

## TRIMAC PROJECT EXECUTIVE SUMMARY

This report was commissioned to cover a comprehensive overview of why training at Trimac may be perceived as ineffective with respect to driver and administrator positions. Transportation companies are under constant pressure to be as efficient as possible; this is due to the nature of transporting raw and manufactured material goods. As goods are being transported between the supplier and customer there is no value added to the product. Therefore, the transportation industry is forced to have strict cost efficiency measures to be able to provide inexpensive transportation to suppliers. However, cost efficiency comes at a price, which makes differentiation between transportation companies essential to the means of success.

Trimac has successfully built a reputation for safe and reliable transportation that has helped sustain it as one of the top trucking companies in North America. Although, there exists a problem with Trimac's training programs that lack to provide effective job specific training, which administers insight on exact duties to its employees. It also lacks the proficiency in providing information to employees needed to motivate their progression in Trimac through succession planning.

The approach that is covered by this report follows a simple guideline: analysis of the inherent problems discussed above, primary research in the form of personal interviews with employees, process overview that consists of current and updated systems, and finally recommendations and implementation plan.

Focus in the approach was subject to changes over the course of the project. The initial anticipated results of the problem solely targeted drivers training was adjusted after concluding that the driver training was sufficient with regards to providing effective job specific insight of duties. The focus was then shifted to analyse the base controls within Trimac, which existed in the branch offices. The branch office was considered to be the problem as the process was found to be inefficient and contain wastes. Lean Management tools were then employed to eliminate wastes and provide feasible solutions. The scope addressed was concentrated on the Ogden Road branch in Calgary, Alberta.

Recommendations include defining new job positions by restructuring them to match responsibilities and workflow, reduce redundancy and overwork of tasks, and improve employee self-efficacy. Training recommendations include enforcing accountability measures to increase mandated training updates in order to reduce complacency accidents. Increase "Ride-A-Long" training methods from safety

officers, as well as tenured drivers in a mentoring program. Lastly, Building a culture around safety to improve accident awareness, cost savings, and empower Trimac's workforce.