products are you manufacturing?

Rosaasen: At the Mt. Holly Truck Manufacturing Plant, we build the Freightliner M2 product which covers medium-duty and some heavy-duty vehicles. We also produce our own rectangular fuel tanks and manufacture cabs for Western Star vehicles and ship them to our facility in Cleveland, N.C., for full production. □



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TA/Petro's 'Citizen Driver' Awards

Nineteen truckstops now bear the names of these honorees.



WIT member Sandy Long with her mother and brothers at the Oak Grove Missouri TA/Petro location which bears her name.

Most Americans don't appreciate the job 3.5 million professional truck drivers do each day. This lack of knowledge and respect impedes retaining good drivers and hiring new talent into this vibrant industry.

But the industry is fighting back. There are initiatives within organizations like the American Trucking Associations (ATA), Truckload Carriers Association (TCA), Owner-Operator Independent Drivers Association (OOIDA), Women In Trucking (WIT) and others working to promote the positive impacts of trucking. Events like Share the Road, Wreaths Across America, Convoy for a Cure, Trucker Buddy and others bridge the knowledge gap. Many of these organizations work under the public awareness campaign Trucking Moves America Forward.

Several years ago, TA/Petro decided we could contribute to a positive image in a unique way. We created a program called "Citizen Driver." Within this program, professional drivers are nominated by friends, family members, companies they drive for and even by our site employees. The judging process rates drivers who are safe, exhibit leadership skills, give back to trucking or their home communities, live healthier and, in all ways, are shining examples of the professional standards that thousands of drivers maintain every day.

What makes Citizen Driver unique is the "prize" each honoree earns. Each Citizen Driver honoree has a TA or Petro location of their choice renamed after them (permanently). In addition to a dynamic award ceremony we

hold at the Mid-America Trucking Show (MATS), we host local unveiling luncheon receptions for each Honoree in front of their neighbors, friends and family. Local media, politicians and other dignitaries are invited. By holding these ceremonies in front of an audience often 40-50 strong, we teach local communities that the truck driving industry is filled with these wonderful, safe, caring professionals.

Thus far, 19 TA and Petro locations have been renamed in honor of these terrific individuals. This spring at MATS, we will honor another class of professional drivers worthy of the title Citizen Driver. We are especially proud that eight of our Honorees are members of WIT. They are Linda and Bob Caffee, Sandy Long, Mary "Candy" Bass, Jon Osburn, Bill and Robyn Taylor, and Henry Albert.

Consider nominating a worthy driver for the Citizen Driver program when our next nomination period begins May 1, 2017. Visit www.ta-petro.com/citizendriveraward



Tom Liutkus is Senior Vice President, Marketing & Public Relations, for TravelCenters of America

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Photo Contest Brings Women In Trucking To Life

In the summer of 2014, Women In Trucking (WIT) launched the **I § Trucking** image campaign with a video contest. Professional drivers enthusiastically responded with videos showing the satisfaction they get from working in this industry.

In 2015, the contest evolved from video to photo and attracted 36 entries.

This year's theme was "Trucks are for GIRLS!" Photos were required to include a truck and a female of any age. Seventy-one photos were submitted.

"We received awesome photos this year and many photo captions told a story," says

Char Pingel, WIT Director of Member Services and organizer of the contest.

Winning photos were chosen by a panel of judges and also through 3,135 votes cast online (the "People's Choice" category). Winners were announced at the WIT reception at the Great American Trucking Show (GATS) where each winning photographer received a plaque.

Sponsors of the photo contest and reception were Ryder System, Averitt Express, Republic Services, Dart Transit Company, Werner Enterprises, and TruckerSam. 

Judges' Choice Winner

"Strong and Beautiful"

by Jennifer Wozniak

Wozniak is a reference specialist at CRST Specialized Transportation. The pose in this image is reminiscent of Rosie the Riveter.

Judges' Choice 1st Runner Up

"I Love Peterbilts Because Mommy Makes Them"

by Alison Cochran

Cochran is a design engineer at Peterbilt. Pictured is her daughter in front of her favorite Peterbilt at a truck show. "Both of my young daughters love identifying different trucks on the road. They also LOVE seeing women drivers!" Cochran says.

Judges' Choice 2nd Runner Up

"Macknificent"

by Heather Jones

Jones, who is from Dampier Foreshore Western Australia, says the truck featured is one of two new trucks provided to the Pilbara Heavy Haulage girls for training new women to the industry.

People's Choice Winner

"Future Trucker in Training"

by Brandy Noss

Noss, a social media coordinator at Melton Truck Lines, won first place in the People's Choice category.

The girl featured in her entry is Tina, daughter of Leon Wert, who drives for Melton.

People's Choice 1st Runner Up

"Trucks are for GIRLS"

by Susie De Ridder

De Ridder, a truck driver for over 35 years, encourages her employer to bring women into the trucking industry.

People's Choice 2nd Runner Up

"Country Girls Can Survive"

by Shelia Shaw

Shaw has been a truck driver for 10 years at Epes Transport, based in Greensboro, NC.

Visit past and present winners at the all-new Women In Trucking website: www.womenintrucking.org



Judges' Choice Winner
"Strong and Beautiful"
by Jennifer Wozniak, LaOtto, IN



Judges' Category 1st Runner Up
"I Love Peterbilts Because Mommy Makes Them"
by Alison Cochran



Judges' Category 2nd Runner Up
"Macknificent"
by Heather Jones



People's Choice Category 1st Runner Up
"Trucks are for GIRLS"
by Susie De Ridder



People's Choice Category 2nd Runner Up
"Country Girls can Survive"
by Shelia Shaw



People's Choice Winner
"Future Trucker in Training"
by Brandy Noss, Tulsa, OK

Mark your calendar for these events!

- NOV. 17-19** NASTC's 26th Annual Conference
Sheraton Nashville Downtown Hotel, Nashville, TN
- JAN. 22-25** Jump Start 2017
Atlanta, GA
- MAR. 23-25** 2017 Mid-America Trucking Show
Kentucky Expo Center, Louisville, KY
- MAR. 25** Salute to Women Behind the Wheel
2017 Mid-America Trucking Show
- MAR. 26-29** Truckload Carriers Assn. 2017 Annual Convention
Gaylord Opryland, Nashville, TN

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New Website Strengthens Value To WIT Members

Listening to member feedback is important to the Women In Trucking (WIT) Association. So important, in fact, that last January, WIT conducted a comprehensive survey with its members to better understand overall member satisfaction. Based on this research, the organization has created the all-new WomenInTrucking.org.

“Guided by this member feedback, we’ve worked to create an immersive digital experience that elevates the way we deliver information and the way members experience the WIT community,” says Brian Everett, who supports WIT’s strategic development initiatives. “We have applied this thinking to the new website, which is now a culmination of those efforts.

“Visitors find the new site more visually appealing, easier to navigate, and simpler to find what you’re looking for,” continues Everett. “We also have transitioned the website to a new technology platform, MemberClicks, which is an all-in-one membership management

solution where all of WIT’s member profile and e-commerce information is securely housed. This makes the user’s experience more streamlined as it’s all under one technology roof. Lastly, we designed the new site in a mobile-friendly template, so it is responsive regardless of the device used to view the site.”

New features include:

- Quick links on the side of the website to help visitors quickly and easily find information they’re looking for.
- Events calendar that highlight details of upcoming events.

- Blogs from WIT President and CEO Ellen Voie and drivers.
- News feed regarding the most recent developments within WIT.
- More relevant information such as the WIT Index, facts on diversity in transportation, and other resources. [n](#)

Take the tour and check it out for yourself:
www.WomenInTrucking.org



Women In Trucking Makes Big Splash At GATS



WIT was hard to miss at the Great American Trucking Show (GATS) this year. President/CEO Ellen Voie served on the panel “Unique Challenges Female Drivers Face.”

WIT hosted a reception where I S Trucking Photo Contest winners were announced, and guests had fun in a photo booth. The WIT Foundation accepted donations and gave doors prizes.

Joining Voie on the pan-

el were four other influential members within the trucking industry: Tim Aschoff, President of Shaffer Trucking and COO of Crete Carrier; Linda Longton, Senior Vice President of Editorial and Research at Randall-Reilly; Mark Willis, Journalist with Road Dog Trucking News on Sirius XM; and Silvia Heinrich, Driver and Trainer for Crete Carrier. Jessica Byrne, Senior Marketing Specialist at Crete Carrier moderated the discussion. The panel discussion focused on topics the audience previously had suggested via social media. Main topics were:

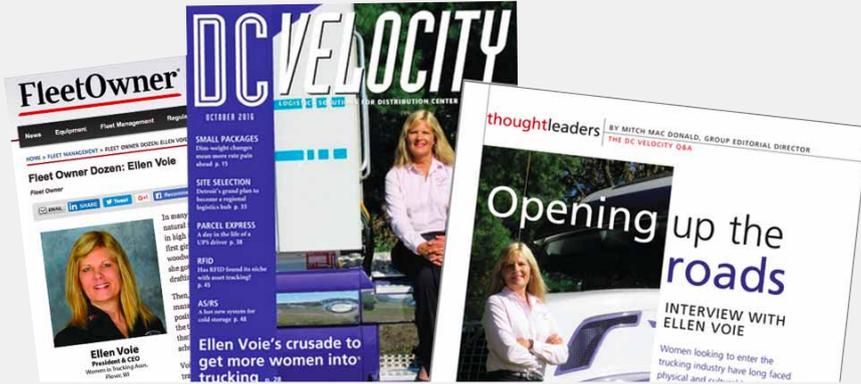
- Finding the Right Amount of “Home Time.” It’s a personal decision based on the primary caregiver’s needs and family dynamic and its support system. What works for one driver may not work for another. It is im-

portant to choose a company and schedule that supports the needs of one’s family.

- Equipment. Women don’t want to be treated differently, but they do need things to work for them. Truck manufacturers are looking at the ergonomics of trucks to improve the design for both men and women, tall and short, so all drivers will be more comfortable.

“The reception is always fun, but it was a big hit this year having the photo booth in our exhibitor booth,” says Char Pingel, Director of Member Services for WIT.

Attendees received gifts from our sponsors: Ryder Systems, TruckerSam, Averitt Express, Republic Services, Dart Transit Company, and Werner Enterprises. [n](#)



Making Headlines to Spotlight WIT's Mission

Women In Trucking (WIT) President and CEO Ellen Voie has been capturing the attention of key industry media lately.

Open the July issue of *CIO Review* magazine, and you'll find her column, "Gender Diversity Makes Good Business Sense." The October print edition of *DC Velocity* magazine features Voie's thought leadership and an online Q&A with her appears on the publication's website.

In May, Voie was profiled by *Fleet Owner* magazine as one of its "Dozen Outstanding Women in Trucking." She's also been quoted in an article on the driver shortage on *Trucks.com* and the organization has been featured often on *Truckinginfo.com*.

Part of Voie's role is to step into the spotlight to raise visibility for WIT and its mission. "Raising awareness about gender diversity issues is an important step toward solving them," she explains. "It's exciting to see Women In Trucking gain traction as a resource for women's issues in the industry." **n**

WIT Recognizes Driver at Memorial Truck Show

Congratulations to Nancy Hudson, a driver for A.D. Transport Express. She received the Women In Trucking Award at the 21st Annual Richard Crane Memorial Truck Show in St. Ignace, Mich.

The Richard Crane Memorial Truck Show was established in 1996 to honor Richard "Dick" Crane, a former driver, truck owner and founder of the American Truck Driving Schools. The award was established by Crane's family specifically to honor a woman employed in the industry and recognize her at this event.

WIT President and CEO Ellen Voie presented Hudson with the plaque during the awards event, saying, "Nancy exemplifies our mission to encourage the employment of women as drivers and is a great role model for other women who might be considering a career as

continued on next page

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	5YRS.	.45¢	.46¢	.47¢	.48¢	.49¢	.50¢

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Memorial Truck Show continued

a professional driver.” Hudson is a solo driver and has been driving for 14 years. She currently drives a 2014 Kenworth for A.D. Transport.

This year’s event included a semi-truck display, award ceremony and parade of lights across the Mackinac Bridge. [n](#)



Ellen Voie, President and CEO of WIT, with Nancy Hudson, A.D. Transport Express Driver, at the 21st Annual Richard Crane Memorial Truck Show in September

WIT Foundation Awards Seven Scholarships

The Women In Trucking (WIT) Foundation awarded seven scholarships in September—bringing the total to 16 scholarships this year. Scholarships ranging from \$1,000 to \$2,000 were awarded in four areas: technical, safety, leadership and commercial driving.

“As a nonprofit 501c3, our foundation board of directors is thrilled with the momentum it has gained and is working diligently to increase both awareness of the scholarship program and corporate donations. The Foundation strives to serve its community and continue to grow with the help of donors and volunteers that make our mission possible,” says WIT Foundation Chair Debora Babin Katz, Vice President of TrucBrush Corporation. [n](#)

Scholarship applications will be accepted again in January 2017.

Make a donation and learn more about the WIT Foundation scholarship program at:

www.womenintruckingfoundation.org

Congratulations to the following women for focusing on the trucking industry for their future careers:



MEGHAN DOBER received the WIT Foundation Scholarship. She is earning a Bachelor’s degree in Mathematics at the University of Georgia in Athens, Ga. She was an intern at Great Dane this past summer.



JENNA WOLFINGER enrolled at University of Southern Maine, Portland, Me., and was awarded the WIT Foundation Scholarship. She is beginning her work experience at Portland Air Freight in the Safety Department.



MARABETH MADSEN was awarded the WIT/Ryder Scholarship for her Class A CDL training. She is enrolled at Trans Tech, Inc. in Fletcher, N.C.



ZENAÍDA REYES-YU was awarded the WIT/Ryder Scholarship. She is earning a degree to become an automotive technician at Universal Technical Institute in Orlando, Fla.



SHERRY WILCOX was awarded the WIT/Ryder Scholarship for her training in diesel-powered equipment technology. She enrolled at Tennessee College of Applied Technology in Knoxville, Tenn.



TAMMY TORTOLA was awarded the WIT/Ryder Scholarship for her Class 1 license. She is enrolled at Breton Commercial Truck Training in Sydney, Nova Scotia, Canada.



LASHONNTAE HEWITT enrolled at New Mexico Junior College in Hobb, N.M., and was awarded the WIT/Ryder Scholarship as well as the WIT/Jam Hamblin Scholarship. She is earning her Class A CDL.



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WIT CEO Presents at Saia Driver Focus Group

Want to know what drivers think? Just ask them! That's the common-sense approach taken by Saia Corporation, a provider of LTL, non-asset truckload, and logistics services.

This year, Saia held its second annual focus group for female drivers. The event focused on recruiting with the theme "Drivers as the Face of Saia." Ellen Voie, WIT President and CEO, was one of the presenters. Her presentation and roundtable discussion focused on female drivers and what makes them feel valued. [n](#)

Accelerate! Conference Earns Compass Award

Attendees of the Women In Trucking (WIT) Accelerate! 2015 said it was a great experience, and clearly they know what they're talking about. The event recently earned a 2016 Compass Award of Excellence from the Transportation Marketing & Sales Association (TMSA).

The Compass Awards program recognizes marketing and sales best practices by transportation and logistics organizations that ultimately demonstrate effective execution and measurable business results.

WIT earned the award for its inaugural educational conference and exhibition. The event

helped to elevate awareness and advancement of WIT's mission by engaging members, prospects, and other key stakeholders through education, sharing of ideas, and peer-to-peer networking. The event also helped to generate more non-dues revenue and engagement into the association that ultimately will support its mission.

WIT and marketing partner MindShare Strategies developed the event structure and content, secured speakers and exhibitors, and managed all related marketing, communications, and sales strategy and implementation.

Thanks to the resounding success of the inaugural event, the 2nd annual Accelerate! Conference & Expo is scheduled to take place Nov. 7-9, 2016. [n](#)

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