

Using Total Rewards

To Attract and Retain Top Talent



Moderator and Panelists



- Beth Carroll is the founder and Managing Principal of Prosperio Group and is located near Chicago, IL.
- Beth has recently published the book on Freight Broker Compensation: *Taming the Compensation Monster*.
- Beth holds a Bachelor of Arts from Bucknell University, a Master of Arts from the University of Chicago, and an MBA from Northwestern's Kellogg Graduate School of Management. She is also a World at Work Certified Sales Compensation Professional (CSCP), Certified Compensation Professional (CCP), and Global Remuneration Professional (GRP) and is the TIA Compensation Committee Chair.
- Beth is married to her husband John and they have seven children between them + 1 bonus child.

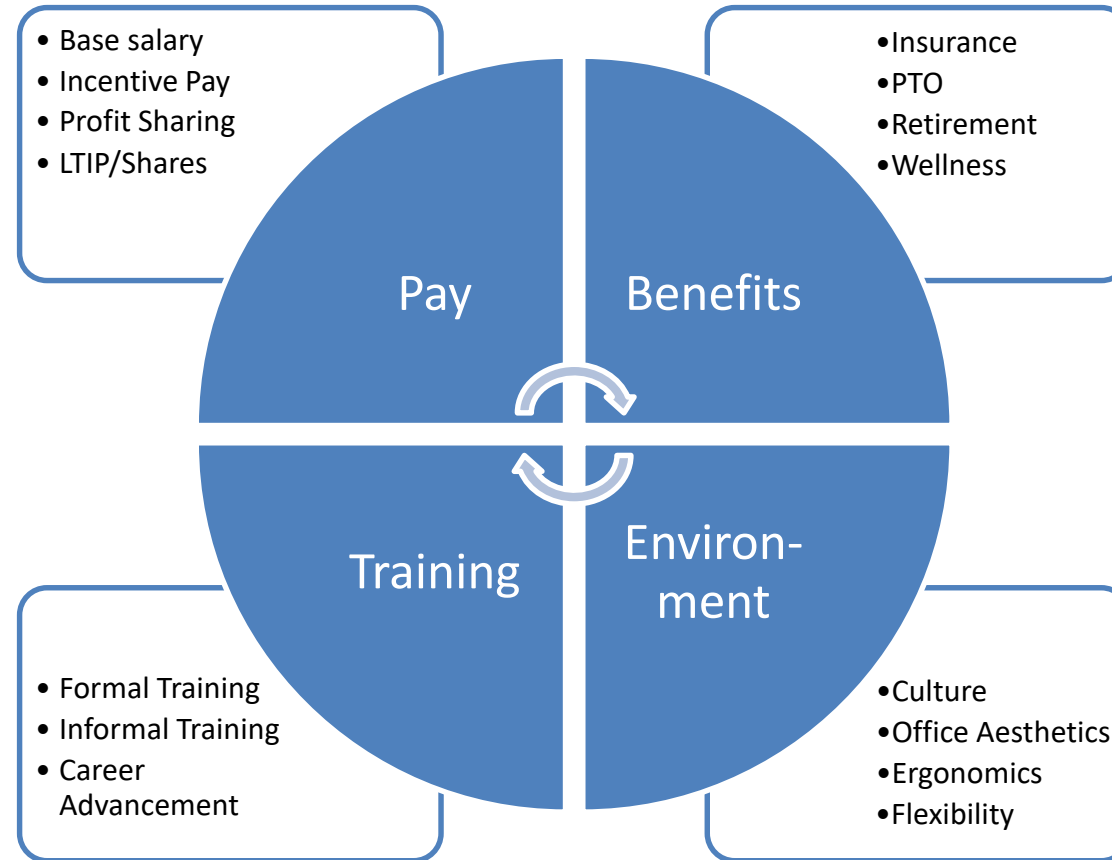


- Brad Pinchuk, President & CEO, started his career with Hirschbach in 1999. He has worked in the refrigerated transportation industry for the past 25 years. Over the last six years, the company has grown organically by an explosive 400% with annualized revenue nearing \$500 million.
- Brad holds a Bachelor of Arts Degree in Business Administration from Gustavus Adolphus College in St. Peter, Minnesota, where he graduated with honors, was a four-year starter on the varsity football team and earned an Army ROTC scholarship.
- Prior to starting his trucking career, Brad served as an Active Duty Engineer Officer in the U.S. Army. Outside of work, Brad enjoys spending time with his wife of 27 years, Jillayne, and their three daughters (ages 15, 18, and 19). He also enjoys physical fitness, fishing, hunting, and cheering on the Chicago based sports teams.



- Steve Hoekstra is president of Hoekstra Transportation, LLC, which is located in Kankakee, IL and operates within a 400 mile radius of the Chicago area. They have been in business for 25 years with a focus on the delivery to grocery and food service distribution centers. Hoekstra Transportation currently operates 85 tractors and has 100 employees. Their 2018 revenue was approximately \$20m.
- Steve enjoys several aspects of running a business. Those include building a team that is solution driven and can work together in demonstrating the core values of Safety, Family, Integrity and Teamwork to benefit those around them and the customers they serve.
- Steve is married to his wife, Junell. They have three grown children, Katherine, Jennifer and Nathaniel.

A Total Rewards Framework



Original Source: Towers Perrin



A Total Rewards Framework

- Base salary
- Incentive Pay
- Profit Sharing
- LTIP/Shares

- Insurance
- PTO
- Retirement
- Wellness



- Formal Training
- Informal Training
- Career Advancement

- Culture
- Office Aesthetics
- Ergonomics
- Flexibility

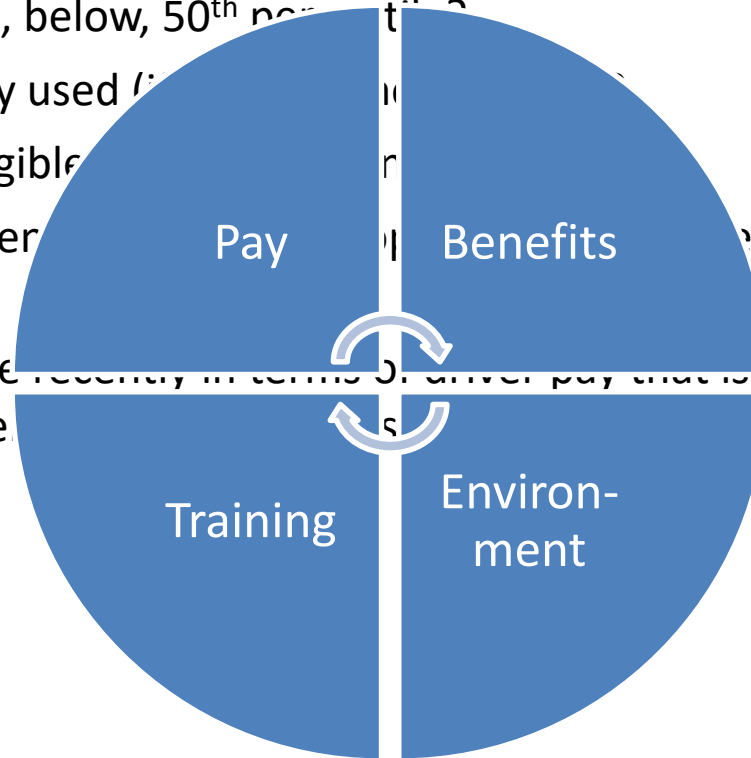


Original Source: Towers Perrin



Compensation – Where it Begins

- Does your company have a stated cash compensation philosophy relative to the market? E.g., above, below, 50th percentile?
- How is incentive pay used (if any)?
- Which levels are eligible for incentive pay?
- Are there any differences in compensation for drivers and non-driver employees?
- What have you done recently in terms of driver pay that is creating success in attracting new drivers (if any)?



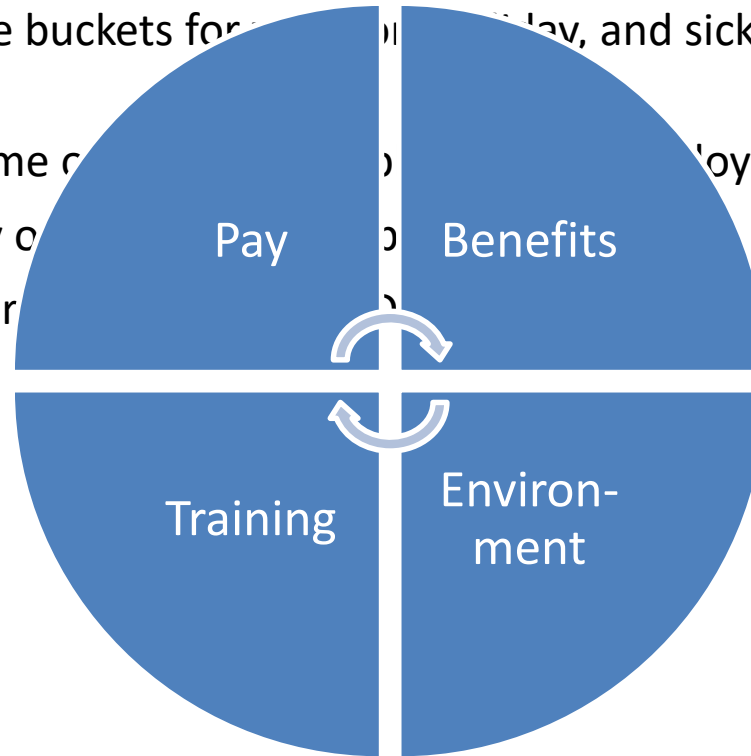
Compensation – Where it Begins

- Does your company have a stated cash compensation philosophy relative to the market? E.g., above, below, 50th percentile?
- How is incentive pay used (if at all) in the company?
- Which levels are eligible for profit sharing?
- Are there any differences in pay philosophy between drivers and non-driver employees?
- What have you done recently in terms of driver pay that is creating success in attracting new drivers (avoid citing rates or specific amounts)?



Benefits – More is Expected

- How does your company manage rising health insurance costs?
- Do you use separate buckets for vacation pay, and sick time or one PTO bucket?
- What is the most time-consuming benefit for employees?
- Does your company offer different benefits for drivers vs non-driver populations?
- What wellness programs are available for different populations?



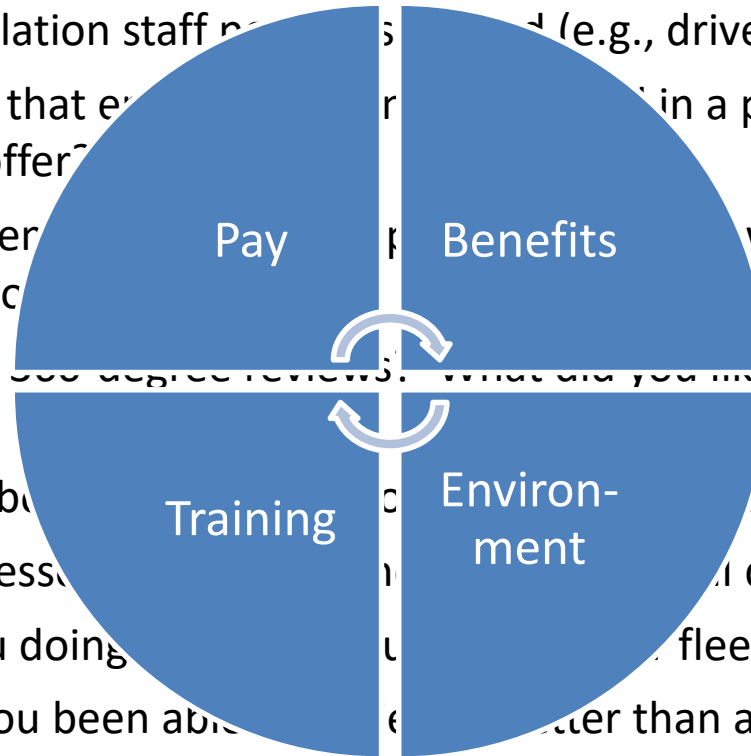
Benefits – More is Expected

- How does your company manage rising health insurance costs?
- Do you use separate buckets for vacation, holiday, and sick time or one PTO bucket?
- What is the most time off that is available for your employees?
- Does your company offer a retirement program?
- What wellness programs are offered? Do they differ for drivers vs non-driver populations?



Training – Getting There from Here

- How do you handle the initial training period for new drivers?
- How are large population staff needs addressed (e.g., driver managers)?
- How do you ensure that employees are challenged in a position? What challenges do you offer?
- How often does an employee receive a performance review? Is this tied to a pay increase or promotion?
- Have you ever tried 360 degree reviews? What did you like or not like about them?
- How do you think about non-drivers (e.g., non-drivers)?
- How have you addressed the divide?
- Brad – what are you doing to get your fleet as fast as you have?
- Steve – how have you been able to achieve a better than average retention rate?



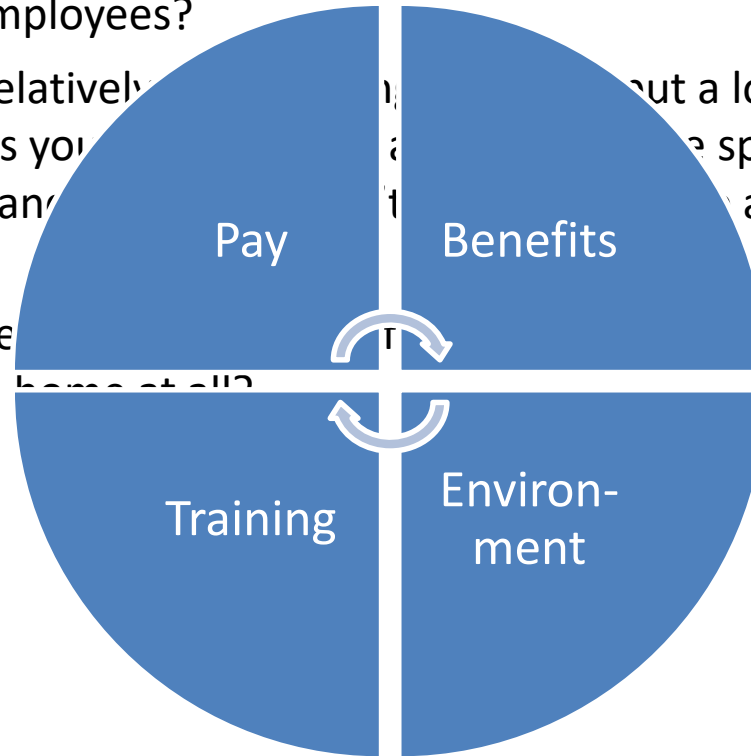
Training – Getting There from Here

- How do you handle the initial training period for new drivers?
- How are large population staff positions trained (e.g., driver managers)?
- How do you ensure that employees do not get bored in a position? What challenges do you offer?
- How often does an employee receive a performance review? Is this tied to a pay increase or promotion?
- Have you ever tried 360-degree reviews? What did you like or not like about them?
- How do you think about / manage turnover (drivers and non-drivers)?
- How have you addressed the driver vs non-driver cultural divide?
- Brad – what are you doing to enable you to grow your fleet as fast as you have?
- Steve – how have you been able to achieve a better than average retention rate?



Environment – Icing on the Cake

- Tell me about some specific things you have done to make the environment more pleasant for your employees?
- Both of you are in relatively similar situations. Please put a lot of thought into... describe the process you used to create the specific features you think really worked well (and that you think had as much effect as you had hoped).
- How do you manage...? Do your employees have set hours? Can they work from home at all?



Environment – Icing on the Cake

- Tell me about some specific things you have done to make the environment more pleasant for your employees?
- Both of you are in relatively new buildings that you put a lot of thought into... describe the process you went through and some of the specific features you think really worked well (and some that didn't turn out to have as much effect as you had hoped).
- How do you manage work time / place flexibility? Do workers have set hours? Can they work from home at all?

