MOTOR CARRIER EMPLOYEES' COMPENSATION SURVEY

by

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COMPETITIVE COMPENSATION SURVEY

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INTRODUCTION

Compensation information is critical to the competitive nature of the trucking industry. Carriers need to know what others are paying employees in order to compete. Employees or potential employees need to understand the full compensation package ranges in order to make a knowledgeable employment decision.

This type of information is critical but hard to obtain. Mall surveys provided a large sample of data that is usually quantified into narrow categories. However, they are a second best alternative because the information desired is, for the most part, difficult to categorize and interpret therby reducing the quality of the resulting report. Personal interview surveys provide better information but are necessarily more limited in size than a mail survey. For this study, the quality of personal interviews was chosen over the quantity of mail surveying as there are other surveys that are done by mail.

The Information contained in this report was gathered in February 1991. The data reported herein represent policies that were current as of the date of the survey. Several companies were in the process of modifying their compensation policies.

GENERAL INFORMATION

Ten firms were surveyed in February 1991. The firms had either part or all of their operations in North Dakota. Six were headquartered in North Dakota with the remainder in Minnesota. Four firms were truckload (TL), non-unionized carriers. The remaining six were less-than-truckload

(LTL) carriers of which three were unionized firms, and three were non-unionized (two of which were couriers). The firms ranged in size from 17 employees to 1,162 employees. The raw data from these surveys is presented in the Appendix starting on page 18.

The following is a short synopsis of the employee types in each of the firms. The remainder of this report focuses on the mechanics, over-the-road (OTR) drivers, local cartage, and dock workers for the companies, and not the staff personnel. It should be noted that for the less-than-truckload carriers the distinction between local cartage people and dock workers is minor or non-existent for most companies. These type of workers have been grouped under the local cartage category.

Table 1. NUMBER OF EMPLOYEES

			Local	Dock		OTR D	rlvers
Flrm	Total	Staff	Cartage	Workers	Mechanics	Company	Contract
Α	32	3			2	17	10
В	49	15	33			1	
С	132	18			26	88	
D	1,162	350	597		35	180	
Е	17	2	15				
F	125	50	70		5		
Н	44	17	8	3	2	14	
l	36	6				12	18
J	62	12			7	27	16
К	368	184	102	22	12	48	

PAY STRUCTURE AND PROMOTION

Most firms did not anticipate any general pay increases in the known future. Several of the non-union firms provide automatic, fixed pay raises to their employees on their employment anniversary date. Union pay raises take effect on April 1 of each year.

Seven of the ten carriers interviewed employed mechanics. Mechanics generally are paid by the hour with pay ranging from \$4.75 to \$16.00 per hour. The other method of payment was to pay per week. In each instance, mechanics had an opportunity to increase their pay through promotion. Mechanics were promoted based on seniority with the firm, and three carriers also considered merit along with seniority.

Local cartage/dock workers' pay structures were usually based on an hourly wage ranging from \$4.50 to \$15.76 per hour. One company quoted this category as a salary ranging from \$12,500 to \$22,000 per year. Again, in each case promotion was available and usually based on seniority with a consideration of merit.

Over-the-road (OTR) drivers' pay differs from the two previous categories in that it has many different methods of payment. Two of the carriers primarily paid OTR drivers per hour, one paid as a percent of gross revenue, and six paid on a per mile basis. On an hourly basis, the scale ranged from \$6.50 to \$13.34 per hour. The percent of gross revenue was listed as 26 percent. Rates of pay based on a per mile basis ranged from 17¢ to 21¢ per mile in the truckload sector and 35¢ to 39¢ per mile in the LTL sector.

Drivers did not have the same opportunities for promotion as other employees. Only half of the carriers employing OTR drivers offered them promotions. Three of these carriers based these promotions strictly on seniority and only one considered merit in combination with seniority. Only one of the firms offering drivers promotions was a truckload carrier. The remaining three were LTL and two were unionized. Only one employer indicated that drivers are given an automatic pay increase (½¢/mile) every year. This increase had a cap to it that would be reached within five years.

Several firms offered incentive bonuses to drivers and some offered them to mechanics as well.

Examples of these incentive plans include:

- An arbitrary \$350-1500 awarded on an employee's anniversary date (drivers and mechanics)
- A pool of money from which extra expenses (such as accidents, claims, special services required to make-up for mistakes) were deducted with the balance being distributed to employees
- 3. Safe driving incentives (no claims, no accidents) ranging from 5% of gross income per month to \$1,000 per year plus ½¢/mi bonus based on that year's miles

Profit sharing was also offered by four of the firms. Only one firm had a probationary period of one year before employees became eligible for this program.

Probationary periods ranged from none at all to 18 months. However, four of the ten had three month probationary periods for employees, and next most common was one month, used by three of the carriers. Probationary periods usually involved lower pay and/or reduced fringe benefits.

Table 2. PAY SCALES AND BASIS FOR PROMOTION

	Mechanics Local Carl Dock Wo			Over-The-Road	Profit		
Firm	Pay Scale	Basis for Promotion	Pay Scale	Basis for Promotion	Pay Scale	Basis for Promotion	Sharing
Α	\$300- 475/wk	Seniority			17-20¢/ml	Seniority	No
В			\$12,500- 22,000/yr	Seniority & merit	17¢/ml	None	Yes
С	\$6.25- 10.00/hr	Seniority & merit			26% of rev. or 21¢/loaded mile & 16¢/empty mile	None	No
D	\$13.32- 15.96/hr	Seniority & merit	\$15.76/hr	Seniority & merit	35-39¢/mi	Seniority & merit	No
E			\$5.50- 7.00/hr	Seniority & merit			No
F	\$13.32- 15.96/hr	Seniority	\$13.12- 15.76/hr	Seniority			Yes
Н	\$7- 11.85/hr	Seniority	\$4.50- 6.50/hr (Local) \$4.50- 9.50/hr (Dock)	Seniority	\$6.50-9.00/hr	Seniority	No
					20¢/mi plus \$15/stop & \$8/hr after 4 hours waiting		No
J	\$4.75- 8.00/hr	Seniority & merit			20¢/ml		Yes, after 1 year
К	\$12.04- 13.64/hr	Seniority	\$12.60- 13.40/hr	Seniority	\$12.55-13.34/hr	Seniority	Yes

Formal procedures for handling complaints by employees were established in only two of the carriers, both unionized. These complaint procedures could cover a variety of managerial issues ranging from supervisor fairness in dispensing work, to being overlooked for a promotion, to being reprimanded unfairly.

HOURS OF WORK / OVERTIME

For the most part, all the companies paid overtime to their hourly employees after 40 hours worked in a given week. Drivers paid on a per mile basis are not eligible for overtime even though their hours usually exceed 40 hours per week. Overtime usually consisted of a pay rate of time and a half.

Many companies had several shifts running. These shifts would start at any given time of the day. For example, some employees would report in at 5:00a, some at 6:00a, some at 7:30a, others at 2:00p, 4:00p, and 7:00p. These shifts were not consistent between firms. Each firm based it's shifts on it unique situation including geographic area covered, length of runs, volume of work, and what jobs needed to be done first before other jobs could be done.

Meal periods were, for the most part, unpaid. Many said mealtimes and coffee breaks were catch-as-catch-can, with no set time for either. Whenever the employee felt it was time or it was a good place to stop they would decide to take their break. Employees were not compensated for lost meal times, nor guaranteed a second meal break if they worked overtime. The overtime meal break was again catch-as-catch-can and it was up to employees to determine when and if they wanted to take it.

SENIORITY

Seniority is defined in the American Heritage Dictionary as "precedence of position; especially, precedence over others of the same rank by reason of a longer span of service." For many years companies have used this system as a basis for an employee's compensation.

Six of the eleven firms surveyed had some form of formal seniority system. Most of the seniority was based on how long a person had been with the company, one firm however based its seniority on how long a person had been in a particular classification. Part-time employees did not earn seniority, but two firms indicated that if a part-time person became full-time the time spent as a part-timer would count towards seniority. (For example: a person that had worked 20 hours per week for 6 months before moving to full-time; this person would be given credit for 3 months seniority.)

By moving up the seniority ladder employees in the LTL sector were given preference when choosing shifts and bidding on routes. Some of the less formal seniority systems in the truckload sector rewarded drivers with new equipment or preference in choosing loads. A few also became eligible for pay raises as explained in the section on *Pay Structure and Promotion* on page 3.

LEAVE POLICIES

Leave policies varied among the different types of carriers (i.e. truckload or less-than-truckload). For the most part over-the-road drivers were exempt from these policies because they are paid per mile. If a driver takes a day of sick leave or vacation, they are simply giving up the opportunity to make money during that time. A few companies did offer the drivers a pro-rated scale for sick leave or vacation based on what that driver's average earnings have been proven to be.

VACATION

Vacation is one benefit that all employers provided their employees. The quantity of vacation and how fast a person was eligible for it differed between companies. Table 3 briefly describes the policies of the various firms. Three of the firms offered a two-level vacation schedule, four firms offered a three-level, and three firms (union firms) offered a five-level vacation schedule.

SICK LEAVE & FUNERAL LEAVE

Sick leave policies ranged from zero days in the truckload sector to five days in the less-than-truckload sector. One non-union LTL firm offered three days. Medical certification was required for extended sick leave (beyond five days) by two firms. These firms also required the employee to pay the doctor's fees for such certification.

Several firms allowed their employees to use sick leave for family illness. Those who did not allow this formally admitted that they had no way of knowing whether it was the employee or one of the family members that was ill when a day of sick leave was taken.

Table 3. VACATION SCHEDULES'

Firm	1st Level	2nd Level	3rd Level	4th Level	5th Level
А	1 week for 1st two years	2 weeks after 3 years	3 weeks after 10 years		
В	2 weeks after 1 year	3 weeks after 5 years	4 weeks after 8 years		
С	1 week after 1 year	2 weeks after 10 years			
D	1 week after 1 year	2 weeks after 2 years	3 weeks after 10 years	4 weeks after 15 years	5 weeks after 20 years
E	1 week after 1 year	2 weeks after 5 years			
F	1 week after 1 year	2 weeks after 2 years	3 weeks after 10 years	4 weeks after 15 years	5 weeks after 20 years
Н	1 week after 1 year	2 weeks after 3 years	One additional day for each additional year		
	1 week after 1 year	2 weeks after 2 years			
J	1 week after 1 year	2 weeks after 3 years	3 weeks after 5 years		
К	1 week after 1 year	2 weeks after 2 years	3 weeks after 10 years	4 weeks after 15 years	5 weeks after 20 years

^{*}One week equals five working days.

Three firms allowed converting sick leave to cash. One allowed this at the end of the year, one allowed this if an employee resigned, retired, died, or was dismissed, and one allowed cash conversion under either of these two circumstances. The maximum amount of sick leave

allowed to be converted was five days. Cash was paid at the employees wage rate for the amount of time they were converting.

Most employers did not provided special leave for funerals; none of the truckload carriers did. Four of the LTL firms provided three days funeral leave of which three allowed sick leave to be used in conjunction with the funeral leave. (Union status was not decisive in determining this policy.) Most employers expected employees to take sick leave in the event of a funeral in the immediate family if funeral leave was not offered.

HOLIDAYS

For the most part the six usual holidays were offered to employees: New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving, and Christmas. The LTL union firms gave more paid holidays: two allowed ten days and one allowed eight. Two of the TL firms offered less than the usual six days: one offered no paid holidays and one offered only three days.

INSURANCE

Insurance is a major part of compensation packages offered by many companies in the United States. The cost of insurance has risen, but so has its importance to employees. If employers do not provide insurance, the cost of an individual policy may prohibit a person from having any insurance at all. The individual companies determine what types of insurance are offered, or whether any are offered at all, with the exception of union firms.

HEALTH INSURANCE

Health insurance is one of the most common fringe benefits offered. Eight of the ten carriers offered it to their employees. The two that did not are smaller, non-union couriers. Both of these firms indicated that they were reviewing their fringe benefit packages and health insurance was being looked into. It seems that is has become a standard benefit, at least for the carriers involved in this survey. For the most part the health insurance benefits seemed fairly standard packages, with only one company offering a Health Maintenance Organization (HMO).

The premiums paid for this insurance ranged from \$100 to \$386.80 per month for single coverage. Deductibles ranged from \$10 to \$400. Three of the carriers were part of the Teamster's Central States Health and Welfare Plan. Under this plan carriers paid a fixed amount each week for each employee and the Central States Plan determined how it was divided among health, dental, life, and disability insurance.

DENTAL INSURANCE

Only three carriers' employees had dental insurance. This dental insurance is offered by the Teamsters Union and not dictated by the carriers themselves. This coverage is part of the weekly payment made by the carrier for each employee to cover all insurance costs.

LIFE INSURANCE

Life insurance is one of the least costly benefits to offer to employees. Seven of the ten employers offered it. The cost for this benefit was entirely pald by six of the seven employers and premiums ranged from \$5.58 to \$8.00 per month per employee. In addition, dependent coverage was paid for by two of the carriers. The seventh employer had a group rate available for employees, but the employee was responsible for the premium. Again, a

Table 4. SUMMARY OF HEALTH, DENTAL, LIFE, AND DISABILITY INSURANCE

	able 4. Solving Act of the Act of					
FIR	Health Insurance Offered?	Premlum Single/Family	Deductible	Dental Insurance Offered?	Life Insurance Offered? - Percent Paid by Employer	Disability Insurance Offered?
Α	Yes	?/\$174 per mo. (over single rate)	\$200	No	No	No
В	No			No	No	No
С	Yes	\$137.16/393.26 per mo. Aware Gold OR \$105.66/313.06 per mo. MME	\$10/visit and \$35/Em. Room (Aware Gold) OR \$200 MME	No	Yes - 100% \$7,500	No
D	Yes	\$93/wk		Yes	Yes	Yes
E	No			No	No	No
F	Yes			Yes	Yes	No
H	Yes	\$96/250 per mo.	\$400	No	Yes - 100% \$25,000	No
	Yes	\$109/284.90 per mo.		No	Yes - 100% \$5,000	No
J	Yes	\$100/200 per mo.	\$250	No	Yes - 0%	No
K	Yes	\$96.70/wk		Yes	Yes - 100%	No

reminder that three of the carriers are unionized and this insurance would be administered by the Teamsters Union.

DISABILITY INSURANCE

Only one firm provided disability insurance for its employees. This disability plan only covered the company employees and did not cover contractual employees, such as union employees or owner-operators. Therefore, this coverage was mostly for support staff and not for drivers.

RETIREMENT / PENSIONS

Five of the ten employers contributed to some kind of pension plan. Three of these employers were unionized carriers. As was true with insurance plans, the pension plan offered by unionized firms is administered by the Teamsters Union. Employers merely contribute money to this plan and the union determines what form the pension will take.

A non-union LTL carrier and a truckload carrier were the other two firms that contributed to a retirement plan for their employees. One plan required three years before employees became eligible. At that time the employer began making payments from one to ten percent of the employees gross salary, depending on company profitability, to the retirement plan. The other plan offered was automatically awarded upon employment. The employee pays from one to fifteen percent of their gross salary, and the employer matches this amount up to six percent. Both of these plans had provisions whereby this benefit would be transferred or paid upon the employee's early departure from the company (i.e. if the employee quit, retired early, or was dismissed).

Table 5. PENSION POLICIES

Firm	Pension Type	Early Departure Provisions?
Α	None	
В	Single Employee Pension, 3 years until eligible then fully vested, employee pays nothing, employer contributes 1-10% based on profits	Yes
С	Automatic, employee pays 1-15% of salary, employer matches up to 6%	Yes
D	Teamsters, \$66/wk. per employee	
E	None	
F	\$360/mo. per employee	
Н	None	
l	None	
J	None	
К	Teamsters, fully vested after 5 years, organization pays 100%	Yes

SPECIAL COMPENSATION PRACTICES

Most firms had some sort of special compensations they provided employees. All provided free parking for their employees. Four offered educational assistance plans, most of which are for mechanics. The company usually paid 100% of these costs, but did not offer any pay incentive for the effort. One company did take into consideration whether or not employees had continued their training when it was time for promotions.

Most companies did not offer a tool allowance, one offered \$125/year. The remaining policy (of two firms) was to provide all tools at company expense.

Clothing allowances ranged from complete uniforms provided (mostly LTL-U firms), to caps & jackets, to no allowance at all. Three of the union LTL firms and one non-union LTL firm provided uniform cleaning for mechanics. Most of the uniform policies were for mechanics, but there were policies that covered over-the-road drivers and local cartage drivers as well.

Table 6. CLOTHING ALLOWANCE POLICIES

Firm	Туре	Policy
А	TL	Jackets, hats
В	LTL-NU	50% of cost of uniform
С	TL	2 coveralls/year - mechanics
D	LTL-U	Uniform and cleaning provided
Е	LTL-NU	None
F	LTL-U	Uniform and cleaning provided for mechanics
Н	LTL-NU	50% of cost of uniform after 5 years of service - 100% of cost mechanics uniforms cleaned
	TL	None
J	TL	None
К	LTL-U	None

SUMMARY

Pay and benefits offered to employees in the motor carrier industry are not standardized by any means. Companies differ not only in the rates they offer to employees, but also in the way in which employees are paid. Benefit packages are not uniform either, either in what is offered or in the extent of coverage. Each carrier sets itself apart as a unique place to work

by structuring its package unlike any other carrier. This is even true, to a lesser extent, in the unionized portions of the industry. Carriers develop salary and benefit packages suited to their economic environment and use such policies to differentiate themselves from competitors. This would seem to make it more difficult for competing firms, and prospective employees, to judge the value of the various salary and benefit packages being offered.

Compensation packages need to be continuously monitored, both internally and externally, to judge their competitiveness and fairness to all employees. Information such as is provided in this report, provides a small sample of some of the questions that need to be asked and an even smaller portion of answers to these questions.

APPENDIX

FIRM A	FIRM A - TL				
Number of: Salary staff Hourly staff Local cartage drivers Dock workers Mechanic employees OTR drivers: Company Contract	3 0 0 0 2, full-time, pald per week by salary 17, paid per mile 10, paid by %				
Pay Structure: Rates remain effective through Anticipate Increases Automatically provide COLAs Pay scale for mechanics Pay scale for OTR drivers Steps between min and max - mechanics - OTR drivers Basis for progression Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	Anniversary date No No \$300-\$475 per week 17¢-20¢ One 1/2¢ per year Seniority No No Yes, actual cost Yes, arbitrarily on anniversary date ranging from \$350-\$1500 No				
Hours of Work: Hours/work day - mechanics When does day begin - mechanics Notice required for change in hours Weekends or 2 out of 7 days off Call-in pay policy Show-up (minimum guarantee) policy Paid rest breaks - mechanics - OTR drivers Paid for meal period Paid for lost meal period Second meal guaranteed Overtime provided Comp time Leave considered for overtime Overtime paid to part-time	10 8:00 No No No No No No No No No No No No No				

FIRM	FIRM A - TL				
Seniority: Organizational seniority Seniority chosen shifts Part-time seniority Part-time seniority transfer	Yes No No No				
Promotion: Length of probationary period - OTR drivers Probation after promotion Promotions based on Paid for temporary higher duties Complaint procedure available	3 months No Seniority No No				
Leave Policies: Accumulate sick leave during probation Sick leave days per year Disability plan Vacation schedule: - 1st step - 2nd step - 3rd step Vacation earnings carried over Vacation earnings converted to cash: - at end of year - upon resignation - upon dismissal - upon retirement - upon death Advance of vacation pay if leave is insufficient Probationary employees accumulate or use vacation	No 0 No 1 week after 1-2 years 2 weeks after 3 years 3 weeks after 10 years No Yes, \$500/week No No No No No No No No				
Insurance: Health Insurance Premium for family coverage Premium for single coverage Percent paid by organization Deductible Coinsurance Dental insurance Life insurance	Yes \$174 for driver to pick up Total paid 0 \$200 80/20 No No				
Pensions	No				

FIRM A - TL		
Special Compensation: Educational assistance plan Free parking or allowances Personal car use reimbursement Tool allowance Regular pay while on jury duty Clothing allowance	No Yes No No No Yes, jackets, hats, uniforms for mechanics	
Cleaning allowance Severance pay	No No	

FIRM B - LTL-NU				
Number of: Salary staff Hourly staff Local cartage drivers OTR drivers:	5 10 27, full-time, paid per hour 6, part-time, paid per hour			
Company Contract	1, paid per mile 0			
Pay Structure: Anticipate Increases Automatically provide COLAs Pay scale for local cartage drivers Pay scale for OTR drivers Basis for progression Percentage differential -local cartage Time required in step -local cartage Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	No No \$12,500-\$22,000 17¢ Seniority and merit 25¢/hour 3 months probation, annual No No Yes, if emergency Yes, pool - extra expenses Yes			

FIRM B - LTL-NU	
Hours of Work: Hours/work day - local cartage - OTR drivers When does day begin - local cartage - OTR drivers Notice required for change in hours Weekends or 2 out of 7 days off Call-in pay policy Show-up (minimum guarantee) policy Paid rest breaks Paid for meal period - local cartage - OTR drivers Paid for lost meal period Second meal guaranteed Overtime provided - local cartage - OTR drivers Comp time - local cartage - OTR drivers Leave considered for overtime Overtime paid to part-time	8-10 10 4, 7, 8, and 9AM & 3 and 7PM 7:00 PM Yes, pre-approval for overtime Yes No No No No Yes No No No Yes, after 40 hours/week No Yes No No Yes No Yes No Yes No No Yes
Seniority: Promotion: Length of probationary period - local cartage drivers Probation after promotion Promotions based on Pald for temporary higher duties Complaint procedure available	3 months No qualification and seniority No No

FIRM B - LTL-NU	
Leave Policies;	
Accumulate slck leave during probation	No
Sick leave days per year	5
Maximum accumulation of slck days	5
Additional earning applied to	
- vacation	No
- personal days	No
Sick leave converted to cash	No
Terminated for extended medical leave	No
Sick leave if injured on vacation	Yes
First day sick leave to	
- all employees	No
- probationary employees	No
Sick leave for family illness	Yes
Medical certification for extended	
slck leave	Yes, after 5 days
Who pays cost of doctor	Employee
Disability plan	No
Short-term disability	No
Vacation schedule:	0
- 1st step	2 weeks after 1 year
- 2nd step	3 weeks after 5 years
- 3rd step	4 weeks after 8 years
Vacation earnings carried over	No
Vacation earnings converted to cash:	No
- at end of year	Yes, can convert 4 weeks, 100% of earnings
- upon resignation	No
- upon dismissal	No No
- upon retirement	No
- upon death Part-timers earn vacation	No
Employees on leave earn vacation	No
Advance of vacation pay if leave	140
is insufficient	No
Probationary employees accumulate	110
or use vacation	No
Number of holidays/year	6
Holiday pay if scheduled to work	Normal
Days for funeral leave	
- immediate family	3 days/year
- other	0
Sick leave used with funeral leave	Yes
SION JOUR O GOOD WITH TORING TO GOOD	1

FIRM B - LTL-NU	
Insurance: Health Insurance Dental insurance Life Insurance	No No No
Pensions: Vesting requirements Percentage contribution - organization - employee Early retirement/departure provisions Relationship between funding & contribution	3 years until eligible then fully vested Single Employee Pension 1-10% depending on profits 0 Yes No
Special Compensation: Educational assistance plan Expenditures on educational benefits last year Employees participating Pay incentive Free parking or allowances Personal car use reimbursement Regular pay while on Jury duty Court pay deducted In-service training at discretion of Phone reimbursement if required Clothing allowance Cleaning allowance Severance pay	Yes, pays 100% tuition and books \$2200 10 None Yes Yes, 24¢/mlie Yes Yes Employer and employee No Yes, 1/2 cost of uniform No No

FIRM C - TL	
Number of: Salary staff Hourly staff Local cartage drivers Dock workers Mechanic employees OTR drivers: Company Contract	6 12 0 0 20, full-time, paid per hour 6, part-time, paid per hour 88, paid per mile or % of revenue 0
Pay Structure: Rates become effective Anticipate increases Automatically provide COLAs Pay scale for mechanics Pay scale for OTR drivers Basis for progression Provide lodging expense Incentive bonuses Profit-sharing plan	Christmas No No No \$6.25-\$10 per hour 26% of revenue Seniority and merit No Yes, safe driving, no claims or pre- vious accident, 5% of gross income/mth No
Hours of Work: Hours/work day - mechanics When does day begin - mechanics Hours/work week Notice required for change in hours Weekends or 2 out of 7 days off Call-in pay policy Show-up (minimum guarantee) policy Paid rest breaks - mechanics - OTR drivers Paid for meal period Paid for lost meal period Second meal guaranteed Overtime provided after 8 hrs/day Comp time Leave considered for overtime Overtime paid to part-time When is part-time considered full-time	8 8:00 42 No

FIRM C - TL	
Promotion: Length of probationary period - mechanics - OTR drivers Probation after promotion Promotions based on Pald for temporary higher dutles Complaint procedure available	6 weeks None No Seniority and qualification No No
Leave Policies: Accumulate sick leave during probation Terminated for extended medical leave Disability plan Vacation schedule: - 1st step - 2nd step Vacation earnings carried over Vacation earnings converted to cash Part-timers earn vacation Employees on leave earn vacation Advance of vacation pay if leave is insufficient Probationary employees accumulate or use vacation Number of holidays/year Holiday pay if scheduled to work Funeral Leave	No No No No 1 week after 1 year 2 weeks after 10 years Yes, 2 yrs max. carryover No
Insurance: Health Insurance Premium for family coverage Premium for single coverage Percent paid by organization Deductible Co-insurance Stop/Loss limit Dental insurance Life Insurance Basic coverage Accidental death & dismemberment Monthly premium Dependent coverage available Organization contribute to dependent coverage	Yes \$393.26 Aware Gold or \$313.06 MME \$137.16 Aware Gold or \$105.66 MME 40% \$10/office visit, \$35/ER visit, \$200 MME 80/20 MME \$2100, \$4200 out of pocket No Yes \$7500 + \$2000/dependent \$7500 \$5.58/employee, organization pays 100% Yes

FIRM C - TL	
Pensions: Vesting requirements Percentage contribution - organization - employee Early retirement/departure provisions	Yes Automatic Match, up to 6% of salary 1-15% Yes, take it with
Special Compensation: Educational assistance plan Expenditures on educational benefits last year Employees participating Pay incentive Free parking or allowances Personal car use relmbursement Tool allowance Regular pay while on jury duty Court pay deducted Paid while at internal hearing In-service training at discretion of Clothing allowance Cleaning allowance Severance pay	Yes, pay 100% of tuition and books \$10,000 10 Yes, upon completion of course Yes No No, company owned tools Yes Yes No Employer, employee can refuse Yes, 2 pairs of coveralls/year No No

FIRM D - LTL-U	
Number of: Salary staff Hourly staff Local cartage drivers & Dock workers Mechanic employees OTR drivers: Company	200 150 535, full-time, paid per hour 50-75, part-time, paid per hour 35, full-time, paid per hour 180, paid per mile or hourly for unloading
Pay Structure: Rates become effective Rates remain effective through Anticipate increases Automatically provide COLAs Pay scale for cartage and dock workers Pay scale for mechanics Pay scale for OTR drivers Steps between min and max - mechanics - OTR drivers Basis for progression Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	April 1 March 31 Yes, will occur April 1 Yes, in contract \$15.76/hr \$13-\$16/hr 35-39¢/mile 6 4-5 Seniority and merit No No Yes, actual cost No No
Hours of Work: Hours/work day - cartage & dock workers - mechanics - OTR drivers When does day begin - cartage & dock Hours/work week Notice required for change in hours Weekends or 2 out of 7 days off Call-in pay policy Show-up (minimum guarantee) policy Pald rest breaks Paid for meal period Overtime provided Comp time Leave considered for overtime Overtime paid to part-time	8 8 10 12, 6, 7, 8, 9, 2, & 3 40 Yes Yes No Yes Yes, two 15-min breaks/day No Yes for mechanics & dock workers No Yes Yes

FIRM D - LTL-U	
Seniority: Organizational seniority Seniority chosen shifts Part-time seniority	Yes Yes No
Promotion: Length of probationary period Probation after promotion Paid for temporary higher duties Complaint procedure available	18 months No No Yes

FIRM D - LTL-U	
Leave Policies: Accumulate sick leave during probation Sick leave days per year Sick days used/year Max. accumulation of sick days Sick leave converted to cash Status of employee (No sick leave, not working) Terminated for extended medical leave Sick leave if injured on vacation First day sick leave to - all employees - probationary employees Sick leave for family illness Medical certification for extended sick leave Disability plan Short-term disability Benefits coordinated with workers comp Vacation schedule: - 1st step - 2nd step - 3rd step - 3rd step - 4th step - 5th step Vacation earnings carried over Vacation earnings converted to cash: - at end of year - upon resignation - upon dismissal Part-timers earn vacation Employees on leave earn vacation Advance of vacation pay if leave Is insufficient Number of holidays/year Holiday pay if scheduled to work Days for funeral leave - immediate family Sick leave used with funeral leave	Yes 5 2.5 5 Yes, but not for resignation, dismissal, retirement, or death Non-paid leave of abscence, lasting 1 yr No Yes Yes Yes, after 90 days No No Yes Yes No 1 week after 1 year 2 weeks after 2 years 3 weeks after 10 years 4 weeks after 15 years 5 weeks after 20 years No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes Yes No No Yes
Insurance: Health insurance Dental insurance Life insurance	Yes, company pays for It, \$93/wk/employee Yes Yes
Pensions	Yes, \$66/wk/employee, teamster

FIRM D - LTL-U	
Special Compensation: Educational assistance plan Free parking or allowances Personal car use reimbursement Tool allowance Regular pay while on jury duty Court pay deducted Paid while at internal hearing Time limit for discipline of work rules Clothing allowance Cleaning allowance Severance pay	No Yes No No Yes Yes Yes Yes Yes Yes, in contract Yes, earned through safety awards Yes No

FIRM E - LTL-NU	
Number of: Hourly staff Local cartage drivers Dock workers Mechanic employees OTR drivers	2, part-time 13, full-time, salary or pald per hr 2, part-time, paid per hour 0 0 0
Pay Structure: Anticipate increases Automatically provide COLAs Pay scale for local cartage drivers Steps between min and max - local cartage Basis for progression Time required in step Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	No No \$5.50-\$7.00/hour 3 Merit and seniority Annual Yes, pald extra \$1/hr No Yes, actual cost No No
Hours of Work: Hours/work day - cartage drivers When does day begin - cartage Hours/work week - cartage Notice required for change in hours Weekends or 2 out of 7 days off Paid rest breaks Paid for meal period Paid for lost meal period Second meal guaranteed Overtime provided Comp time Leave considered for overtime Overtime paid to part-time Seniority:	8-12 3, 4, 5 AM & 6, 7 PM 60 No Yes Yes, as needed Yes No No No No No No No No
Seniority: Organizational seniority Seniority chosen shifts Part-time seniority Part-time seniority transfer	Yes Yes No Yes

FIRM E - LTL-NU	
Promotion: Length of probationary period Probation after promotion Promotions based on Paid for temporary higher duties Complaint procedure available	30-90 days No Seniority and qualification No No
Leave Policies: Accumulate sick leave during probation Sick leave days per year Sick days used/year Max. accumulation of sick days Additional earning applied to - vacation - personal days Sick leave converted to cash Sick leave for family illness Disability plan Vacation schedule: - 1st step - 2nd step Vacation earnings carried over Vacation earnings converted to cash: - at end of year - upon resignation - upon dismissal - upon retirement - upon death Part-timers earn vacation Advance of vacation pay if leave is insufficient Probationary employees accumulate or use vacation Number of holidays/year Days for funeral leave Sick leave used with funeral leave	No 1 week/year 5 5 No No No No No Yes No 5 days after 1 year 10 days after 5 years No Yes Yes Yes Yes Yes Yes No
Insurance: Health Insurance Dental Insurance Life Insurance Pensions	No No No

FIRM E - LTL-NU	
Special Compensation: Educational assistance plan Free parking or allowances Personal car use reimbursement Tool allowance Clothing allowance Severance pay	No Yes Yes, for fuel No No Yes, a week for every year

FIRM F - LTL-U		
Number of: Salary staff Hourly staff Local cartage drivers Mechanic employees	30 20 70, full-time, paid per hour 5, full-time, paid per hour	
Pay Structure: Rates become effective Rates remain effective through Anticipate Increases Automatically provide COLAs Pay scale for cartage drivers Pay scale for mechanics Steps between min and max - local cartage Basis for progression Time required in step Usual time form min to max Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	April 1, 1990 March 1, 1991 Yes, will occur March 1, 30¢ increase for cartage drivers Yes, annually \$13.12-\$15.76/hour \$13.32-\$15.96/hour 4 Seniority 6 months 2 years No No No No No No No No No Yes, below .97 operating ratio 50/50 split with employees	
Hours of Work: Hours/work day - local cartage Hours/work week Notice required for change in hours Weekends or 2 out of 7 days off Call-In pay policy Show-up (minimum guarantee) policy Paid rest breaks Pald for meal period Paid for lost meal period Second meal guaranteed Overtime provided Comp time Leave considered for overtime Overtime paid to part-time	8 40 No, but usually given Yes No Yes, 6 hr minimum Yes, 2 15-min breaks/day Yes out on road, No in dock No No No Yes No No No No No No	
Seniority: Seniority chosen shifts	Yes	
Promotion: Length of probationary period Probation after promotion Promotions based on	30 days No Seniority	

FIRM F - LTL-U		
Leave Policles:		
Accumulate sick leave during probation	Yes	
Sick leave days per year	5	
Sick days used/year	4	
Max. accumulation of sick days	5	
Sick leave converted to cash	Yes, at end of year or for resignation, dis-	
	missal, retirement, or death	
Terminated for extended medical leave	No Yor	
Sick leave if injured on vacation	Yes	
First day sick leave to	Yes	
- all employees	Yes No	
- probationary employees Sick leave for family Illness	Yes	
Sick leave for family lilness Medical certification for extended sick	· 	
leave	Yes	
Disability plan	No No	
Vacation schedule:		
- 1st step	5 days after 1 year	
- 2nd step	10 days after 2 years	
- 3rd step	15 days after 10 years	
- 4th step	20 days after 15 years	
- 5th step	25 days after 20 years	
Vacation earnings carried over	No	
Vacation earnings converted to cash:	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	
- at end of year	Yes, only 5th week	
- upon resignation	Yes	
- upon dismissal	Yes	
- upon retirement	Yes	
- upon death	Yes	
Advance of vacation pay if leave	Yes	
Is insufficient Brobationary amployees use or accumulate	160	
Probationary employees use or accumulate	No	
vacation Number of holidays/year	10	
Number of nolidays/year Holiday pay	Triple time	
Days for funeral leave	onger a contra	
- Immediate family	3	
- other	0	
Sick leave used with funeral leave	Yes	
Insurance:		
Health Insurance	No	
Dental Insurance	Yes	
Life insurance	Yes	
Pensions	Yes, \$360/month	

FIRM F - LTL-U	
Special Compensation: Educational assistance plan Free parking or allowances Personal car use reimbursement Tool allowance Regular pay while on jury duty Court pay deducted Paid while at internal hearing Time limit for discipline of work rules In-service training at discretion of Clothing allowance Cleaning allowance Severance pay	No Yes No Yes, \$125/yr Yes Yes No Yes, 10 days Employer Yes, mechanics only Yes No

FIRM H - LTL-NU		
Number of: Salary staff Hourly staff Local cartage drivers Dock workers Mechanic employees OTR drivers: Company	6 11 7 full-time, 1 part-time, pald per hour 3 full-time, paid per hour 2 full-time, paid per hour 14, paid per mile or hourly	
Pay Structure: Rates remain effective through Anticipate Increases Automatically provide COLAs Pay scale for local cartage drivers Pay scale for dock workers Pay scale for mechanics Pay scale for OTR drivers Steps between min and max Basis for progression Time required in step Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	Anniversary date No No \$4,50-\$6,50/hr \$4,50-\$9,50/hr \$7-\$11,85/hr \$6,50-\$9/hr 50¢/yr Seniority 1 year No Yes Yes, at cost No No	
Hours of Work: Hours/work day Hours/work week Notice required for change in hours Weekends or 2 out of 7 days off Show-up (minimum guarantee) policy Paid rest breaks Paid for meal period Paid for lost meal period Second meal guaranteed Overtime provided after 8 hrs/day Comp time Leave considered for overtime Overtime paid to part-time	8 40 No Yes No Yes, two 15-mln breaks/day No No No No No No No, after 40 hrs/wk No No	
Seniority: Organizational seniority Layoffs based on Seniority chosen shifts	Yes Classification seniority No	

FIRM H - LTL-NU		
Promotion: Length of probationary period Probation after promotion Promotions based on Pald for temporary higher duties Complaint procedure available	90 days Yes Qualification No No	
Leave Policies: Accumulate sick leave during probation Sick leave days per year Sick days used/year Sick leave converted to cash Status of employee (No sick leave, not working) Terminated for extended medical leave Sick leave if injured on vacation Sick leave for family illness Disability plan Vacation schedule: - 1st step - 2nd step Vacation earnings carried over Vacation earnings converted to cash Advance of vacation pay if leave is insufficient Probationary employees use or accumulate vacation Number of holidays/year Hollday pay if scheduled to work Days for funeral leave	Yes 3 50% Yes, but not for resignation, dismissal, retirement, or death Non-paid leave of abscence No Yes Yes No 1 week after 1 year 2 weeks after 3 years, add day for each year No No Yes No Regular rate 0	
Insurance: Health insurance Monthly premium - family coverage - single coverage Percent paid by organization Deductible Coinsurance Dental insurance Life insurance Basic coverage Monthly premium Percent paid by organization Dependent coverage available Org. contribute to dependent coverage	Yes \$250 \$96 100% of single coverage \$400 80/20 No Yes \$25,000 \$8 100% Yes Yes	

FIRM H - LTL-NU	
Pensions	No
Special Compensation: Educational assistance plan Expenditures on educational benefits last year Employees participating Pay incentive Free parking or allowances Tool allowance Time limit for discipline of work rules Clothing allowance	Yes, 100% of workshops paid \$200 2 None Yes Yes, provide all tools No Yes, 50% of caps, shirts, jackets - 100% after 5 years
Cleaning allowance Severance pay	Yes, for mechanics No

FIRM I - TL	
Number of: Salary staff Hourly staff OTR drivers: Company Contract	3 3 12, paid per mile 18, paid by %
Pay Structure: Anticipate Increases Automatically provide COLAs Pay scale for OTR drivers Provide lodging expense Incentive bonuses Profit-sharing plan	No No 20-23¢/mile yes, sometimes, at cost No No
Hours of Work: Weekends or 2 out of 7 days off	No, try to keep 2 weeks max. on the road
Seniority:	No
Promotion:	
Leave Policies: Sick leave days per year Vacatlon schedule: - 1st step - 2nd step Vacation earnings carried over Vacatlon earnings converted to cash Number of holidays/year	0 1 week after 1 year 2 weeks after 2 years No No 0
Insurance: Health insurance Monthly premium - family coverage - single coverage Percent paid by organization Dental insurance Life insurance Basic coverage Percent paid by organization Dependent coverage available	Yes \$284.90 \$109 100% of single coverage No Yes \$500 100% No
Pensions	No

FIRM I - TL		
Special Compensation: Educational assistance plan Free parking or allowances Tool allowance Clothing allowance Cleaning allowance Severance pay	No Yes No No No No	

FIRM J - TL	
Number of: Salary staff Hourly staff Local cartage drivers Dock workers Mechanic employees OTR drivers: Company Contract	6 6 0 0 7 full-time, paid per hour 27, paid per mile 16, paid by %
Pay Structure: Pay scale for mechanics Pay scale for OTR drivers Basis for progression Provide lodging expense Incentive bonuses Profit-sharing plan	\$4,75-\$8 20¢/mile Seniority and merit No Yes, safety \$1000/yr, 1/2¢/mile no complaints Yes, after 1 year
Hours of Work: Hours/work day Hours/work week Weekends or 2 out of 7 days off Pald rest breaks Pald for meal period Overtime provided Comp time	8 40 Yes for mechanics, No for OTR drivers Yes, two 15-min breaks/day No No, after 40 hrs/wk No
Seniority:	No
Promotion: Length of probationary period Complaint procedure available	30 days No
Leave Policles: Sick leave days per year Disability plan Vacation schedule: - 1st step - 2nd step - 3rd step Number of holidays/year Holiday pay if scheduled to work Days for funeral leave	0 No 1 week after 1 year 2 weeks after 3 years 3 weeks after 5 years 3 Regular rate 0

FIRM J - TL	
Insurance: Health insurance Monthly premium - family coverage - single coverage Percent paid by organization Deductible Coinsurance Dental insurance Life insurance Percent paid by organization	Yes \$200 \$100 50% \$250 80/20 No Yes 0
Pensions	No
Special Compensation: Educational assistance plan Free parking or allowances Tool allowance Jury duty - regular pay Severance pay	No Yes No, company owns No No

FIRM K - LTL-U		
Number of: Salary staff Hourly staff Local cartage drivers Dock workers Mechanic employees OTR drivers: Company	0 184 85 full-time, paid per hour 17 part-time, paid per hour 20 full-time, paid per hour 2 part-time, paid per hour 12 full-time, paid per hour 48, paid by mlieage & per hour	
Pay Structure: Rates remain effective through Anticipate Increases Automatically provide COLAs Pay scale for - Local cartage drivers - Dock workers - Mechanics - OTR drivers Basis for progression Differential shift pay Longevity pay plan Provide lodging expense Incentive bonuses Profit-sharing plan	March 31, 1991 No No \$12.60-\$13.40/hr \$12.60-\$13.40/hr \$12.04-\$13.64/hr \$12.55-\$13.34/hr Seniority No No Yes No Yes	
Hours of Work: Hours/work day When does day begin Hours/work week Weekends or 2 out of 7 days off Call-in pay policy Show-up (minimum guarantee) policy Paid rest breaks Paid for meal period Paid for lost meal period Second meal guaranteed Overtime provided Comp time Leave considered for overtime Overtime paid to part-time When is part-time considered full-time	8 Varies 40 Yes Yes Yes, min. 8 hrs of pay Yes, two 15-min breaks/day No No No No No No No Yes, except for OTR drivers No No Yes After 30 days	

FIRM K - LTL-U	
Seniority: Classification seniority Layoffs based on Seniority chosen shifts Part-time seniority Part-time seniority transfer	Yes Classification seniority Yes No Yes, total
Promotion: Length of probationary period Probation after promotion Promotions based on Pald for temporary higher duties Complaint procedure available	30 days No Seniority No Yes

FIRM K - LTL-U		
Leave Policies:		
Accumulate sick leave during probation	No	
Sick leave days per year	5	
Sick days used/year	,95	
Max. accumulation of slck days	5	
Can additional earning be applied to		
- vacation	No	
- personal days	No	
Sick leave converted to cash	No, except upon resignation, dismissal, retirement, or death (5 days max.)	
Status of employee (No sick leave, not		
_working)	Non-paid leave of abscence	
Terminated for extended medical leave	No	
Sick leave if injured on vacation	No	
First day slck leave to	Voc	
- all employees	Yes	
- probationary employees	No No	
Sick leave for family illness Medical certification for extended sick	INO	
leave	Yes, after 5 days	
Who pays the cost of the doctor	Employee	
Disability plan	No	
Short-term disability	No	
Benefits coordinated with workers comp	No	
Vacation schedule:	,,,	
- 1st step	5 days after 1 year	
- 2nd step	10 days after 2 years	
- 3rd step	15 days after 10 years	
- 4th step	20 days after 15 years	
- 5th step	25 days after 20 years	
Vacation earnings carried over	No	
Vacation earnings converted to cash:		
- at end of year	No	
- upon resignation	Yes (25 days maximum)	
- upon dismissal	Yes	
- upon retirement	Yes	
- upon death	Yes	
Part-timers earn vacation	No	
Employees on leave earn vacation	No	
Advance of vacation pay if leave	No	
Is insufficient	No	
Probationary employees use or accumulate	No	
vacation	No 10	
Number of holidays/year	10	
Holiday pay	Double	
Days for funeral leave - immediate family	3	
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FIRM K - LTL-U		
Insurance: Health insurance Total monthly premium Percent paid by organization Dental insurance Part of overall health plan Percent paid by organization Life insurance Monthly premium Percent paid by organization	Yes \$96.70/week 100% Yes Yes 100% Yes \$96.70/week 100%	
Pensions: Vesting requirements Organization's percentage contribution Early retirement/departure provisions Percentage of funding of pension plan	Yes 5 years 100% Yes, 55 years 100%	
Special Compensation: Educational assistance plan Free parking or allowances Personal car use reimbursement Tool allowance Regular pay while on Jury duty Court pay deducted Paid while at internal hearing Time limit for discipline of work rules In-service training at discreton of Phone reimbursement if required Clothing allowance Cleaning allowance Severance pay	No No No Yes, \$150 Yes Yes Yes Yes Yes Yes, immediately Employer No No No No	