

Task Force Movement (TFM): Life-Cycle Pathways for Military and Veterans into Trucking

A REPORT IN SUPPORT OF THE BIDEN-HARRIS TRUCKING ACTION PLAN



April 5, 2023

EMBARGOED UNTIL 4/5/2023 - 0900 EDT

REPORT SPONSORED BY

Optum Serve®

REPORT PREPARED BY

SOLID

CONTENTS

Acknowledgments	5
Executive Summary	6
Introduction	9
Biden-Harris Trucking Action Plan	9
Task Force Movement for Trucking Goals and Approach	10
Civilian Labor Market Considerations for Truck Drivers	10
Military-Connected Community as a Pipeline to Alleviate Truck Driving Shortages	11
Commercial Driver’s License Types and Truck Classifications	11
Report Organization	12
Theme 1: Transform the Narrative and Elevate the Brand	12
Creating an Effective Messaging Strategy	13
Types of Truck Driving Jobs	13
Truck Driving Salaries	14
Diversity of the Truck Driving Workforce	15
Best Practices	16
National Tank Truck Carriers “Tank Truck Industry Branding” Campaign	16
The American Legion National Education and Credentialing Summit	16
The American Trucking Associations’ Outreach and Education Programs	16
Recommendations	17
Theme 2: Increase Access to Quality Training and Employment	17
Navigating Programs and Funding Opportunities	17
Implications of Geographic Location	18
Ensuring the Quality of Employer/Industry Training Programs	19
Best Practices	19
Department of Transportation – Department of Labor Driving Good Jobs Initiative	19
Department of Commerce and Department of Labor Good Jobs Principles	20
Federal Motor Carrier Safety Administration Safe Driver Apprenticeship Pilot Program	20
Department of Defense SkillBridge/Army Career Skills Program	20
Operation Afghan Open Road	21
Hiring Our Heroes Drive for Success	22
Minority Professional Trucking Association Expo	22
Recommendations	22
Theme 3: Improve Documentation, Recognition, and Transferability of Military Skills	23
Military Driver Programs	23
Utilization of Military Skills Test Waiver and Even Exchange Program	23
Opportunities to Improve Documentation of Relevant Service Truck Driving Experience	24

Potential Technology Solutions	25
Development of a Federal Data Strategy	25
Best Practices	25
Commercial Driver’s License Military Skills Test and Even Exchange Waiver Programs.....	25
Department of Defense MilGears Platform Technology Solution.....	26
Recommendations.....	26
Theme 4: Explore Linkage Between Whole Person Care and Veteran Workforce Success	27
Overview of Whole Person Care	27
Whole Person Care in the Military.....	27
Whole Health Framework for Veteran Truck Drivers.....	29
Best Practice	30
Recommendations.....	30
Conclusion and Call to Action	31
Call to Action	31
Appendices	32
Appendix A – Task Force Movement for Trucking Leadership.....	32
Board of Directors.....	32
Senior Staff.....	32
Board Members in Alphabetical Order	32
Advisory Board.....	32
Growth Group Leads	33
Steering Committee	33
Appointees from Supporting Agencies	33
Supporting Agencies	33
Appendix B – References	34
Appendix C – Veteran Service Organization Growth Group Messaging Recommendations.....	37

Acknowledgments

Task Force Movement would like to thank the many organizations and individuals who have participated in Task Force Movement for Trucking (see Appendix A). Your time, energy, and guidance have been invaluable. We would like to especially thank Optum, SOLID, LLC, and the American Trucking Associations for their contributions to the production of this report.

Optum Serve® About Optum

Optum is a leading information and technology-enabled health services business dedicated to helping make the health system work better for everyone. With more than 215,000 people worldwide, Optum delivers intelligent, integrated solutions that help to modernize the health system and improve overall population health.

Optum combines clinical expertise, technology, and data to support people, partners, and providers with the information and tools they can use to achieve better health. Professional services include healthcare consulting, data analytics, pharmacy benefit management, revenue cycle management, care delivery, and digital health solutions. A key strength of Optum is its ability to leverage data and technology to improve healthcare outcomes. Optum has a large and growing database of healthcare information, which it uses to develop insights and solutions that help healthcare providers and payers make better decisions. Optum also invests heavily in research and development, particularly in areas such as artificial intelligence and machine learning.

Optum partners with healthcare providers, payers, employers, governments and serves over 130 million consumers, including military, veterans, Medicare, and Medicaid beneficiaries. These relationships give Optum a distinct and broad perspective and allow them to forge connections, recommend best practices, and increase efficacy in a way that is unmatched.



About Solutions for Information Design, LLC (SOLID)

SOLID is a woman-owned small business with 20 years of experience providing policy research, analysis, and cutting-edge technology solutions for government and private sector clients. SOLID's work is enhancing our nation's military and civilian workforce by strengthening career pathways, guiding skill attainment, and improving the communication of skills and abilities to meet the needs of an ever-changing talent marketplace and ensure equitable outcomes for all. Their unparalleled knowledge of the credentialing ecosystem has established SOLID as thought leaders in the industry and led to their involvement in groundbreaking workforce development initiatives across the United States.



About American Trucking Associations

The American Trucking Associations (ATA) is the trucking industry's largest and most comprehensive national trade association. A 90-year-old organization with affiliates in all 50 states, ATA represents every sector of the industry and leverages membership strength and size to develop, advocate, and advance innovative research-based policies that promote highway safety, security, environmental sustainability, and profitability. ATA focuses on providing members the tools and resources they need to support their trucking businesses while also actively involved in educating and guiding policymakers at all levels of government about the essential role that trucking plays in our nation's economy.

Executive Summary

Task Force Movement (TFM), launched in April 2022, is a grassroots effort designed to facilitate public-private partnerships to alleviate acute labor shortages in the United States by moving highly qualified members of the military-connected community (transitioning service members, members of the National Guard and Reserves, veterans, and military spouses) into in demand jobs. By combining the resources, expertise, and capabilities of the disparate public and private stakeholders, TFM creates a forum for dialogue and action. Recognizing the importance of the trucking industry towards guaranteeing a vibrant, robust national economy that is vital to our national security, and as an outgrowth of the Biden-Harris Administration's Trucking Action Plan to Strengthen America's Trucking Workforce, the initial focus of TFM has been on trucking. This report provides an overview of the TFM for Trucking, its activities to date, and key barriers that have been identified related to moving military-trained individuals into truck driving jobs, along with recommendations to alleviate these barriers.

TASK FORCE MOVEMENT FOR TRUCKING

Task Force Movement for Trucking centered on convening stakeholders and thought leaders to identify best practices and opportunities for action to help the military-connected community prepare for and attain fulfilling careers in truck driving that provide family-sustaining wages and salaries and that recognize the significant skills and experiences developed in the military. To that end, TFM for Trucking has coordinated convenings of dozens of relevant stakeholders in four growth areas to identify barriers and challenges that must be addressed in the short- and long-term to alleviate the truck driving shortage: (1) veteran service organizations, (2) academic/vocational, (3) industry, and (4) government.

The growth group convenings focused on identifying barriers to moving military-connected individuals into truck driving jobs, best practices underway and strategies to alleviate these barriers, and specific contributions the TFM Steering Committee with support from the growth groups or other stakeholders can make going forward.



TFM Partner Meeting, White House Roosevelt Building.

MILITARY-CONNECTED COMMUNITY AS A PIPELINE TO ALLEVIATE TRUCK DRIVING SHORTAGES

While there is no agreed-upon estimate, various sources suggest that there is a shortage of between 60,000 to 100,000 drivers and that number is expected to grow in coming years. The shortage of truck drivers is influenced by a variety of factors, including an aging workforce, high turnover rates, a lack of qualified drivers, and regulatory changes that affect hours of service and other factors that impact the work environment.

The vast community of transitioning service members, members of the National Guard and Reserve, and veterans all serve as a highly qualified talent pool for civilian jobs, in general, and each year over 20,000 service members separate from the military who held either primary or secondary truck driving jobs in the military (*FY19 Strength & Separations*, 2019). In fiscal year (FY) 2019, over 130,000 service members (Active, Guard, and Reserve) served in military occupations with either primary or secondary truck driving duties and approximately 23,000 separated from the military that year (*FY19 Strength & Separations*, 2019). This does not include the number of veterans who might have served in these occupations, which would increase the candidate pool by tens of thousands.

KEY FINDINGS AND RECOMMENDATIONS

Task Force Movement for Trucking Growth Group convenings identified four major themes related to the challenges faced in training, recruiting, and retaining qualified military-connected job candidates:

- » Theme 1: Transform the Narrative and Elevate the Brand.
- » Theme 2: Increase Access to Quality Training and Employment.

- » Theme 3: Improve Documentation, Recognition, and Transferability of Military Skills.
- » Theme 4: Explore Linkage Between Whole Person Care and Veteran Workforce Success.

Theme 1: Transform the Narrative and Elevate the Brand

A variety of narratives exist around the trucking industry, hiring and retaining military-connected employees, and understanding why service members leave the military, that complicate streamlining a pathway from military service into the trucking industry. To transform the narrative and elevate the brand, we must explore the quality and type of jobs in the trucking industry and identify the components that offer up the most confusion and/or provide inaccurate information to the greater public. The narratives that need to be communicated include:

- » Narrative 1: Types of truck driving jobs are varied, many do not require extended periods away, and extensive safety protocols have been adopted.
- » Narrative 2: Truck driving jobs offer good pay (middle class wages) with excellent benefits and offer opportunities for economic mobility for the employee and their families.
- » Narrative 3: Truck driving jobs are held by a diverse range of people from various racial, ethnic, and cultural backgrounds, and the number of women truck drivers continues to grow.

Recommendations: Encourage transitioning service members, veterans, and spouses to pursue truck driving jobs with messaging that highlights the variety and high pay of the jobs and raises awareness of available programs. Increase diversity, equity, and inclusion in the workforce, with a focus on pay, economic mobility, and access to training programs. To allow for more accurate messaging on the quality and types of jobs available within the trucking industry, develop a data strategy to collect better statistics and information on truck driving jobs.

Theme 2: Increase Access to Quality Training and Employment

While there are numerous high-quality training and employment programs administered by government and private sector organizations, there remains a need for increased awareness of the programs, improved access in certain areas, and better standards around the quality of the training programs.

Recommendations: Improve access to quality training and employment for the military-connected community by developing a messaging strategy that encourages greater use of existing programs by stakeholders. Encourage federal agency coordination to further reduce barriers and improve access to truck driving jobs. Improve access to and funding for training programs and reduce barriers to CDL attainment and access to truck driving jobs for rural veterans.

Theme 3: Improve Documentation, Recognition, and Transferability of Military Skills

Service members and veterans with military driving experience, including those in the Guard and Reserve, are excellent candidates for careers within the trucking industry. The Federal Motor Carrier Safety Administration Military Driver Programs, which includes the Military Skills Test Waiver, Even Exchange Programs, and Under 21 Military Driver Program, provide unique opportunities for military drivers to leverage their skills, abilities, and experience to obtain a state issued CDL and undertake a rewarding and important civilian career following military service. Although launched successfully, it appears that in recent years these programs may have been underutilized due to lack of program awareness and the lack of institutionalized data tracking. There is an inherent need to leverage what already exists to improve documentation and increase recognition of military gained knowledge, skills, and abilities. Moreover, there are opportunities to utilize technology to support skills documentation, ensuring (1) the pipeline of opportunities within the trucking industry are discoverable by recently separated service members and veterans and (2) additional military occupations can be evaluated and considered for program eligibility.

Recommendations: Alleviate the shortage of qualified truck drivers and increase utilization of Military Driver Programs by assessing program implementation, re-evaluating current programs, developing a communication plan, tracking data, assessing qualifications of military-trained drivers, and exploring the use of the DOD MilGears platform and Optum Serve's data integration strategy.

Theme 4: Explore Linkage Between Whole Person Care and Veteran Workforce Success

While successful recruiting of qualified transitioning service members and veterans into quality jobs in the trucking industry can have a substantial impact on alleviating critical truck driving workforce shortages, focus also needs to be placed on retaining individuals in these jobs and related jobs within the industry. Numerous factors can impact retention, key among them being the veteran's physical, mental, emotional, and social well-being. Significant lessons can be learned by studying the military's approach to whole person care, which is recognized as essential to ensuring military readiness. Task Force Movement for Trucking has begun exploring the feasibility of creating a whole health framework for a veteran trucker workforce that is modeled after the military's approach and is committed to further research to determine how a holistic approach might improve the ability of employers to retain and grow their veteran workforce.

Recommendation: Develop a whole-health approach for veteran truck drivers and implement it in the trucking industry, potentially as a model for other industries. Conduct further research on the unique support needs of military spouses related to healthcare and well-being and explore the impact of whole-person care on workforce success.

CALL TO ACTION

Three key elements must be considered as the TFM for Trucking Steering Committee and stakeholders consider actionable next steps to deploy the recommendations identified within each theme: funding, communications and marketing, and execution.

Adequate funding is essential for effective program operation, staff hiring, and program evaluation. Collaborative efforts are needed to secure funding from federal and state governments, industry associations, private companies, and philanthropy. Effective communication and marketing strategies are necessary to promote programs and initiatives, build support, and generate positive change. Finally, the TFM Steering Committee and partners must develop an execution plan that identifies appropriate funding mechanisms, coordinates with trucking stakeholders to allocate resources, and engages necessary communications and marketing support.

Introduction

Task Force Movement (TFM), launched in April 2022, is a grassroots effort designed to facilitate public-private partnerships to alleviate acute labor shortages in the United States by moving highly qualified transitioning service members, veterans, and spouses into in demand jobs. Task Force Movement convenes key stakeholders to develop strategies to maximize recognition of military training and experience and identify and fill skills gaps to expedite moving qualified military-connected individuals into well-paying, family-sustaining jobs while simultaneously filling critical labor shortages. By combining the resources, expertise, and capabilities of the disparate public and private partners, TFM creates a forum for dialogue and action.

The trucking industry is a critical element towards guaranteeing a vibrant, robust national economy that is vital to our national security, and the industry is currently experiencing a labor shortage that is projected to get worse. Task Force Movement for Trucking has made significant strides in identifying actionable ways to alleviate these shortages by moving qualified members of the military-connected community into trucking jobs. Building on the success to date of TFM for Trucking, and consistent with the White House Executive Order 14028, *Improving the Nation's Cybersecurity*, TFM for Cybersecurity has also been launched.

This report provides an overview of TFM for Trucking, its activities to date, and key barriers that have been identified in moving military-trained individuals into truck driving jobs, along with recommendations for action. Task Force Movement Board members, leaders, and advisors are identified in the Appendix.

BIDEN-HARRIS TRUCKING ACTION PLAN

The Biden-Harris Administration Trucking Action Plan to Strengthen America's Trucking Workforce was formally announced on December 16, 2021. The Action Plan focuses on the criticality of the role trucking plays in the U.S. supply chain and economy. It centers around the need for a strong, stable workforce and the challenges the trucking industry faces, which were exacerbated by the COVID-19 pandemic. The Action Plan identifies specific concrete actions to address the expansion of trucking in order to "support the ongoing economic recovery and lay the foundation for a next generation trucking workforce that will strengthen U.S. competitiveness and support millions of good driving jobs for years to come" (*Fact sheet: The Biden-Harris Administration Trucking Action Plan to Strengthen America's trucking workforce*, 2021).



Task Force Movement for Trucking launch on the West Lawn of the White House, from right: President Biden, Honorable Patrick Murphy, and Secretary Buttigieg.

While the Biden-Harris Trucking Action Plan is focused broadly on how to enhance the truck driving workforce, it also singles out the need for veteran-focused outreach and recruitment in recognition of the significant skills that military-trained truck drivers can bring to the civilian workforce. Task Force Movement for Trucking was specifically designed to support, amplify, and further investigate how qualified transitioning service members and veterans can help to fill the critical labor shortages in truck driving.

TASK FORCE MOVEMENT FOR TRUCKING GOALS AND APPROACH

The intent of TFM in its initial focus on trucking was to expand upon the Biden-Harris Trucking Action Plan by convening key stakeholders to develop a blueprint for how qualified military-trained truck drivers' skills and experience can be better utilized in filling the critical labor shortages related to truck driving. To that end, TFM for Trucking has coordinated convenings of dozens of relevant stakeholders in four growth areas to identify barriers and challenges that must be addressed in the short and long-term to alleviate the truck driving shortage.

The four Growth Groups include: (1) veteran service organizations (VSOs), (2) education and training providers, (3) industry, and (4) government representatives. Task Force Movement Growth Groups for VSOs, education and training providers, and industry, each held multiple convenings in 2022 to identify:

- » Barriers to moving military-connected individuals into truck driving jobs.
- » Strategies to alleviate these barriers.
- » Specific contributions the growth group or other stakeholders can make to alleviate the barriers.

Government representatives from key agencies, including the Departments of Defense, Labor, Veterans Affairs, and Transportation, participated in and monitored the growth convenings and have agreed to come together to evaluate and support the recommendations from the convenings.

The Growth Group sessions were tremendously successful in identifying ways to better recognize military training and experience in order to quickly fill in demand jobs in the trucking industry. They surfaced numerous little-known facts about the quality of trucking careers and, along with these, have identified multi-faceted barriers that have hindered moving highly qualified military-connected individuals into these jobs. The Growth Groups have also identified many promising solutions to alleviate these barriers as well as model programs that can be replicated across industries.

CIVILIAN LABOR MARKET CONSIDERATIONS FOR TRUCK DRIVERS

To provide some context around the need to focus on the truck driving labor shortage, it is useful to understand the types of driving jobs, their wages, employment, and projected growth. As will be discussed further in the report, various sources have different projections surrounding the labor market situation for truck drivers, but it is estimated that the shortage is between 60,000 and 100,000. According to the U.S. Bureau of Labor Statistics (BLS), as of 2021, there were over three million truck drivers in the United States, including bus drivers, light truck drivers, and heavy and tractor-trailer truck drivers. Each type of truck driver is estimated to have a positive projected growth between 2021-2031, with the average ranging at around seven percent growth. The Bureau of Labor Statistics is projecting the upward trend in employment opportunities in trucking due to an increase in households' and businesses' spending and demand for goods; increase in public transportation to accommodate a growing population and the increase in upgrades of public transportation networks; and the continued growth of e-commerce and demands for package delivery services, especially for large and regional shipping companies, all in the next ten years.

Table 1.
Civilian Labor Market Considerations for Truck Drivers

Occupation	Mean Annual Wage (2021)	Employment (2021)	Projected Growth (2021-2031)	Projected Employment (2031)
Heavy and Tractor-trailer Truck Drivers	\$50,340	2,094,700	4%	2,185,600
Light Truck Drivers	\$42,630	1,109,700	10%	1,220,400
Bus Drivers, School	\$38,750	354,700	7%	378,200
Bus Drivers, Transit and Intercity	\$51,310	159,900	8%	173,000

Note. The data for Heavy and Tractor-Trailer Truck Drivers is from *Occupational Employment and Wages: Heavy and Tractor-Trailer Truck Drivers* by U.S. Bureau of Labor Statistics (BLS), 2021. The data for Light Truck Drivers are from *Occupational Employment and Wages: Light Truck Drivers* by BLS, 2021. The data for Bus Drivers, School is from *Occupational Employment and Wages: Bus Drivers, School* from BLS, 2021. The data for Bus Drivers, Transit and Intercity is from *Occupational Employment and Wages: Bus Drivers, Transit and Intercity* from BLS, 2021.

MILITARY-CONNECTED COMMUNITY AS A PIPELINE TO ALLEVIATE TRUCK DRIVING SHORTAGES

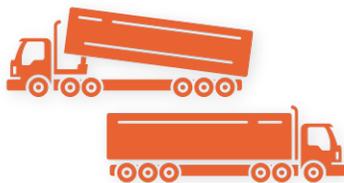
Transitioning service members, members of the National Guard and Reserve, and veterans all serve as a highly qualified talent pool for civilian jobs. Approximately 200,000 service members transition out of the military each year, the vast majority of whom seek civilian employment. Moreover, there are over 800,000 members of the National Guard and Reserves who also typically hold jobs in the civilian workforce (*2021 Demographics Report: Profile of the Military Community*, 2021). Finally, there are almost 8.4 million veterans under the age of 65, representing the potential number who are in the civilian workforce (American Community Survey, Veteran Status, 2021). As a microcosm of the civilian workforce, these military-connected individuals have skills and talent that can fill critical labor shortages, and for the trucking industry, the challenge is how to tap into this talent pool.

Generally, there are three types of potential military-connected job candidates that could fill the truck driving labor shortages – those whose military occupations correlate directly to truck driving jobs in the civilian workforce, those who had secondary duties related to truck driving, and those who had no truck driving experience, but who are interested in becoming a truck driver. As will be discussed later in this report, there are significant numbers of service members that make up this candidate pool.

COMMERCIAL DRIVER'S LICENSE TYPES AND TRUCK CLASSIFICATIONS

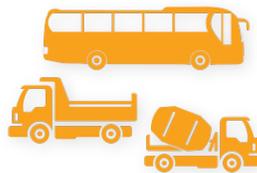
Before being hired as a truck driver, individuals must attain a Commercial Driver's License (CDL). Commercial driver's licenses allow individuals to operate a commercial motor vehicle and are required to prove a higher level of knowledge, skills, experience, and physical abilities compared to a driver operating a non-commercial vehicle (i.e., family car, SUV, commuter car). The Department of Transportation's Federal Motor Carrier Safety Administration (FMCSA) sets the minimum standards for qualifications of commercial motor vehicle drivers while individual states are responsible for implementing the federal standards and issuing CDLs to drivers who meet the minimum standards and any additional requirements set by the state. Drivers who have obtained a CDL are able to operate a larger variety of classifications of vehicles that are distinguished by gross weight.

The CDL licenses are divided into three classes, each identifying specialized qualifications: Class A, Class B, and Class C. Each CDL class allows the driver to operate a specific subset of vehicles based on gross vehicle weight.



CLASS A

Any combination of vehicles which has a gross combination weight rating or gross combination weight of 11,794 kilograms or more (26,001 pounds or more) whichever is greater, inclusive of a towed unit(s) with a gross vehicle weight rating or gross vehicle weight of more than 4,536 kilograms (10,000 pounds) whichever is greater.



CLASS B

Any single vehicle which has a gross vehicle weight rating or gross vehicle weight of 11,794 or more kilograms (26,001 pounds or more), or any such vehicle towing a vehicle with a gross vehicle weight rating or gross vehicle weight that does not exceed 4,536 kilograms (10,000 pounds).

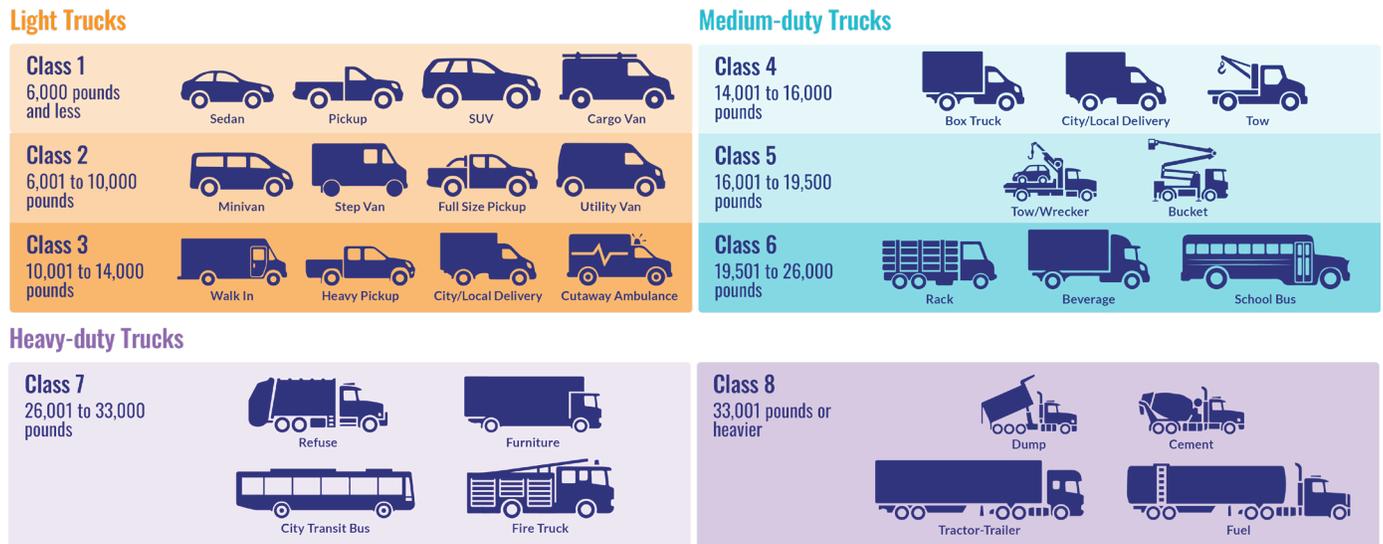


CLASS C

Any single vehicle, or combination of vehicles, that does not meet the definition of Class A or Class B, but is either designed to transport 16 or more passengers, including the driver, or is transporting material that has been designated as hazardous.

Although CDL licenses are categorized into the three classes, it does not restrict the CDL driver to only operate large freight haulers, but rather allows the drivers to operate a variety of vehicles based on the gross vehicle weight rating (GVWR). The Department of Transportation's Federal Highway Administration (FHWA) classifies vehicles by gross weight into the following eight classes.

Figure 1.
Commercial Driver's License (CDL) Types and Classifications



REPORT ORGANIZATION

Task Force Movement for Trucking Growth Group convenings identified four major themes related to the challenges faced in training, recruiting, and retaining qualified military-connected job candidates. The remainder of this report focuses on these themes:

- » Theme 1: Transform the Narrative and Elevate the Brand
- » Theme 2: Increase Access to Quality Training and Employment
- » Theme 3: Improve Documentation, Recognition, and Transferability of Military Skills
- » Theme 4: Explore Linkage Between Whole Person Care and Veteran Workforce Success

Theme 1: Transform the Narrative and Elevate the Brand

A variety of narratives exist around the trucking industry, hiring and retaining military-connected employees, and understanding why service members leave the military, that complicates streamlining a pathway from military service into the trucking industry. To transform the narrative and elevate the brand, we must explore the quality and type of jobs in the trucking industry and identify the components that offer up the most confusion and/or provide inaccurate information to the greater public. The narratives that need to be communicated include:

Narrative 1: Types of truck driving jobs are varied, many do not require extended periods away, and extensive safety protocols have been adopted.

Narrative 2: Truck driving jobs offer good pay (middle class wages) with excellent benefits and offer opportunities for economic mobility for the employee and their families.

Narrative 3: Truck driving jobs are held by a diverse range of people from various racial, ethnic, and cultural backgrounds, and the number of women truck drivers continues to grow.

CREATING AN EFFECTIVE MESSAGING STRATEGY

Transforming the narrative is a two-way street. From the trucking industry standpoint, there is a dire need for rebranding that considers big trucking myths that have been perpetuated throughout our society. Some of these myths stem from both reported data and anecdotes that articulate high-turnover rates and insufficient working conditions. We must also consider the narrative associated with hiring from the military-connected community. While some employers understand the immense value these individuals bring to the job in terms of soft skills, dependability, and leadership, others struggle due to the societal stigmas that have been communicated, such as issues readjusting after service, being too rigid or formal, and problems navigating post-traumatic stress and anger.

There is a clear need for a messaging strategy that counters these myths—a strategy that provides an accurate picture of the diverse opportunities afforded to employees within the trucking industry. The industry should also emphasize the technological advances (electronic stability control, blind spot detection, lane departure and forward collision warning systems, to name a few) that have made trucking (specifically over-the-road (OTR) trucking) safer than ever before. The federal government should continue to communicate the diversity of talent that exists across all occupations within the military and reiterate the role trucking plays in our national security to support the recruitment of the next generation of transitioning service members. Service members have demonstrated a propensity to serve through their military service and are now seeking ways to continue to serve after military service.

Delivering these messages and informing military-connected individuals about the opportunities present in the trucking industry is also a challenge. Controlling access of third parties to service members and their families on military installations is, rightfully, a very deliberate process designed to prevent “bad actors” whose goals run counter to good order and discipline on military installations across the country. However, many employers and other organizations are unclear how to navigate this process and frustrated by their inability to provide information to service members and military spouses. To be truly impactful in educating military-connected jobseekers on the benefits of a career in trucking and connecting them with employers in the industry, transforming the narrative must be a coordinated effort.

TYPES OF TRUCK DRIVING JOBS

While there is a societal stereotype of truck drivers who are on the road for weeks or months at a time, the reality is that these long-haul positions represent only one of a multitude of opportunities in the trucking industry. There are a variety of truck driving jobs (see Department of Labor (DOL) Standard Occupational Classifications (SOCs) in Table 2), from long-haul truck drivers to short-haul and local transport, as well as transit, intercity, and school bus drivers, and many other jobs requiring a CDL that allow workers to be home every night. Many motor carriers are also adapting to changes in driver preferences and using improved scheduling and hub and spoke models to increase driver home time, even for long haul OTR positions.¹

- » National Tank Truck Carriers (NTTC) reports that nearly half of all tank truck drivers are home every night, with an average of 67% home three or more nights per week (NTTC Tank Truck Market Analysis and Cottingham and Butlers Driver Compensation and Benefits Study, 2022).
- » According to BLS data, employment numbers for heavy and tractor-trailer drivers are on an upward trend in the next ten years across the industries that employ heavy and tractor-trailer drivers the most (*Occupational Outlook Handbook*, 2021).

1 See, e.g., Why is driver turnover in trucking so high? - FreightWaves “In recent years, there has been a large effort among for-hire carriers to lower their average trip length (otherwise known as ‘Average Length of Haul’). The motivation behind this effort has been to increase the amount of hometime that drivers would realize in a given week or month. The hypothesis is that the more frequently the driver is home during a given month or week, the lower the possibility of voluntary turnover. Macro supply chain forces have aided this effort with the increased prevalence of regional distribution centers and the growth of e-commerce.”

Table 2.

Department of Labor (DOL) Standard Occupational Classification (SOC) Codes, Titles, and Descriptions for Truck Driving Jobs

Occupation	Mean Annual Wage (2021)
53-3032 Heavy and Tractor-Trailer Truck Drivers	Drive a tractor-trailer combination or a truck with a capacity of at least 26,001 pounds Gross Vehicle Weight (GVW). May be required to unload truck. Requires commercial driver's license. Includes tow truck drivers. Excludes "Refuse and Recyclable Material Collectors" (53-7081).
53-3033 Light Truck Drivers	Drive a light vehicle, such as a truck or van, with a capacity of less than 26,001 pounds Gross Vehicle Weight (GVW), primarily to pick up merchandise or packages from a distribution center and deliver. May load and unload vehicle. Excludes "Couriers and Messengers" (43-5021) and "Driver/Sales Workers" (53-3031).
53-3051 Bus Drivers, School	Drive a school bus to transport students. Ensure adherence to safety rules. May assist students in boarding or exiting.
53-3052 Bus Drivers, Transit and Intercity	Drive bus or motor coach, including regular route operations, charters, and private carriage. May assist passengers with baggage. May collect fares or tickets.

Note. From "The May 2021 estimates," by U.S. Bureau of Labor Statistics, 2021, *Occupational Employment and Wage Statistics*.

TRUCK DRIVING SALARIES

Overall, the trucking industry offers careers with good pay (middle class wages), excellent benefits, and opportunities for economic mobility for workers. A clear national average salary is difficult to determine due to extensive variation in both the reported salary data as well as the methods of data collection among sources.

Table 3.

Average Annual Salary for Truck Drivers as Reported by Top Sources



2023 ZipRecruiter - Teamster Truck Driver²	\$60,222
2022 American Trucking Association³	\$69,387
2021 U.S. Bureau of Labor Statistics (BLS)⁴	\$45,758

Note. The data for ZipRecruiter – Teamster Truck Driver comes from Teamster Truck Driver Salary, by ZipRecruiter, 2023. The data for U.S. Bureau of Labor Statistics (BLS) from National Occupational Employment and Wage Estimates, by U.S. Bureau of Labor Statistics. The data for American Trucking Associations (ATA) from 2022 ATA Compensation Study Executive Summary, by American Trucking Associations, 2022.

- ZipRecruiter reports data specific to Teamster Truck Drivers, who are members of the labor union, the International Brotherhood of Teamsters. Annual salaries are reported as low as \$22,500 to as high as \$94,000, with the average salary for a Teamster Truck Driver being \$60,222 (as of March 2023). The top earner (90th percentile) is estimated at an average salary range of \$85,000, whereas the 25th percentile earner takes away an average of \$43,000 per year.
- The Bureau of Labor Statistics reports data annually, with the most recent data provided for 2021. The Bureau of Labor Statistics provides estimates calculated with data collected from employers in all industry sectors in metropolitan and non-metropolitan areas in every state and the District of Columbia. The Average Annual Salary above was calculated with the 2021 mean annual wage for heavy and tractor-trailer drivers, light truck drivers, bus drivers – schools, and bus drivers – transit and intercity.
- American Trucking Associations' Economic Department conducts participant-based surveys annually, with the 2022 Driver Compensation Study including 185 private and for-hire fleets ranging in size from a few million to multi-billion-dollar revenue carriers. This average salary is estimated from large truckload (TL) carriers with greater than \$30 million in annual revenue in 2021.

DIVERSITY OF THE TRUCK DRIVING WORKFORCE

Over the past five years, the demographics of truck drivers and other CDL driving-related opportunities has slowly evolved to include a more diverse population of drivers. As shown in Figure 2, the percentages of women and minority drivers employed across the industry have generally increased.

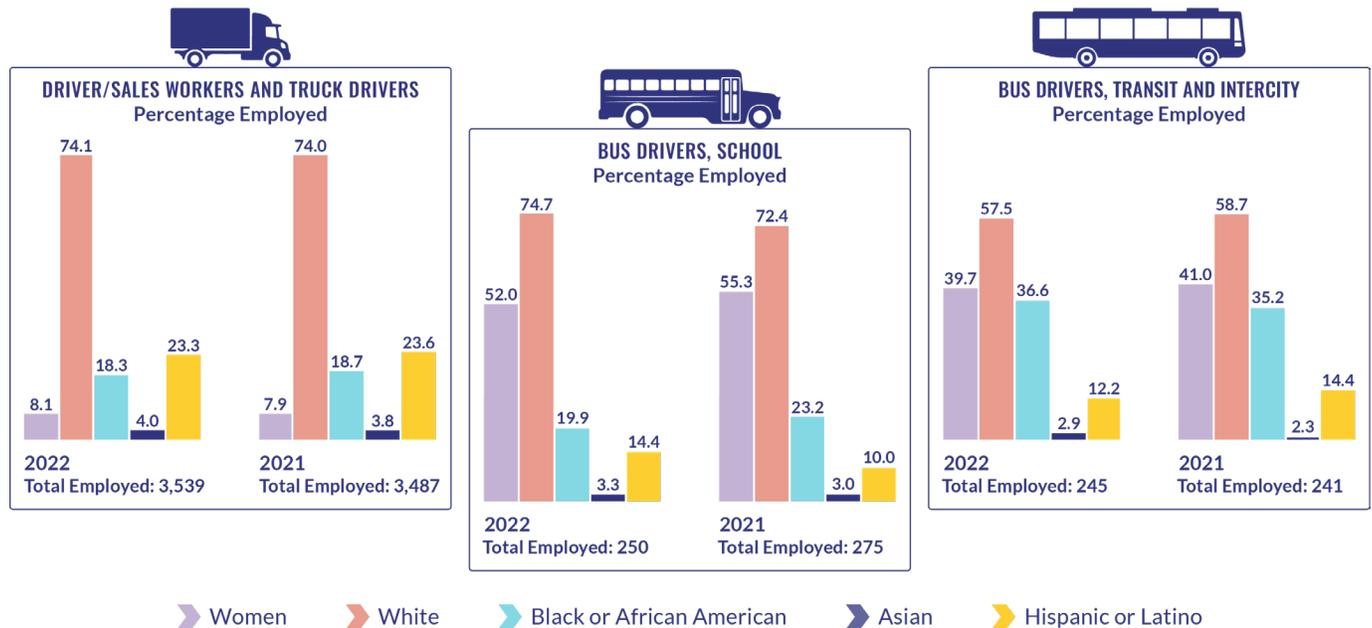
Although the reported data is varied across sources, one thing holds true for all types of trucking: both salary range and available jobs have continued to increase year after year. At the time of this report, we were unable to locate the salary information by demographic group, thus more information is needed to understand if accessing these opportunities are equitable across gender, race, and ethnic groups.



Ashley Leiva of Noemi Trucking received the 2022 “Transition Trucking: Driving for Excellence” award for Top Military Veteran Rookie Driver. (Awarded by FASTPORT, Hiring Our Heroes, and Kenworth.)

The Federal Motor Carrier Safety Administration understands the need to diversify the trucking industry, and in response has created the Women of Trucking Advisory Board (WOTAB). This group of 16 come from 11 states and work for small, medium, and large trucking companies and as independent owner-operators, non-profit organizations, trucking business associations, and institutions of higher education. The WOTAB will focus their efforts to recruit, retain, support, and ensure the safety of women commercial motor vehicle (CMV) drivers and strengthen the trucking industry as a whole (*Fact sheet: The Biden-Harris Administration Trucking Action Plan to Strengthen America’s Trucking Workforce, 2021*).

Figure 2. Demographics of Truck Drivers and Other CDL-Related Opportunities



Note. Demographic information for individuals employed as truck drivers or in other CDL-related opportunities. 2022 data from *Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity*, U.S. Bureau of Labor Statistics, <https://www.bls.gov/cps/tables.htm#annual>. 2021 data from *Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity*, U.S. Bureau of Labor Statistics, <https://www.bls.gov/cps/aa2021/cpsaat11b.htm>.

BEST PRACTICES

Industry organizations like Florida Trucking Association (FTA), NTTC, and ATA have outreach efforts underway focused on improving industry reputation to attract new talent. All three organizations aggregate their members' feedback, and the results demonstrate an overall desire to improve industry inclusivity and educate the public on the availability of good paying, safe driving positions. Moreover, The American Legion has been instrumental in raising awareness of TFM for Trucking and shedding light on the quality and desirability of trucking driving jobs for the military-connected community.

National Tank Truck Carriers “Tank Truck Industry Branding” Campaign

The National Tank Truck Carriers is currently involved in a marketing campaign with the Markstein Group to increase awareness and positive perceptions of the tank trucking industry to attract qualified candidates and address workforce issues head-on. The “Tank Truck Industry Branding” project has completed initial research using industry data, secondary research, and interviews from drivers at varied experience levels, including safety directors, fleet managers, dispatchers, recruiters, and other industry professionals to better understand the benefits and challenges within the industry. Some of the key insights uncovered include:

- » Apprenticeship programs provide critical training and education.
- » Many drivers are reluctant to make the transition to tank trucks because of the hazardous material they transport, and employers need to increase awareness that safety is of the utmost priority from the top-down within the tank truck industry.
- » Feeling like a valued employee is a priority to drivers and a reason that many have transitioned to the tank truck industry.

In addition to thorough research to identify audiences, motivators, and decision journeys, Markstein is developing an industry website that will serve as a single source of information for individuals to find clear information about (1) the services and products tank trucks provide, (2) what it takes to begin a career in the tank truck industry, regardless of experience level, and (3) where to apply for a job in the tank truck industry.

Additionally, Markstein is creating assets that reflect the campaign concept. The campaign will come to life through print and digital advertisement, videos, and other compelling visuals and calls to action and will provide immediate benefit to NTTC member organizations through proprietary toolkits to be used at a local market level.

The American Legion National Education and Credentialing Summit

The American Legion—long a proponent of ensuring military training and experience is recognized and utilized by civilian employers—has been highly involved in TFM and devoted a large portion of its recent National Education and Credentialing Summit to amplifying the successes that have come from TFM for Trucking. Task Force Movement for Trucking’s Steering Committee took advantage of the opportunity to hold an in-person convening meeting prior to the Summit. The Steering Committee meeting and the Summit were both well attended and allowed for significant dialogue around the findings to date on TFM for Trucking. The Legion’s National Education and Credentialing Summit Report details the information presented and discussed.

The American Trucking Associations’ Outreach and Education Programs

The American Trucking Associations has several initiatives designed to increase the pipeline of individuals interested in careers in trucking. As part of this focus, they pay special attention to outreach to the military-connected community. The American Trucking Associations has:

- » a longstanding program called America’s Road Team, which annually recruits experienced drivers from across the U.S. to represent the industry. America’s Road Team participates in events across the country to reinforce the trucking industry’s commitment to safety, sustainability, and professionalism. They demonstrate the trucking industry’s importance to the American economy and communities throughout the country.
- » a dedicated outreach program called America’s Workforce Heroes to recognize those who have honorably served in the United States armed services who deserve the opportunity to transition into second careers worthy of their service and sacrifice.

- » created the Diversity Equity and Inclusion (DEI) Change Leader Award to recognize ATA members who make a commitment to a culture of acceptance and belonging for their employees. The goal of the award is to encourage innovation that supports continued improvement in the industry’s longstanding commitment to equal opportunity. The award also seeks to recognize those embracing best practices and operating in a manner that reflects a culture of acceptance and belonging regardless of size or experience of the member.

RECOMMENDATIONS

1. To promote movement of transitioning service members, veterans, and spouses into in demand truck driving jobs, develop a messaging strategy that:
 - Considers the narratives highlighted within the report and potential messaging strategies identified by TFM’s VSO Growth Group. (See Appendix C.)
 - Communicate that truck driving jobs are (1) varied in type with many opportunities that are not just long haul, (2) high paying with excellent benefits, (3) held by a diverse range of people with various racial, ethnic, and cultural backgrounds.
 - Raises awareness of the variety of programs designed to promote jobs in the trucking industry.
 - Leverages the messaging efforts of NTTC and the Markstein Group as a framework for others within the trucking industry.
2. To facilitate a better pipeline of transitioning service members and veterans to trucking careers, determine the feasibility of establishing an industry-wide military liaison/recruitment coordinator.
3. To promote increased diversity, equity, and inclusion in the truck driving workforce:
 - Further research should be conducted on whether equitable access to trucking jobs exists for all racial, ethnic, and gender groups with a focus on pay, increased economic mobility, and informed access to high-quality training programs.
 - Encourage trucking industry stakeholders to track, support, and implement the FMCSA’s WOTAB best practices to recruit and retain women truck drivers.
4. To allow for more accurate messaging on the quality and types of jobs available within the trucking industry, develop a data strategy to collect better statistics and information on truck driving jobs.

Theme 2: Increase Access to Quality Training and Employment

While there are numerous high-quality training and employment programs administered by government and private sector organizations, there remains a need for increased awareness of the programs, improved access in certain areas, and better standards around the quality of the training programs.

NAVIGATING PROGRAMS AND FUNDING OPPORTUNITIES

The federal government has embraced workplace learning programs that benefit both the military-connected community and employers, and is funding their development and implementation:

- » The Department of Defense was authorized by Congress (without a specific funding appropriation) to allow active-duty service members who are within 180 days of separation to participate in internships, pre-apprenticeships, and on-the-job training programs—known as the DOD SkillBridge and Army Career Skills Programs (CSP).
- » The Department of Labor funds workplace learning programs through the Workforce Innovation and Opportunity Act (WIOA).
- » The Department of Veterans Affairs’ On-the-Job & Apprenticeship Training Programs (Post-9/11 GI Bill and Veteran Readiness and Employment (VR&E)) allow veterans to learn a trade or skill through training on the job rather than attending formal classroom instruction. A veteran generally enters into a training contract for a specific period with an employer or union, and at the end of the training period, the veteran gains job certification or journeyman status.

- » The Veteran Readiness and Employment Special Employer Incentive Program (SEI) provides additional incentives to employers hiring veterans with a service-connected disability who are approved for VR&E services. Employers may be entitled to reimbursements of up to 50% of the veteran's salary for six months to offset training costs.
- » The Department of Transportation's Commercial Motor Vehicle (CMV) Operator Safety Training Program provides funding to truck driving schools and institutions that provide CDL training for current and former military personnel and their spouses. Last year, DOT provided \$3.1 million to schools that provided training to 906 military-connected individuals.

The programs listed above offset the cost for the employer to train the military-connected community. In some instances, employers pay a reduced wage or receive a reimbursement for training, allowing the veteran to become fully employed with the company before taking on the total wage.

There are also a variety of programs that support the military-connected community with their career exploration and professional development training. Service members can tap into these resources while on active duty by utilizing tuition assistance and/or through credentialing assistance. If a service member is within 180 days from separation, they are also eligible for the SkillBridge program, which allows for job training from a variety of employer partners active in the program. There are over 330 total organizations from the trucking and transportation career fields with established SkillBridge programs across the country. The SkillBridge team partners closely with the White House's TFM effort and has created a section of the website containing specific guidance for service members interested in joining these critical and potentially lucrative careers in trucking. A few SkillBridge employer partners are also highlighted under best practices below.

Veterans can access benefit programs such as the GI Bill and Vocational Rehabilitation. These programs help veterans pay for college, graduate school, on-the-job training (OJT), and apprenticeship programs. Academic and non-academic credential providers and employers that provide OJT must be an approved provider with the VA. While most institutions of higher education are GI Bill eligible, many employers choose not to sign up as a provider, as the application process is not straightforward and information about the program can be difficult to find. A step-by-step checklist for employers to follow might ensure this is a more linear process.

As this population determines which opportunity to pursue, they are met with navigating a complex process to sift through the various funding streams that may support their goals, all of which deploy different rules and regulations. It is also burdensome on the employer as they try to understand what federal and state funding programs might exist to alleviate some of the cost associated with recruiting new talent to the industry.

IMPLICATIONS OF GEOGRAPHIC LOCATION

Not all training and employment opportunities are created equal; beyond that, based on where an individual resides in the nation, not all training is accessible, and individuals may not be aware of the variety of existing opportunities as they explore viable career options after military separation. A wealth of benefits support transitioning service members and recently separated veterans which, while advantageous, can also become overwhelming as individuals in this population try to navigate which path makes the most sense for themselves and their families. Recently separated veterans return to every geographical area in the country. Location is one factor that weighs heavily on these decisions and plays an enormous role in the types of employment opportunities that exist and the related compensation.

ENSURING THE QUALITY OF EMPLOYER/INDUSTRY TRAINING PROGRAMS

Today's labor shortages demand workplace learning programs that can be stood up quickly, are validated with industry, and utilize well-established quality criteria. The Task Group assigned to the development of a Standard Practice for Competency-based Workplace Learning Programs has begun the process of curating a competency-based workplace learning standard that will be established with ASTM International⁵ as an American National Standard. The standard will formalize this important form of workplace preparation as a credential and increase the number of Americans who hold post-secondary credentials, helping meet our nation's need for skilled talent. More importantly, the standard will have a positive impact on worker/learners from minority populations since many of those individuals are developing their skill sets while on the job. Developing this standard could streamline their transition to in demand, high-quality employment opportunities, allowing for more sustainable economic mobility for themselves and their families.

To quickly build a proactive and robust talent pipeline strategy, employers are demanding more turnkey programs like those that would be supported by this standard. Staff who participate in competency-based workplace learning programs are shown to be more loyal to the employer, and the retention of trained workers completing these programs increases efficiency within the company, reduces overall costs of onboarding and staff replacement, and allows for reskilling and upskilling of existing employees. It puts the employer in the driver's seat—as they create jobs—providing a necessary pathway to the skills needed with the creation of a training program that adheres to the specific needs of the industry, not a generic framework.

Funding education and training programs is a top priority for the military-connected population, but there is also a need for well-established criteria to facilitate training that meets quality standards that are dictated by industry. No consistent criteria are being applied to define the characteristics and quality of the programs funded, and the current absence of nationally accepted standardized criteria places the onus on the federal entities to do their own quality assessment. This leaves the military-connected participants in these programs at a disadvantage because it is difficult to convey the learning outcomes and skills that were developed.

BEST PRACTICES

Department of Transportation – Department of Labor Driving Good Jobs Initiative

The Biden-Harris Administration Trucking Action Plan to Strengthen America's Trucking Workforce announced the launch of the joint DOT- DOL Driving Good Jobs initiative. According to the action plan fact sheet, the initiative will support the following activities:

- » Hosting listening sessions that engage drivers, unions and worker centers, industry, and advocates.
- » Lifting up employers and best practices that support job quality and driver retention that can be scaled.
- » Working together to implement research and engagement efforts outlined in the Bipartisan Infrastructure Law, including studying the issue of truck driver pay and unpaid detention time.
- » Identifying effective and safe strategies to get new entrants in the field from underrepresented communities, including women and young drivers between the ages of 18-20.
- » Setting up a task force to investigate predatory truck leasing arrangements.
- » Identifying longer term actions, such as potential administrative or regulatory actions that support drivers and driver retention by improving the quality of trucking jobs.

⁵ ASTM International, formerly known as American Society for Testing and Materials, is an international standards organization that develops and publishes voluntary consensus technical standards for a wide range of materials, products, systems, and services.

Department of Commerce and Department of Labor Good Jobs Principles

Establishing a clear competitive advantage when it comes to recruitment and retention are top of mind for the trucking industry as employers continue to focus on addressing the current labor shortage. The DOC and DOL have partnered to identify what comprises a good job. Eight principles have been identified, all of which support a framework for a shared vision of job quality for workers, businesses, labor unions, advocates, researchers, state and local governments, and federal agencies (DOL, *The good jobs initiative*):

- » Recruitment and Hiring
- » Benefits
- » Diversity, Equity, Inclusion, and Accessibility (DEIA)
- » Empowerment and Representation
- » Job Security and Working Conditions
- » Organizational Culture
- » Pay
- » Skills and Career Advancement

Federal Motor Carrier Safety Administration Safe Driver Apprenticeship Pilot Program

The Fixing America's Surface Transportation (FAST) Act required the FMCSA to establish an Under 21 Military CDL Pilot Program. Since then, the Bipartisan Infrastructure Law tasked the agency to establish a new program, the Safe Driver Apprenticeship Pilot (SDAP) Program. The SDAP Program will expand opportunities for more drivers to enter the industry. This program allows drivers between the ages of 18 and 20 with an intrastate CDL to operate in interstate commerce under specific conditions. This opens the aperture for recruiting more truck drivers.

Department of Defense SkillBridge/Army Career Skills Program



TMAP-ABF, Fort Riley SkillBridge Graduation.

Each year approximately 200,000 members of the U.S. Armed Forces, stationed in over 140 military installations in the U.S. and overseas, will leave active duty and re-enter the civilian workforce or pursue higher education (DOD SkillBridge, n.d.). Through the SkillBridge program, industry partners benefit from gaining early access to the extensive experience, skills, and unmatched work ethos service members bring to the workforce. Employers craft SkillBridge programs to meet their specific needs, matching those needs to the skills and abilities of highly motivated service members, all at no cost. The Department of Defense pays service members' salaries and benefits while they participate in the training program. This opportunity may last up to the final 180 days of service. Military installation commanders can make on-base facilities available to industry partners for use in their SkillBridge programs, or members may be authorized to train at the industry partner's location off-installation at minimal to no cost.

Many TFM members have successful SkillBridge programs, some of which are:

- » **ABF Freight, an ArcBest Company, Teamsters Military Assistance Program.** As one of the original SkillBridge partners, ABF sponsors the Teamsters Military Assistance Program. They currently have two programs for CDL training, one at Ft. Carson and one at Ft. Riley, and are expanding the programs to other bases. The programs are six weeks long and run concurrently. They offer six to eight classes per year with ten students per class. ABF has committed to small class sizes for safety reasons. SkillBridge opportunities are also offered to spouses when space is available. ABF is targeting programs, not just to train truck drivers, but also operations supervisors, mechanics, shop supervisors and truckload sales. The program costs nothing to the service member. Service members do not have to use their GI Bill, and ABF pays for housing and food.
- » **Werner Enterprises.** Werner Enterprises started its first apprenticeship program for truck driving in 2006, followed by the first for diesel mechanics in 2015. More recently, in response to DOL's 90-Day Trucking Apprenticeship Challenge, Werner created a program-management apprenticeship program. It has had a SkillBridge program since 2017 and is on five installations. The program is four to five weeks long. Werner has a suite of military programs that have been remarkably successful, including supporting the Military Skills Test Waiver program since 2015. The SkillBridge program has yielded top notch service members and retention has been higher for veterans than non-veterans.
- » **Florida Rock and Tank Lines.** Florida Rock and Tank Lines established a new SkillBridge program operating in Florida and Georgia. Eighty percent of their work is HAZMAT and drivers are required to have their HAZMAT endorsement, while the other 20 percent is non-HAZMAT. Accordingly, their SkillBridge program has two tracks. The HAZMAT Endorsement Track applies to those eligible for the skills test waiver. The non-HAZMAT track is a four-to-six-week program that puts the participant through a state driving school at no cost.

Operation Afghan Open Road

Task Force Movement for Trucking Operation Afghan Open Road focuses on providing scholarships, education, training, and employment for recently displaced Afghan refugees who served heroically alongside our American military service members while in defense of our country overseas. Task Force Movement (TFM), in partnership with the North Montco Technical Career Center and Buck County Community College in Pennsylvania, is providing full-ride scholarships to Afghan Special Immigrant Visa (SIV) Refugees to obtain their CDL through a five-week CDL Training Program.

Upon completion of the program, TFM leadership and partners who specialize in veteran and refugee workforce mobility, will work with six identified Pennsylvania employer partners who are committed to hiring TFM scholarship recipients. Task Force Movement and its partners will provide integration and onboarding support to our employer network and Afghan candidates directly after placement. Follow up training, language support, and understanding cultural norms will help ensure success in the transition period. TFM will monitor outcomes and work with partners to streamline best practices and develop a playbook for future state pilot programs.



TFM Operation Afghan Road Scholarship Recipients, White House Roosevelt Building.

Hiring Our Heroes Drive for Success

FASTPORT, the DOL's national apprenticeship intermediary for the transportation sector, has engaged trucking employers, unions, and industry associations to establish and expand Registered Apprenticeships. Since the beginning of the Biden-Harris Administration's Trucking Action Plan—and the follow-on work as a TFM stakeholder—FASTPORT has conducted more than 400 meetings and facilitated 145 new Registered Apprenticeship programs. As a result of these actions, more than 5,100 new apprentices have entered the trucking industry. Further, FASTPORT has provided ongoing technical assistance to employers providing the necessary guidance for veterans to gain access to their GI Bill benefit – Monthly Housing Allowance while participating in Registered Apprenticeship.

Minority Professional Trucking Association Expo

Minority Professional Trucking Association (MPTA), in partnership with TFM, will host the first annual Minority Trucking Summit in August 2023 inspired by the work and resources from TFM. The summit is designed to bring professional minority trucking stakeholders and associates together to identify long and short-term solutions in obtaining government contracts and resources to expand their footprint in the trucking industry. Minority Professional Trucking Association along with the National Black Growers Council (NBGC) will explore opportunities with the Black Farmers Equity Initiative and extended training and apprenticeship program opportunities in both transportation and agriculture.

RECOMMENDATIONS

1. Develop a messaging strategy that encourages greater utilization by stakeholders of existing programs designed to improve access to quality training and employment. Specifically:
 - Employers of all sizes, especially those in more remote regions in the U.S., should apply as a SkillBridge industry partner to open the pipeline to transitioning service members and military spouses. SkillBridge participants are vetted by DOD and have access to military-connected individuals located on military installations.
 - Congress should allocate specific funds to accommodate the extensive growth of the SkillBridge program.
 - Stakeholders should pursue opportunities through the DOT's CMV Operator Safety Training Grant Program to receive funding to assist veterans and military spouses to receive CMV training.
 - Employers should research becoming an approved provider with the VA's On-the-Job and Apprenticeship Training Programs. To assist with the application process, the VA should consider providing a step-by-step checklist and designated points of contact to ensure a more linear process for employers.
 - Raise awareness of DOT's Safe Driver Apprenticeship Pilot Program that allows certain 18-19- and 20-year-old drivers to operate commercial motor vehicles in interstate commerce.
 - Encourage employers to review the Good Jobs Principles and consider incorporating all eight principles into company culture.
2. Identify methods to improve access to training programs, funding, etc., for rural veterans interested in pursuing careers in the trucking industry.
3. Encourage federal agency coordination:
 - Encourage intentional coordination across federal agencies to reduce barriers to attainment of CDLs and improve access to truck driving jobs.
 - Department of Defense and Department of Labor should collaborate to determine whether DOL's Hire Vets Medallion program could be adapted to serve as an additional vetting tool to determine organizational access to military installations.

Theme 3: Improve Documentation, Recognition, and Transferability of Military Skills

MILITARY DRIVER PROGRAMS

The Federal Motor Carrier Safety Administration Military Driver Program consists of four separate programs designed to maximize recognition of military training and experience towards attaining a CDL.

- » **Military Skills Test Waiver Program.** The program allows drivers with two years' experience safely operating heavy military vehicles to obtain a CDL without taking the driving test (skills test). This program is available in every state. To date, more than 40,000 service members and veterans have taken advantage of this waiver program. Military personnel can use the skills test waiver if currently licensed and they are or were employed within the past year (12 months) in a military position requiring the operation of a military motor vehicle equivalent to a commercial motor vehicle (*Military skills test waiver program, 2021*).
- » **Even Exchange Program.** This program allows qualified military drivers to be exempt from the knowledge test for obtaining a CDL. When used with the Military Skills Test Waiver, this allows a driver to exchange a military license for a CDL. Military personnel can use this skills test waiver if currently licensed and they are or were employed within the past year (12 months) in a military position requiring the operation of a military motor vehicle equivalent to a commercial motor vehicle. To qualify for this program, military personnel should have one of eight eligible military occupational specialties (*Even exchange program knowledge test waiver, 2022*).
- » **Under 21 Military CDL Pilot Program.** The Fixing America's Surface Transportation Act required the FMCSA to establish an Under 21 Military CDL Pilot Program. Since then, the Bipartisan Infrastructure Law tasked the agency to establish a new program, the Safe Driver Apprenticeship Pilot Program (SDAP). The program will expand opportunities for more drivers to enter the industry (*Under 21 Military CDL Pilot Program Update, 2022*).
- » **Commercial Motor Vehicle Operator Safety Training Grant Program (CMVOST).** The Grant Program has two goals: (1) to expand the number of CDL holders possessing enhanced operator safety training to help reduce the severity and number of crashes on U.S. roads involving commercial motor vehicles; and (2) to assist current or former members of the United States Armed Forces (including National Guard members and Reservists) and their spouses to receive training to transition to the CMV operation industry (*Commercial Motor Vehicle Operator Safety Training Grant, 2020*).

These programs are designed to make it easier for military personnel to transition to civilian life and obtain employment as commercial drivers. By recognizing the commercial vehicle driving experience gained during military service, these programs can help military personnel save time and money when obtaining a civilian CDL.

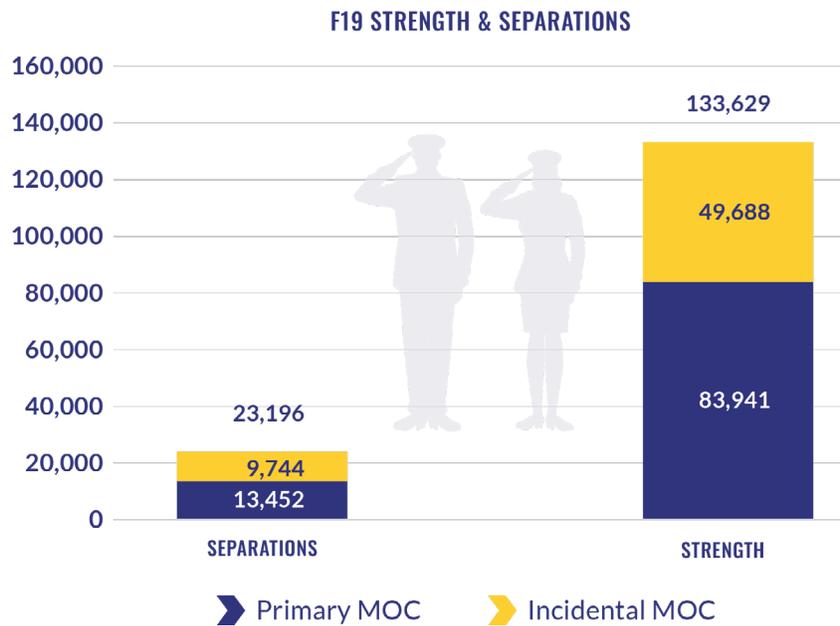
Utilization of Military Skills Test Waiver and Even Exchange Program

As of 2021, more than 40,000 service members have applied for the Military Skills Test Waiver and, anecdotally, it appears about 150 individuals have applied for the Even Exchange Waiver since the programs began in 2014 and 2017, respectively (*Military skills test waiver program, 2021; Even exchange program, 2022*). This is significantly less than the number of service members and veterans considered to be candidates for the skills test waiver, which include active-duty service members and veterans who serve or have served in military occupations on active duty or in the Guard and Reserve with primary truck driving duties. It also does not include the incidental drivers who are properly licensed in the military under the same standards, but it is not their primary job.

Figure 3 provides some indication of the annual CDL candidate pool of service members on active duty or in the Guard and Reserve who served in these occupations and who separated during FY 2019 (the most current numbers available from DOD at the time of this report). Note that the graph includes both those with primary truck driving duties who are candidates for the waiver and even exchange programs, as well as incidental drivers who may be eligible for CDLs. As shown, over 130,000 service members were serving in these military occupations and 23,000 separated from the military that year. This does not include the number of veterans who might have served in these occupations, which would increase the candidate pool by tens of thousands. It is also important to note that according to FY19 separations, of those service members reporting only one race, almost one third (29.03%) identify as American Indian/Alaskan Native, Asian, Black or African American, Native Hawaiian or other Pacific Islander (Defense Manpower Data Center (DMDC), 2021).

Based on this data, service members of color are over-represented within primary truck driving Military Occupation Codes (MOCs). By increasing awareness of the waiver programs, we can also advance racial equity and support for these underserved communities and introduce a viable career in the trucking industry, allowing for economic mobility for individuals of color and their families.

Figure 3.
Military Strength and Separations for Primary and Incidental Drivers (Active, Guard, and Reserve)



Note. Military strength and separations data for primary and incidental drivers from active duty, Guard, and Reserve. Data from FY19 Strength & Separations, U.S. Department of Defense, Defense Manpower Data Center (DMDC).

Opportunities to Improve Documentation of Relevant Service Truck Driving Experience

Department of Transportation and Department of Defense could build on the momentum of previous efforts to address current challenges that impact qualified service members and veterans from taking advantage of the Military Driver Programs, to include:

- » The current waiver application process requires qualified service members to obtain a commanding officer/ authorized signature for the waiver application. If not obtained while still on active duty, the former or retired member may not have access to the commanding officer/designated person to fulfill the requirement for signature. Often, service members relocate to their home state or to another region of choice soon after discharge. To address this challenge, the waiver form could be updated to include the option for digital signature, and technology could assist with updating the process to allow for electronic submission of waiver documents to the appropriate State Driver License Agency (SDLA) office. These updates would provide a more streamlined and accessible process for service members interested in taking advantage of the waiver programs.
- » Service members are unable to access a single source that documents their military-gained knowledge, skills, and abilities. This information is housed in various digital and paper documents across many systems that vary by service branch. While there is not currently a single enterprise solution that would allow service members to readily retrieve documentation independent of the service or location, work stemming out of public-private initiatives such as the T3 Innovation Network and Advanced Distributed Learning (ADL) Total Learning Architecture is leading to pilots that promote data interoperability and Learning and Employment Records (LERs) such as the military LER being built by the DOD within the MilGears platform.
- » While it has been reported that all 51 SDLAs collect data on who has applied for the CDL Military Skills Test and Even Exchange Waiver Program, it is unclear if states are collecting this data in a systematic or formal way, and if data is collected these utilization metrics are currently unavailable or inaccessible with FMCSA.

Potential Technology Solutions

Improvements are needed to address the lack of reporting on program utilization and impact surrounding military attainment of CDLs by service members and veterans. While the attainment of CDLs by highly qualified military-trained applicants can significantly contribute to filling labor shortages, the ability to identify and promote application for CDLs by military-trained applicants is relatively new. Leveraging current technology solutions can improve the availability of data on how the tens of thousands of potentially qualified service members and veterans might contribute to increasing recruitment of these populations to the trucking industry.

The lack of baseline data makes it difficult to fully understand the sheer numbers of military-connected individuals that might access these programs. The ability to adequately track and define a sustainable process to collect, report and track program metrics, to promote awareness and utilization of the Military Driver Programs, award of CDLs to military trained applicants, and the movement of these qualified individuals into high demand trucking jobs will allow DOT to explore program improvements and identify gaps that could provide an even greater return on investment (ROI) for every key stakeholder impacted.

Finally, while improvements have been made that enable service members and veterans to document their military truck driving experience more readily, there is room for further improvements that could support additional individuals moving into the trucking industry. Documentation needs to capture these skills in a uniform way, regardless of military installation, and must consider how current technology solutions can share this information with relevant stakeholders across federal and state agencies, and most importantly with employers looking to hire this population of skilled workers.

DEVELOPMENT OF A FEDERAL DATA STRATEGY

Fragmentation of data across federal agencies and industry employers makes it difficult to understand, analyze, and develop solutions to support veterans' successful transition to civilian employment. A federal data solution that integrates data to understand complex relationships can support federal agencies with understanding and predicting veteran and workforce needs, successfully aid in executing federal agencies' missions, and better facilitate service member transitions. Combining data from multiple federal agencies will enable evaluation of the potential supply of veterans with skills, education, and experience relevant to the trucking industry, identification of barriers and challenges for veterans who desire to enter trucking, and a veteran-centric approach to providing skills training and employment opportunities for individuals leaving the military. Additionally, providing data insights to understand veteran civilian life journey and moments that matter will help connect individuals or groups of veterans to the right programs and services to improve successful employment, well-being, and whole health.

Through conversations with TFM members and TFM Board Member, Optum Serve, there is a recommendation for a federal data strategy to turn fragmented data into insights that drive action and meaningful solutions. Combining disparate data from multiple federal agencies, public use data, and other private data (such as Optum Serve's integrated health and social needs data) can allow analytics, evaluation, and customizable views not possible with siloed data. Strict data governance and privacy standards are essential, and a modernized, cloud-based architecture would support efficient data integration for strategic use. Once integrated, federal agencies and other partners can apply expertise, optimize analytics, build dynamic reports, and conduct workforce modeling and public health surveillance. These capabilities will provide actionable insights from individual veteran perspectives and at a federal, state, community, and industry level. Most importantly, integrated data can inform a centralized learning and employment record to streamline processes and steps for transitioning service members and veterans to enter the trucking workforce and to sustain a productive and healthy civilian life.

BEST PRACTICES

Commercial Driver's License Military Skills Test and Even Exchange Waiver Programs

In 2012 the FMCSA developed Military Driver Programs designed to streamline and expedite the process to allow experienced military drivers to obtain a commercial driver's license. Federal Motor Carrier Safety Administration's Military Skills Test Waiver and Even Exchange Waiver Programs (Knowledge Test Waiver) provide unique opportunities for military drivers to leverage their skills, abilities, and experience to obtain a state issued CDL and

undertake a rewarding and important civilian career following military service. The Federal Motor Carrier Safety Administration worked with the Departments of Defense, Labor, Education, and Commerce and other agencies within the DOT to stand up the Military Driver Programs. Intentional coordination among these federal agencies allowed for the successful establishment of the Military Skills Test Waiver and Even Exchange Program, as well as supported the initial education and outreach on DOT military programs to military, carrier, and other public stakeholders.

Department of Defense MilGears Platform Technology Solution

Looking specifically at the military population, the approach to supporting military to civilian employment has traditionally centered on occupational crosswalks—which military occupational specialties or codes or ratings best align to the civilian standard occupational classifications. This approach has proven successful for service members with narrow occupations that wish to continue in those occupations in civilian employment (e.g., electrician, welder). For the military occupations that have the largest number of service members (e.g., infantryman, gunner’s mate), these traditional crosswalks provide little benefit as there are few, if any, corresponding civilian occupations.

In response to this challenge, the Navy expanded the highly successful Credentialing Opportunities On-line (COOL) program to further support transitioning service members through a program called MilGears, which is powered by COOL, and in 2022 the program was scaled to all services by DOD. MilGears is a web-based platform that allows service members and veterans to upload formal documentation of military training and experience to see how their qualifications align to specific civilian credential requirements. Designed to support service members by connecting individual learning and experience to customized career and education opportunities both in the military and beyond, MilGears is evolving into a LER system to provide a skill-based profile for transitioning service members seeking civilian employment. This profile would be unlike anything that currently exists, in that it will capture both formal and informal learning attained throughout the service member’s career and then articulate the related skills. The MilGears platform contextualizes military skills and experience to ensure veterans receive credit for their high-quality military training and experience to facilitate a successful transition to civilian employment.

RECOMMENDATIONS

1. Assess program implementation and utilization on a state-by-state basis and increase awareness of federal and state funded programs, to include the FMSCA Military Driver Programs, to assist in alleviating the national shortage of qualified truck drivers.
2. Convene the appropriate federal agencies and key stakeholders to:
 - Re-evaluate current Military Driving Programs to ensure no significant updates are needed to program scope or facilitation.
 - Develop a communications plan to support increased program awareness to impact service member and veteran utilization of these programs.
 - Institutionalize and formalize data tracking at the state level and establish reporting metrics from the states to FMCSA.
3. Identify ways to better assess the qualifications of military trained drivers with both primary and incidental military driving responsibilities against CDL requirements.
 - Publicize and utilize existing tools to translate military training and experience, such as the MilGears platform, to ensure military-connected individuals receive credit for their military prior learning.
 - Conduct a Prior Learning Assessment (PLA) Feasibility Analysis. Building on the results of previous studies, a report sharing the feasibility, utility, and methodology of a prior learning assessment of military training and experience for military occupations with a primary focus on military drivers against industry-led training programs to create an accelerated pathway to completion of training, attainment of CDL, and employment.
4. Determine the feasibility of using Optum Serve’s data integration strategy to enable interagency interoperability of the MilGears produced Learning and Employment Record.

Theme 4: Explore Linkage Between Whole Person Care and Veteran Workforce Success

While successful recruiting of qualified transitioning service members and veterans into quality jobs in the trucking industry can have a substantial impact on alleviating critical truck driving workforce shortages, focus also needs to be placed on retaining individuals in these jobs and related jobs within the industry. Numerous factors can impact retention, key among them being the veteran's physical, mental, emotional, and social well-being. Significant lessons can be learned by studying the military's approach to whole person care, which is recognized as essential to ensuring military readiness. Task Force Movement for Trucking has begun exploring the feasibility of creating a whole health framework for a veteran trucker workforce that is modeled after the military's approach and is committed to further research to determine how a holistic approach might improve the ability of employers to retain and grow their veteran workforce.

OVERVIEW OF WHOLE PERSON CARE

In general, whole person, or holistic care, approaches in the workforce may include a range of support services, such as medical care, mental health counseling, substance abuse treatment, nutritional counseling, physical therapy, and alternative therapies like yoga and acupuncture. These approaches may also involve support for family members and caregivers, as well as assistance with education, employment, and housing. While the whole health concept has obvious advantages to individual workers, significant benefits also accrue to the employer, including:

- » Increased employee satisfaction and retention.
- » Improved employee health and productivity.
- » Reduced healthcare costs.
- » Enhanced corporate image.

WHOLE PERSON CARE IN THE MILITARY

The provision of whole person care is ubiquitous across the military services because service members' health and well-being are tied directly to overall mission and force readiness, both of which are critical to national defense. Accordingly, service members are afforded ongoing structured and coordinated opportunities to maintain and improve their overall wellness. In 2011, the DOD formally adopted a holistic framework called Total Force Fitness (TFF) as a methodology for understanding, assessing, and maintaining the fitness of the U.S. Armed Forces (Office of the Chairman of the Joint Chiefs of Staff [CJCSI], 2011). Department of Defense's TFF is centered on eight domains derived from various successful best practices that were underway in the military services. The eight domains include: physical, environmental, medical and dental, nutritional, spiritual, psychological, behavioral, and social fitness. The Total Force Fitness tenets extend beyond the individual service member to strengthening the resilience of families, communities, and organizations. Since the institution of TFF, the military services have adopted their own customized programs, such as the Army's Holistic Health and Fitness (H2F) program designed to ensure the physical, mental, spiritual, nutritional, and sleep readiness of its soldiers (U.S. Army, 2020).

Figure 4.
Department of Defense Total Force Fitness Model



Note. The image is a representation of the DOD TFF model detailing the military’s whole-person centered care. Reprinted from 2022 TFF-WH Summit, by Consortium for Health and Military Performance, Uniformed Services University, 2022. <https://sites.google.com/usuhs.edu/2022-tff-wh-summit/about-us/total-force-fitness>

WHOLE HEALTH FRAMEWORK FOR VETERAN TRUCK DRIVERS

When service members leave the military, they typically lose the advantage of receiving the whole person care integrated with their employment that was afforded to them during their military service. Although there are many veteran benefit programs available that provide an array of support services, the TFM for Trucking VSO Growth Group indicated these services are fragmented across multiple providers making it extremely difficult for veterans to navigate and maximize the usage of these disparate resources and programs. In some instances, there may also be misconceptions about the type, quality, or accessibility of support available to them, especially as they navigate civilian versus veteran-centric care. As a result, valuable veteran benefit programs may be underutilized, which can drive up costs for civilian employers.

Task Force Movement for Trucking has determined that a compelling case can be made for the desirability of emulating the whole person health care approach taken in the military and affording it to veterans entering the trucking industry to promote retention and workforce success and optimize employer ROI for employee-focused programming. Studies have shown that both veterans and truck drivers may face unique sets of health issues due to the circumstances around performing their specific job duties. Veterans and truck drivers are both more likely to have rates of chronic conditions, diseases, and health risk factors. Regarding veterans, many of the health complications they face are connected to their service. Notably, approximately 3.5 million veterans face the health effects associated with exposure to toxic burn pits, including asthma, sinusitis, and rhinitis (Wounded Warrior Project, 2021). Beyond this, there is substantial overlap in the conditions for which both veterans and truck drivers are at risk. For example, both veterans and truck drivers have higher rates of obesity and diabetes, which may impact their long-term ability to maintain employment (*Diabetes Information*, 2018; Sieber et al., 2014; *Spotlight on Obesity*, 2020). In addition, veterans are at higher risk of dying by suicide and truckers have the fifth highest rate of suicide by occupation (Annual Suicide Prevention Report, 2022; *To end it all: American truck driver suicide*, 2020). Both groups also experience higher rates of metabolic disease chronic pain and tobacco use (Andrusaitis et al., 2006; Bachmann et al., 2018; Center for Disease Control and Prevention, 2018; *Metabolic Syndrome a Risk for Veterans with PTSD*, 2009; Hege et al., 2018; *Health of those who have served*, 2022). A whole health framework for veteran truck drivers would encourage veterans to take advantage of resources that focus on overall health and well-being, helping to circumvent health issues that might arise during their truck driving careers.

Throughout the Growth Group sessions that took place in 2022, TFM members shared a variety of recommendations, with the specifically referenced “whole person” care emerging as a common consideration. The theme of whole health care arose organically within many of the best practices that align with recommendations included throughout this report. Based on these discussions, and during follow-on conversations with TFM Board Member, Optum Serve, the concept of a whole health framework for veteran truck drivers was shared. This framework entails connecting veterans and their families to a wraparound set of services that support the veteran and their unique circumstances, goals, and needs, and integrates into any of their existing care relationships. While inclusive of health care services, Optum Serve’s perspective is based on the premise that a truly whole health approach should be informed through analytics and extend to the veteran’s financial well-being, access to nutritious foods, and even more fundamental needs such as their sense of purpose and fulfillment. Similar to the DOD framework, Optum Serve’s framework includes eight elements: social, nutritional, physical, clinical, psychological, financial and legal, environmental, and ideological. Advanced analytics, patient workflow tools, and clinical decision support tools can improve the health and well-being of veteran truckers and their families through enhanced care coordination and timely referrals to specialists.

BEST PRACTICE

Jack Cooper, a Women's Business Enterprise National Council (WBENC)-certified Women-Owned Business Enterprise (WBE) and the largest over-the-road finished vehicle carrier company in North America, has made great strides in investing in their drivers using the whole person approach. This has paid them back where it counts the most, retaining quality employees and attracting new talent, many of which are third and fourth generation employees. According to Sarah Amico, Executive Chairman of Jack Cooper Holdings Corp., their numbers show that these investments are right on the mark, with their one-year driver retention rate currently spiking at 95%, and an overall retention rate of 80%. This number is significant in the industry for two reasons, (1) the national average turnover rate is around 90%, and (2) Jack Cooper employs car haulers, a more demanding trucking type in which drivers are also responsible for loading/unloading freight, facilitating inspections, managing rig hydraulics, and more. Ms. Amico shared the following as the three major contributors to her company's success:

1. Whole Health Focused Care

- Align job to lifestyle preferences (most drivers are home three to four nights per week).
- Driver healthcare program.
- Safety program.
- Family engagement (regular communication via letters and family day events).
- Employee Resource Groups, to include a Veterans Resource Group.
- Special attention/support for families of long-haul drivers.

2. Competitive wages, benefits, and collective bargaining

- Zero employee contribution for healthcare.
- Substantial sign-on bonuses.
- Jack Cooper believes that union representation matters and has made it a priority that the company's drivers have the benefit of collective bargaining.

3. Culture/Environment

- New employees are paired with a seasoned employee for the first two years of their employment, creating a peer relationship that allows the new employee to seek advice, vent, air grievances or anything else they prefer not to share with their immediate supervisor.
- Quarterly merit bonus program recognizes employee contributions.
- Jack Cooper University offers an online set of resources and training on everything from diversity, equity, and inclusion to commercial principles and sales strategies.

RECOMMENDATIONS

1. Task Force Movement for Trucking, in partnership with Optum Serve, should conduct research and development to articulate a whole-health approach for veteran truck drivers based on evidenced-based knowledge and best practices that contribute to the overall well-being of the veteran truck driver, and craft a strategy for implementation within the industry, which could serve as a potential model for scaling across industries.
2. As we continue to explore the impact of whole-person care on workforce success, it is recommended that additional research be conducted, aimed at understanding the unique support needs of the military spouse population as it relates to health care and well-being.

Conclusion and Call to Action

The dedicated efforts of the public, private, and non-profit partners involved with the TFM for Trucking have provided a blueprint for how the military-connected community could fill critical labor shortages in the trucking industry. This report articulates significant key findings, best practices, and recommendations for further action across four themes:

- » Theme 1: Transform the Narrative and Elevate the Brand
- » Theme 2: Increase Access to Quality Training and Employment
- » Theme 3: Improve Documentation, Recognition, and Transferability of Military Skills
- » Theme 4: Explore Linkage Between Whole Person Care and Veteran Workforce Success

The numerous best practices that have been highlighted throughout can be emulated by a variety of stakeholders, including industry, VSOs, training and education providers, and government agencies, who will also need to be involved in executing next steps. Moreover, acting upon these substantive recommendations will significantly enhance the ability to maximize recognition of military training and experience, identify and fill skills gaps, and move qualified military-connected individuals into well-paying jobs that allow for continued economic mobility for themselves and their families.

CALL TO ACTION

Three key elements must be considered by the TFM for Trucking Steering Committee as it assesses actionable next steps to deploy the recommendations identified in this report: **funding, communications and marketing, and execution.**

Funding. Funding is critical to the success and sustainability of the solutions that have been identified to address the complex issues impacting the trucking labor shortage and to promote the positive change TFM for Trucking would like to see. Without adequate funding to implement the recommendations outlined in this report, the momentum built during the first year of the TFM for Trucking will be lost. Allocated funds will allow TFM and its stakeholders to provide necessary support services to develop marketing strategies, expand programs, conduct additional research, and implement evidence-based practices. Additionally, ongoing funding allows for program evaluation and improvement, ensuring that the strategies that are implemented meet specified goals and objectives, and most importantly, can be sustained over time, allowing for continued support and growth. Funding should be a collaborative effort across federal and state governments, industry associations, private companies, and philanthropy so that resources can be combined to ensure the greatest return on investment and overall success.

Communications and Marketing. Once the TFM Steering Committee is allocated the appropriate funds for execution of the strategies/initiatives identified in the report, consideration must be given to which methods of communication will be most effective in informing the public about the goals and corresponding activities. Clear, concise, and consistent messaging can increase engagement and support from potential participants, donors, and stakeholders and minimize misunderstandings and misinterpretations of the strategies and desired outcomes.

Effective marketing can help promote the TFM for Trucking goals to the appropriate audience. Targeting the right groups and making the information accessible and engaging can help to increase the visibility of solutions, attract potential new funders or donors, and encourage community involvement. Marketing can also help to differentiate the program from similar initiatives and communicate its unique value and impact to the overall trucking industry and other trucking stakeholders. Overall, communications and marketing are essential for creating awareness, generating support, and promoting positive change. Effective communications and marketing strategies can help to build credibility, trust, and enthusiasm for a program, leading to its success and sustainability.

Execution. The Task Force Movement Steering Committee and partners will reconvene to review the report recommendations and develop an execution plan that identifies appropriate funding mechanisms to move these strategies/initiatives forward, coordinates with trucking stakeholders to allocate resources, and engages necessary communications and marketing support.

Appendices

APPENDIX A – TASK FORCE MOVEMENT FOR TRUCKING LEADERSHIP

Board of Directors

- » Chairman – Hon. Patrick J. Murphy
- » Vice-Chairman – Dan Kunze
- » Recording Secretary – Col. Sam Whitehurst, (Ret.)

Senior Staff

- » Executive Director – Cassie Byard
- » TFM Senior Advisor – Elizabeth Murray-Belcaster
- » TFM Senior Advisor – Dean Thomas
- » Fiscal Sponsor – Mission Edge, San Diego

Board Members in Alphabetical Order

- » Tina Atherall, CEO, PsychArmor
- » Hon. Tom Bowman, Former Deputy Secretary, U.S. Department of Veterans Affairs
- » Lori Cushman, President, Justamere Foundation
- » Evan Dornbush, Board Member, Cybersecurity Association of Maryland, Inc. (CAMI)
- » Bill Doyle, Executive Director, Maryland Port Administration, Port of Baltimore
- » Beau Higgins, Senior Manager, Military Affairs Team, Amazon
- » Lisa Lutz, President and CEO, SOLID, LLC
- » Brandon McPherson, Executive Director, Market Solutions Team, JPMorgan Chase & Co.
- » RADM, Mark Montgomery, (Ret.), Executive Director, Cyberspace Solarium Commission
- » Aaron Picozzi, President, American Diesel Training Centers
- » Craig Robbins, CEO, MilitaryHire
- » Col. Adam Rocke, (Ret.), Senior Director, External Engagements, Hiring Our Heroes, U.S. Chamber of Commerce Foundation
- » Jafi Roskey, Senior Manager of Military Programs, Werner Enterprises
- » John Schwan, CEO, Schwan USA and VET EXCHANGE
- » Joe Sharpe, Director, National Veterans Employment & Education Division, The American Legion
- » Jason Shockey, Founder, mycyberpath.com
- » Esmeralda Silva, President, Council of College and Military Educators
- » Teresa Watson, President, Minority Professional Trucking Association
- » Scott Wolf, Partner, WillCo Tech

Advisory Board

- » Brendan Aronson, Co-founder and CEO, The Military Veteran
- » Ken Harbaugh, Host, Evergreen Podcasts
- » Carmenza Jaramillo, National Education Director, Government and Education, Robert Half Government
- » David Tennenbaum, Founder and CEO, Honor Media
- » Dean Thomas, Managing Director, Ankura

Growth Group Leads

- » Industry Partners: Sarah Amico, Executive Chairperson, Jack Cooper Holdings Corp.
- » Education Partners: Dr. Jason Altmire, President and CEO, Career Education Colleges and Universities
- » Government Partners: Nikki McDavid, Senior Policy Advisor to the Administrator, U.S. Department of Transportation, Federal Motor Carrier Safety Administration
- » Veterans Service Organization (VSO) Partners: Col. Sam Whitehurst, (Ret.), Vice President, Dixon Center for Military and Veterans Services

Steering Committee

- » Dr. Jason Altmire, President and CEO, Career Education Colleges and Universities
- » Sarah Amico, Executive Chairperson, Jack Cooper Holdings Corp.
- » Cassie Byard, Government Relations, Minority Veterans of America
- » Joe Chenelly, National Executive Director, AMVETS
- » MaCherie Dunbar, Associate Director, National Legislative Service, VFW
- » Nick Geale, Vice President for Workforce Policy, American Trucking Associations
- » Steve Gonzalez, Senior Vice President, CECU
- » Elizabeth Martin, Senior Vice President, Enterprise Integration and Innovation Group, Optum Serve
- » Elizabeth Murray-Belcaster, President and CEO, EMB Consultants
- » Ryan Streblov, President and CEO, National Tank Truck Carriers
- » Bill Sullivan, Executive Vice President of Advocacy, American Trucking Associations
- » Teresa Watson, President, Minority Professional Trucking Association
- » Col. Sam Whitehurst, (Ret.), Vice President, Dixon Center for Military and Veterans Services

Appointees from Supporting Agencies

- » Nikki McDavid, Senior Policy Advisor to the Administrator, U.S. Department of Transportation, Federal Motor Carrier Safety Administration
- » Kimberly M. Mitchell, Senior Advisor, VSO Liaison, Office of the Secretary, U.S. Department of Veterans Affairs
- » MSG Lorena Wilson, Senior Enlisted Advisor, U.S. Army Soldier for Life

Supporting Agencies

- » National Economic Council
- » U.S. Army Soldier for Life
- » U.S. Department of Commerce
- » U.S. Department of Defense
- » U.S. Department of Labor
- » U.S. Department of Transportation
- » U.S. Department of Veterans Affairs

APPENDIX B – REFERENCES

- American Trucking Associations. (2022, June 30). *2022 ATA Driver Compensation Study Executive Summary*. Retrieved March 1, 2023 from https://ata.msgfocus.com/files/amf_highroad_solution/project_2358/ATA_2022_Driver_Compensation_Study_-_Press_Executive_Summary.pdf (accessed March 1, 2023).
- America's Health Rankings - United Health Foundation. (2022). *Health of Those Who Have Served Report 2022*. Retrieved March 27, 2023, from <https://assets.americashealthrankings.org/app/uploads/2022-health-of-those-who-have-served-report-executive-brief.pdf>.
- Andrusaitis, S. F., Oliveira, R. P., & Barros Filho, T. E. (2006). Study of the prevalence and risk factors for low back pain in truck drivers in the state of São Paulo, Brazil. *Clinics (Sao Paulo, Brazil)*, 61(6), 503–510. <https://doi.org/10.1590/s1807-59322006000600003>
- Bachmann, L. H., Lichtenstein, B., St Lawrence, J. S., Murray, M., Russell, G. B., & Hook, E. W., 3rd (2018). Health Risks of American Long-Distance Truckers: Results From a Multisite Assessment. *Journal of occupational and environmental medicine*, 60(7), e349–e355. <https://doi.org/10.1097/JOM.0000000000001319>
- Center for Disease Control and Prevention. (2018, January 11). *About three in ten US veterans use tobacco products*. CDC Newsroom. Retrieved March 27, 2023, from <https://www.cdc.gov/media/releases/2018/p0111-tobacco-use-veterans.html>.
- Consortium for Health and Military Performance, Uniformed Services University. (2022). *Total force fitness*. 2022 TFF-WH Summit. Retrieved March 29, 2023, from <https://sites.google.com/usuhs.edu/2022-tff-wh-summit/about-us/total-force-fitness>
- Defense Manpower Data Center (DMDC) (2021, November 30). FY 2019 Strength and Separations by MOC [Dataset].
- Department of the Army - Deputy Chief of Staff, G-1, and People Analytics, Office of the Assistant Secretary of the Army. (2021). *Department of the Army Career Engagement Survey: First Annual Report*. https://talent.army.mil/wp-content/uploads/2021/11/DACES-Annual-Report_JUNE2021.pdf
- Department of Defense, Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy. (2021). (rep.). *2021 Demographics Report: Profile of the Military Community*. Retrieved from <https://download.militaryonesource.mil/12038/MOS/Reports/2021-demographics-report.pdf>.
- DOD SkillBridge. (n.d.). Industry Partners / Employers. Retrieved March 28, 2023, from <https://skillbridge.osd.mil/industry-employers.htm>
- Electronic Code of Federal Regulations. (n.d.). *Federal Motor Carrier Safety Regulations*. Retrieved March 31, 2023, from <https://www.ecfr.gov/current/title-49/subtitle-B/chapter-III/subchapter-B/part-383/subpart-A/section-383.5>
- Federal Motor Carrier Safety Administration. (2022, JulFebruary 28). *Commercial Driver's License: Drivers.Motor Vehicle (CMV) Operator Safety Training Grant*. FMCSA.DOT.GOV. Retrieved March 27, 2023, from <https://www.fmcsa.dot.gov/grants/cmv-operator-safety-training-grant/commercial-motor-vehicle-cmv-operator-safety-training>. <https://www.fmcsa.dot.gov/registration/commercial-drivers-license/drivers>.
- Federal Motor Carrier Safety Administration. (2022, May). *Even exchange program (knowledge test waiver)*. FMCSA. DOT.GOV. Retrieved March 27, 2023, from <https://www.fmcsa.dot.gov/even-exchange-program>
- Federal Motor Carrier Safety Administration. (2021, July 1). *Military skills test waiver program*. FMCSA.DOT.GOV. Retrieved March 27, 2023, from <https://www.fmcsa.dot.gov/military-skills-test-waiver>
- Federal Motor Carrier Safety Administration. (2022, March 23). *Under 21 military CDL Pilot Program Update*. FMCSA. DOT.GOV. Retrieved March 27, 2023, from <https://www.fmcsa.dot.gov/registration/commercial-drivers-license/under-21-military-cdl-pilot-program-update>

- Hege, A., Lemke, M. K., Apostolopoulos, Y., & Sönmez, S. (2018). Occupational health disparities among U.S. long-haul truck drivers: the influence of work organization and sleep on cardiovascular and metabolic disease risk. *PLoS one*, 13(11), e0207322. <https://doi.org/10.1371/journal.pone.0207322>
- Metabolic syndrome a risk for veterans with PTSD*. UC Health - UC San Diego. (2009, January 8). Retrieved March 27, 2023, from <https://health.ucsd.edu/news/2009/Pages/1-8-ptsd.aspx>
- National Tank Truck Carriers. (2022). *NTTC Tank Truck Market Analysis and Cottingham and Butlers Driver Compensation and Benefits Study*. Retrieved March 28, 2023, from <https://www.tanktruck.org/Public/Public/Learn/Publications.aspx>
- New legislation to improve lives of warriors exposed to toxic substances - project advocacy news: WWP*. Wounded Warrior Project. (n.d.). Retrieved March 27, 2023, from <https://www.woundedwarriorproject.org/programs/government-affairs/project-advocacy-news/new-legislation-to-improve-lives-of-warriors-exposed-to-toxic-substances>
- Office of the Chairman of the Joint Chiefs of Staff. (2011, September 1). *Chairman's Total Force Framework* (CJCSI 3405.01). https://www.jcs.mil/Portals/36/Documents/Library/Instructions/3405_01.pdf?ver=2016-02-05-175032-517
- Sieber, W. K., Robinson, C. F., Birdsey, J., Chen, G. X., Hitchcock, E. M., Lincoln, J. E., Nakata, A., & Sweeney, M. H. (2014). Obesity and other risk factors: the national survey of U.S. long-haul truck driver health and injury. *American journal of industrial medicine*, 57(6), 615–626. <https://doi.org/10.1002/ajim.22293>
- To end it all: American truck driver suicide*. Pride Transport. (2020, January 16). Retrieved March 27, 2023, from <https://www.pridetransport.com/news-and-events/to-end-it-all-american-truck-driver-suicide/>
- The United States Government. (2021, December 16). *Fact sheet: The Biden-Harris Administration Trucking Action Plan to Strengthen America's trucking workforce*. The White House. Retrieved from <https://www.whitehouse.gov/briefing-room/statements-releases/2021/12/16/fact-sheet-the-biden-%E2%81%A0harris-administration-trucking-action-plan-to-strengthen-americas-trucking-workforce/>
- U.S. Army. (2020, October 1). *The U.S. Army Holistic Health and Fitness Operating Concept: The U.S. Army's System for Enhancing Soldier Readiness and Lethality in the 21st Century*. https://www.army.mil/e2/downloads/rv7/acft/h2f_operating_concept.pdf
- U.S. Bureau of Labor Statistics. (2021, May). *Bus Drivers, School*. Occupational Employment and Wage Statistics. Retrieved March 28, 2023, from <https://www.bls.gov/oes/current/oes533051.htm>
- U.S. Bureau of Labor Statistics. (2021, May). *Bus Drivers, Transit and Intercity*. Occupational Employment and Wage Statistics. Retrieved March 28, 2023, from <https://www.bls.gov/oes/current/oes533052.htm>
- U.S. Bureau of Labor Statistics. (2021, May). *Heavy and tractor-trailer truck drivers*. Occupational Employment and Wage Statistics. Retrieved March 28, 2023, from <https://www.bls.gov/oes/current/oes533032.htm>
- U.S. Bureau of Labor Statistics. (2021, May). *Light Truck Drivers*. Occupational Employment and Wage Statistics. Retrieved March 28, 2023, from <https://www.bls.gov/oes/current/oes533033.htm>
- U.S. Bureau of Labor Statistics. (2021, May). *The May 2021 estimates*. Occupational Employment and Wage Statistics. Retrieved from <https://www.bls.gov/oes/notices/2023/may-2021-estimates-were-the-first-oes-estimates.htm>
- U.S. Bureau of Labor Statistics. (2021, May). *National Occupational Employment and Wage Estimates*. Retrieved March 28, 2023, from https://www.bls.gov/oes/current/oes_nat.htm
- U.S. Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Delivery Truck Drivers and Driver/Sales Workers, at <https://www.bls.gov/ooh/transportation-and-material-moving/delivery-truck-drivers-and-driver-sales-workers.htm>
- U.S. Census Bureau. (2021). *American Community Survey, Veteran Status, 2021: ACS 1-Year Estimates Subject Tables*. U.S. Department of Commerce. Retrieved from <https://data.census.gov/table?q=S2101&tid=ACSST1Y2021.S2101>
- U.S. Bureau of Labor Statistics. (2021, May). *The May 2021 estimates*. Occupational Employment and Wage Statistics. Retrieved March 27, 2023, from <https://www.bls.gov/oes/notices/2023/may-2021-estimates-were-the-first-oes-estimates.htm>

- U.S. Department of Commerce and Department of Labor. (n.d.). *The good jobs initiative*. DOL.GOV. Retrieved March 27, 2023, from <https://www.dol.gov/general/good-jobs/principles#:~:text=Good%20jobs%20are%20the%20foundation,and%20the%20entire%20U.S.%20economy>.
- U.S. Department of Veterans Affairs. (2018). *Diabetes Information*. Nutrition and Food Services. Retrieved March 27, 2023, from [https://www.nutrition.va.gov/Diabetes.asp#:~:text=Consistent%20with%20the%20National%20Health,Administration\(VHA\)%20have%20diabetes](https://www.nutrition.va.gov/Diabetes.asp#:~:text=Consistent%20with%20the%20National%20Health,Administration(VHA)%20have%20diabetes).
- U.S. Department of Veterans Affairs, Office of Mental Health and Suicide Prevention. 2022 National Veteran Suicide Prevention Annual Report. 2022. Retrieved March 27, 2023 from https://www.mentalhealth.va.gov/suicide_prevention/data.asp.
- U.S. Department of Veterans Affairs. (2020, May). *Spotlight on Obesity*. Health Services Research and Development. Retrieved March 27, 2023, from <https://www.hsrd.research.va.gov/news/feature/obesity.cfm>
- Wounded Warrior Project. (2021). *New legislation to improve lives of warriors exposed to toxic substances*. Project Advocacy News. Retrieved March 28, 2023, from <https://www.woundedwarriorproject.org/programs/government-affairs/project-advocacy-news/new-legislation-to-improve-lives-of-warriors-exposed-to-toxic-substances>
- ZipRecruiter. (2023, March). *Teamster Truck Driver Salary*. Retrieved from <https://www.ziprecruiter.com/Salaries/Teamster-Truck-Driver-Salary>

APPENDIX C – VETERAN SERVICE ORGANIZATION GROWTH GROUP MESSAGING RECOMMENDATIONS

Audience	Barrier to Entry and Messaging Recommendation	Crafted By
Active Duty, National Guard, Reserve, Veterans, Spouses	<p>Barrier: Many service members (active duty, National Guard, Reserve), veterans, and spouses are unaware of opportunities in the trucking industry and have a skewed perception of what this type of career looks like.</p> <p>Recommendation: Develop a messaging strategy to counter inaccurate perceptions of careers in the trucking industry, as well as focus on current opportunities.</p> <ul style="list-style-type: none"> • The criticality of the trucking industry to economic and national security and the call to serve your community. • The ability to earn sustainable wages, affordable healthcare, job stability and benefits. • How to qualify for the career and the exam requirements—understanding what the test looks like. • Focus on the variety of careers in the trucking industry and opportunities for military-connected, women, and minorities while highlighting the already diverse population within the industry. • The high-level training that drivers receive to ensure they are safe on the roads and highways/technological improvements to ensure that drivers are safe. • Opportunities for spouses to have careers in the trucking industry (e.g., school bus drivers), and raise a family. • Support systems/resources available to support veterans and their families. 	Trucking Industry
Trucking Industry, Employers	<p>Barrier: The trucking industry lacks understanding of military culture and occupational specialties.</p> <p>Recommendation: Develop a messaging strategy that addresses why people serve in the military and the skill sets that are developed over the course of a military career. This strategy should specifically focus on:</p> <ul style="list-style-type: none"> • Service members and their families have a strong propensity to the idea of service and purpose—this continues after military service ends. • While many service members are trained in specialized skill sets (e.g., truck drivers), many military occupations are general in nature (e.g., infantry) and these generalists possess both leadership skills and soft skills that are critical to successful trucking careers. Employers shouldn't limit themselves to those coming from Military Occupational Codes (MOCs) that directly relate to trucking and open the pipeline to other military occupations. • The focus that the military puts on family remains with military members after service. Once the service member transitions to the civilian sector, the support system many times shifts from the whole family to just the employee. While pay and benefits are attractive, the various family supports/resources that are currently in place are also very important to military families. 	Veteran Service Organizations (VSOs) with support of the Department of Veterans Affairs (VA)
Military Service Leadership in all Military Branches	<p>Barrier: Military leaders often have a perception that attractive post-military careers have a negative impact on retention and the positive impact it has on recruiting.</p> <p>Recommendation: Recruiting Commands in every branch of service should first seek out research that addresses the issue of why service members separate or retire from the military. If supported by previous research, develop a messaging strategy that emphasizes the role that those who have served have in influencing young people to join the military. The goal is to encourage military leadership at all levels to prepare service members for post-military careers as soon as possible and reduce the negative perception that some leaders have.</p> <ul style="list-style-type: none"> • In 2021, as part of the Army's Talent Management Task Force (ATMTF), a new annual survey was instituted –The Army Career Engagement Survey—that provides Army leaders insight into the reasons why soldiers stay or leave the active-duty force. Soldiers also receive this survey 180 days before separating. According to the results of nearly 38,000 troops that responded, the top five reasons for leaving the Army were related to their families: <ul style="list-style-type: none"> • Effects of deployments on family or personal relationships — 51.9% • Impacts of Army life on significant other's career plans and goals — 48.3% • Impacts of Army life on family plans for children — 47.2% • The degree of stability or predictability of Army life — 43.6% • Impact of military service on my family's wellbeing — 43.2% (Department of the Army, 2021). 	Service Branch Recruiting Commands

