

CASE STUDY

Llano Logistics Inc., Communication, Response Rates, and Driver Turnover

OVERVIEW

The response rate of a survey indicates the percent of people who were sent a survey that actually completed it. A higher response rate translates into a larger more representative sample, and higher quality analytics. However, this may not be the most important aspect of response rates. Insights Surveys are not only a way to measure people's perceptions, they are also a form of communication. When a driver takes the time to complete a survey, they are hoping their responses are seriously considered. Ultimately, they are hoping to see real change, or at least an attempt to enact change. The following is a case study of Llano Logistics, Inc. This case study highlights their efforts to maintain high response rates on their Ongoing Experience survey, and in the process promote a strong culture of communication with drivers and maintain low turnover.

REWARDING SURVEY RESPONDERS

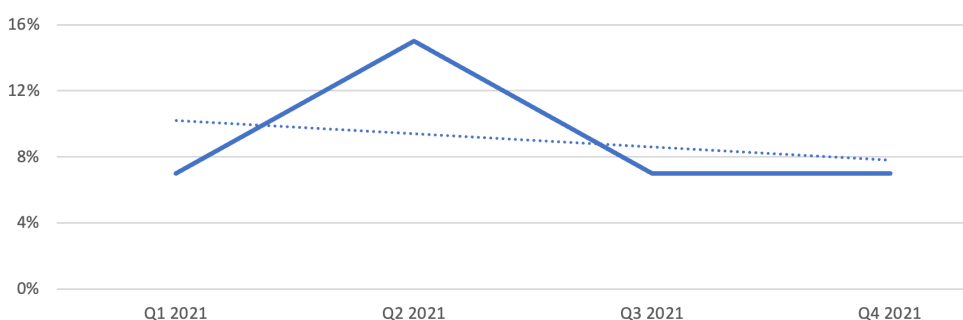
If you want to further demonstrate the seriousness of your commitment to the survey, show them you are willing to offer them an incentive to complete it. Tenstreet's Rewards program is a useful way to do this. Drivers are awarded points for completing the survey. These points can then be redeemed for thousands of high-quality items, technology, housewares, travel items, and more. Llano Logistics awards 5000 points to drivers for completing the survey.

CLOSING THE COMMUNICATION LOOP

The final step, as well as the most important, is to provide them feedback. Remember that the survey is both a way to measure your driver's perspectives on aspects of their work, and a form of communication. If they communicate their opinions, issues, and needs, and you don't at least show them that you were listening, you will be working against yourself. You need to show them the results and communicate where you will focus your quality improvement efforts. Keep open communications about progress, even if things don't progress as you had planned. Transparency is key. Most recently, based on survey results, Llano Logistics communicated with drivers that they would be receiving an 8% pay increase, flexibility on short notice time off, and additional driver perks such as gift cards, meals, and hazard pay.

RESPONSE RATES AND TURNOVER

The chart below displays Llano Logistics' annualized driver turnover. As you can see Llano Logistics enjoyed very low driver turnover for all four quarters of 2021, with a slight uptick in Q2. During that period, Llano distributed the Ongoing Experience survey (which is distributed to the full fleet) and had response rates of 74% (Q1 of 2021) and 80% (Q3 of 2021). Their most recent survey in Q1 of 2022 also garnered a response rate of 80%



CLOSING REMARKS

Many factors push upon driver turnover, and many of those are not in the control of the carrier. Therefore, it is important to identify which factors are in the control of the carrier. To do so, it is vital to use a valid approach to measuring drivers' perceptions of the carrier. However, simply measuring those perceptions is only the first step. Surveys are not just measures of satisfaction, but are a form of communication. Developing a strong culture of communication through the survey is important in and of itself, however, these efforts will promote driver engagement and improve response rates. This will in turn provide high quality data to guide quality improvement and drive down turnover. Only by acting upon the data, making real changes, and communicating to drivers those actions and changes can carriers take control of the factors that are within their grasp.



Llano Logistics Inc. supports a family of brands known for their commitment to excellence and their people-focused approach to business. While upholding the mission of providing flawless delivery and service, Llano logistics strives to improve efficiency in cost and time.

AT A GLANCE

Problem

- Low survey response rates
- An uptick in driver turnover

Solution

- Showing drivers their feelings are valued by implementing surveys and communicating change based on driver responses
- Rewarding drivers who complete surveys with Tenstreet's Rewards program



Llano Logistics, Inc. is an awesome company to work at. There is a great sense of family and camaraderie. We have people who have been here since the doors opened at this location back in 2000 and are still as dedicated today as they were then. Good pay and benefits, home daily, open door policy, good equipment, and most of all, "WE LOVE OUR DRIVERS".

Loren Taylor

Transportation Superintendent