



## Factors Affecting Recruitment Retention and Safety of Commercial Drivers from Diverse Backgrounds: Supervisory Styles, Safety Culture and Long Work Hours

*CTIPS-004 – UTC Project Information*

<b>Recipient/Grant Number:</b>	North Dakota State University, University of Denver Grant No. 69A3552348308
<b>Center Name:</b>	Center for Transformative Infrastructure Preservation and Sustainability
<b>Research Priority:</b>	Preserving the Existing Transportation System
<b>Principal Investigator(s):</b>	Patrick Sherry, Ph.D. Ruth Chao, Ph.D.
<b>Project Partners:</b>	USDOT, Office of the Assistant Secretary for Research and Technology – \$98,196 Truck Load Carrier Association – \$98,196
<b>Total Project Cost:</b>	\$196,392
<b>Project Start and End Date:</b>	5/3/2024 to 5/2/2026

### Project Description

Commercial truck drivers are an essential component of the national supply chain ensuring the timely and safe delivery of goods to manufacturers and retail outlets. However, the alarming increase in driver turnover post-pandemic and national shortages in qualified workers in the transportation industry are continuing cause for concern. Driver shortages are forecast to double in 5 years with only a minor percentage of drivers represented by Native Americans, women, Hispanic/Latino and other underrepresented groups. The present study proposes to develop a model of the factors contributing to driver turnover and retention for use in ongoing recruitment and selection efforts based on a national survey of existing, but satisfied and experienced drivers. Identification of key factors can lead to increased retention as well as diversity and equitable representation of qualified and satisfied workers throughout the industry.

### USDOT Priorities

This project will contribute to the three of the USDOT Strategic Goals, namely safety, economic competitiveness and equity. The primary goal of the project will be to enhance and increase economic competitiveness and efficiency, by contributing to the development of a work force that is interested in working in transportation for long periods of time. Contributing to the recruitment and retention of

employees who will work safely and consistently over time will decrease the economic costs of high turnover rates and driver shortages.

A secondary goal will be to improve the safety of the employees and the public due to the identification of drivers with a high probability of being safe drivers. Finally, the tertiary goal will be to improve the equity and diversity of the transportation workforce by identifying factors that increase the likelihood of the recruitment and retention of drivers from diverse backgrounds.

## **Outputs**

In order to facilitate the technology transfer obtained in the present investigation three separate events will be undertaken.

- Educational briefing for stakeholders in the immediate project held on the site or the premises of the research sites.
- A workshop on the DU Campus with invitees from local DOT and other community agencies to review and discuss key findings.
- The development of a video and webinar on the findings to be posted on the National Center for Intermodal Transportation website.

## **Outcomes/Impacts**

The proposed study will contribute to the workforce development needs and shortage of drivers in the trucking industry. The study will examine the attitudes and characteristics related to entering and remaining in the trucking industry as a driver in a national sample of drivers operating long haul trucks. In addition, the study will examine driver behavior, mood and personality characteristics in relation to driver safety and self-reported frequency of traffic citations, accidents and crashes. Finally, the study will explore the presence driver fatigue, burnout, and job satisfaction which may be related to driver selection and retention. It is expected that the results of the project will be able to be converted to a standard selection and screening tool for on-line use that can be readily deployed in the operational environment to determine characteristics of drivers that will be likely to enter the trucking industry and remain for many years. The technology will hopefully lead to a reduction in turnover and an increase in driver retention. A secondary gain will be increased driver safety and an improvement in economic competitiveness.

## **Final Report**

Upon completion, the final report link will be added to the [project page on the CTIPS website](#).