



BEST PRACTICE: 360° REVIEW

360° REVIEW

Drivers complete an annual review of our support staff and Managers

- Reviews each Department and Manager
- Reviews individual Driver Manager
- 75 questions using a scale of 1-5 (1=unsatisfied/disagree 5=very satisfied/strongly agree)
- Free Form section for “open suggestions”
- Scores are transferred to letter grade: A, B, C, D, F
- Scores are posted and reviewed by Staff
- Anonymous = candid opinions, received \$10 gift card for completion.
- Used surveymonkey.com (cost \$52) to distribute via online or paper
- TOTAL investment: \$892.00

Reviews are based on 4 categories

1. **TRAINING/ONBOARDING**- Did the Driver feel they were given enough specific training before they were released from Orientation? Do they need remedial training?
2. **COMMUNICATION**- Are the departments communicating efficiently and effectively? Are our policies confusing or realistic?
3. **SKILLS/TASKS**- Is each department performing their specific tasks correctly? (i.e. Dispatch times entered correctly, Payroll statements accurate etc.)
4. **RESPECT and LOYALTY**- Does our staff feel respected as part of our company? Do we have mutual loyalty with Drivers? Are Managers being consistent with our values?

OPERATIONS

- Can review their accuracy for load planning, HOS planning, training and communication with Driver
- Driver Managers can gain insight on how they are perceived and improve on communication

MAINTENANCE

- Can address repair turn-around time and roadside assistance
- Has improved Training practices to streamline orientation and Equipment upkeep

ACCOUNTING

- Has been able to streamline payroll process and scanning training with Drivers
- Can review concerns regarding trip envelopes and payroll

HR & SAFETY

- Able to identify candid, specific HOS concerns between Operations and Driver
- Identify areas that department staff needs more training

How it Benefits Stewart Transport

- Streamlined Onboarding, training, policies and procedures
- Managers are able to determine specific training needs for support Staff
- Increases awareness about expectations of the job duties
- Increases Driver retention: decreased cost and time associated with Driver turnover
- Open communication between departments to find solutions
- Promotes transparency and accountability on tough issues
- Department grades can be tied to Employee performance reviews

DRIVER SUGGESTIONS have lead to:

- An improved OS&D policy that streamlined claim processing with customer
- Restructured Home Time policy that is fair and efficient
- Advanced training sessions with Elogs, Reefers, new truck technology

Sample Section: Operations

360° REVIEW



Please fill in the bubble that best reflects your opinion of each Department's performance during the past year. 1 = Strongly Disagree, 5 = Strongly Agree



Statement	1	2	3	4	5
OPERATIONS					
My load information has few errors on it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my Load times allow me enough time between stops.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I receive adequate customer specific information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I receive detention and layover pay appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Operations team is willing to accept responsibility when there is an error.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Operations team deals with an issue when it needs to be addressed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Operations Manager (Todd) is respectful and supportive of my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel respected by the Operations Department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

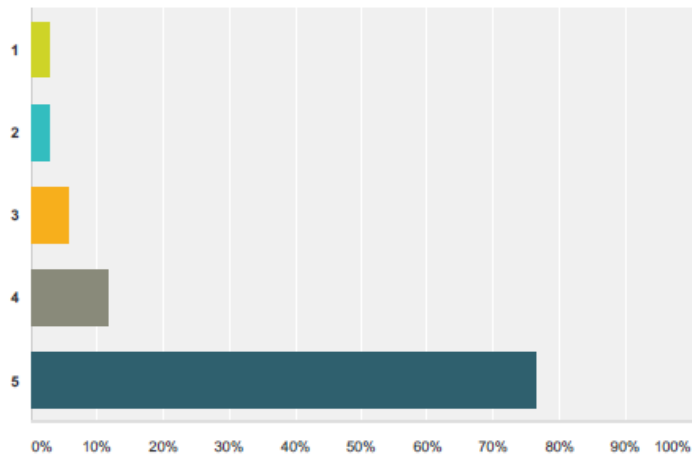
Sample Operations Results

Driver Managers earned a **B+** in handling issues in a timely manner

Operation earned a **D** in Load info accuracy

Q22 My DM handles my issues in a timely manner.

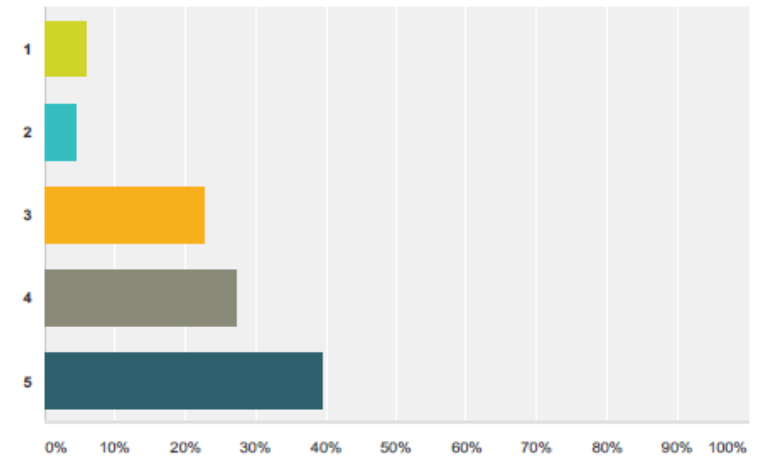
Answered: 68 Skipped: 0



Answer Choices	Responses	
1	2.94%	2
2	2.94%	2
3	5.88%	4
4	11.76%	8
5	76.47%	52
Total		68

Q13 My load information has few errors on it.

Answered: 66 Skipped: 2



Answer Choices	Responses	
1	6.06%	4
2	4.55%	3
3	22.73%	15
4	27.27%	18
5	39.39%	26
Total		66

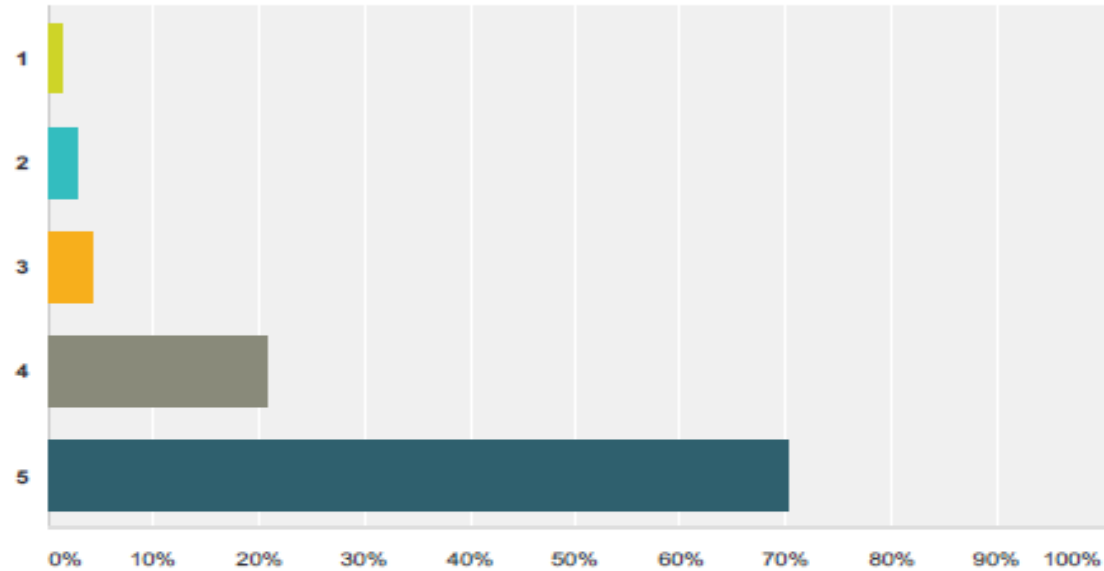
Sample Section: Safety & HR

Statement	1	2	3	4	5
SAFETY AND HR					
The HR/Safety department is willing to address issues in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the HR/Safety department addresses my PeopleNet issues in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I can report an HR or Safety issue to the HR/Safety department without fear of retaliation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HR/Safety department follows and enforces the company's Hours-of-service Policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I receive current FMCSA and law enforcement updates from the Safety team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the qualifications needed to receive the safety bonus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Safety & HR Staff speak to me in a professional manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Safety Manager (Amanda) is respectful and supportive of my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel respected by the Safety/HR department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WHAT CAN THE SAFETY/HR TEAM DO TO IMPROVE?					

Sample Safety Results

Q36 I feel that I receive current FMCSA and law enforcement updates from the Safety team.

Answered: 67 Skipped: 1

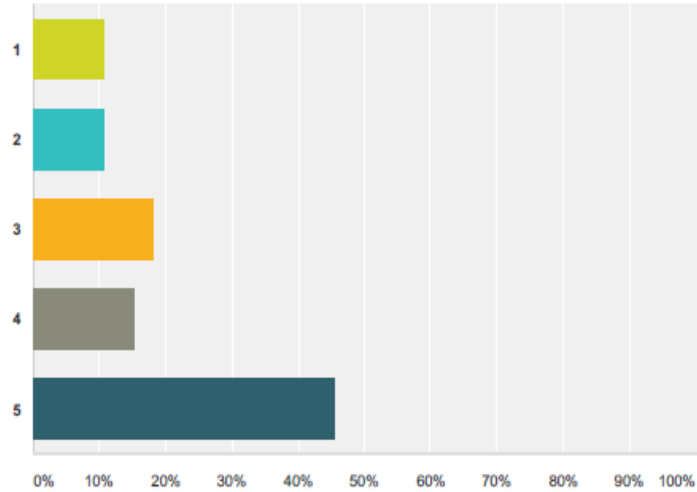


Answer Choices	Responses
1	1.49% 1
2	2.99% 2
3	4.48% 3
4	20.90% 14
5	70.15% 47
Total	67

We can identify areas of Improvement

Q3 When trained on PeopleNet, I felt confident in using it my first trip out.

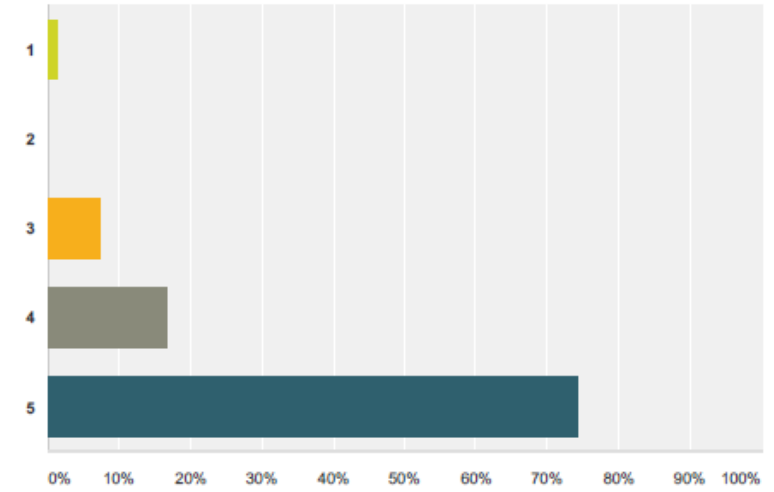
Answered: 66 Skipped: 2



Answer Choices	Responses	
1	10.61%	7
2	10.61%	7
3	18.18%	12
4	15.15%	10
5	45.45%	30
Total		66

Q57 I currently feel confident in using the PeopleNet system.

Answered: 66 Skipped: 2

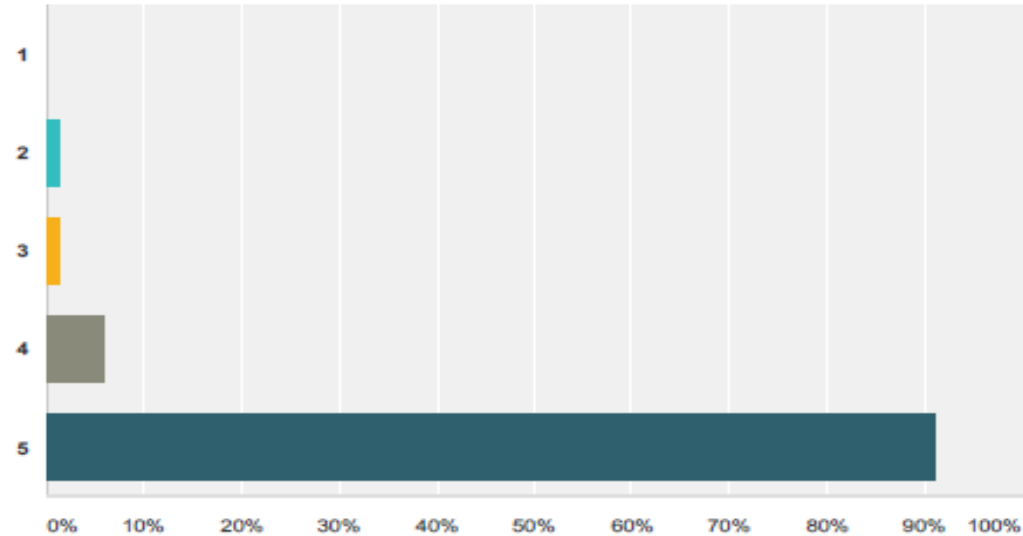


Answer Choices	Responses	
1	1.52%	1
2	0.00%	0
3	7.58%	5
4	16.67%	11
5	74.24%	49
Total		66

Individual Managers are held accountable

Q45 The Director of Maintenance (Charlie) is respectful and supportive of my needs

Answered: 67 Skipped: 1



Answer Choices	Responses
1	0.00% 0
2	1.49% 1
3	1.49% 1
4	5.97% 4
5	91.04% 61
Total	67

Earned an A+ rating from drivers

Department Report Cards:

Snapshots hold teams accountable and push for improvement

DEPARTMENT		GRADE
TRAINING & ONBOARDING	83%	B
OPERATIONS	76%	C
HR & SAFETY	95%	A
MAINTENANCE	94%	A
ACCOUNTING & PAYROLL	97%	A
COMPANY WIDE PERCEPTION (Image, integrity, respect, loyalty)	91%	A



For a copy of the full template email: Amanda@stewarttransport.com