

New Hire Training: Wingman Guide

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Many thanks to all of the Driver Trainers, Market Managers, and Territory Managers who provided us with feedback that greatly improved the quality of this program.

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Wingman Facilitation Guide

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Introduction

Thank you for being a critical part of the success of the New Driver Training Program and the company. You help make this program flexible and easily customized to fit the needs of the new hire you'll be working with. In this guide, we've provided all the content you'll need in order to successfully train a new driver. The scheduling, the pace, and the style is all up to you and your manager. The elements of the training program that are critical to your role are:

- **The Delegation Schedule:** As soon as their second day, a new driver should start driving the PODS truck and taking over low risk, low difficulty tasks on their ride-alongs with you. The delegation schedule lays out those tasks in 6 Phases to help pace the increase of task risk and difficulty as the new driver gains experience and competency. The phases are not rigid or comprehensive—you can add to them and reorder them to fit with your location, your new hire, and your schedule. Just be sure your trainee checks tasks off as they observe them, and you sign off on tasks as the trainee performs them.
- **The Tell – Show – Prove – Review Cycle:** The most critical component of this training program is the Tell, Show, Prove, Review cycle. The training for each task should start with you explaining **(tell)** and demonstrating the task **(show)** before the trainee attempts the task themselves **(prove)** and you provide feedback **(review).** This cycle ensures that a trainee has been given instructions for and observed a demonstration of a task before attempting it themselves, reducing the risk for injury or damage.

The training team believes in continuous improvement, if you have any ideas on how to make this program better in any way, please reach out to the Corp Ops Training Team at DriverTraining@PODS.com.

How to Use This Guide

Driver Training Stage	What to Read	When to Read
Stage 1: Observation **Starts:** Driver Day 1 **Lasts:** 1 – 2 Days During this stage, the new driver goes on 1 – 2 ride alongs with you where they are only observing.	Pgs. 1-16	Before the new hire starts
Stage 2: Hands On **Starts:** New Driver Day 2 or 3 **Lasts:** ~ 3 – 5 Days During this stage of training, the new hire should start driving the PODS truck and taking on low difficulty, low risk tasks while on ride-alongs with the you (i.e. tagging containers, filling out a driver log, unloading an empty PODZILLA from a truck, etc.).	Phase 1 (pgs. 17-24)	After the new hire completes an observation ride-along
	Phase 2 (pgs. 25-29) Phase 3 (pgs. 30-31)	After the new hire completes the Phase 1 Milestone in UKG
Stage 3: Hands On/Assessment **Starts:** ~ Week 2 **Lasts:** ~ 1 Week During this stage of training, the new hire should start taking on higher difficulty, higher risk tasks while on ride-alongs with the you (i.e. delivering and retrieving both empty and full containers). At the end of this stage, your Market Manager should assess the new driver using the New Driver Training Practical in PODS U.	Phase 4 (pgs. 32-37) Phase 5 (pgs. 38-39) Phase 6 (pgs. 40-41)	After the new hire completes the Phase 3 Milestone in UKG
Stage 4: Solo **Starts:** ~ Week 3 **Lasts:** ~ 1 Week During this stage of training, the new hire should be running reduced solo routes.	N/A	N/A

Note: If the driver also needs forklift training, you (or a Storage Center Worker) should follow the same **Tell, Show, Prove, Review** cycle and reference the **Warehouse Delegation Schedule** (page 40).

Guidelines & Responsibilities

The Wingman plays a critical role in the development of our new drivers. The wingman will need to understand federal and provincial regulations as well as PODS policies and best practices. This includes knowledge of defensive driving techniques, customer service standards, equipment operations and maintenance, and emergency procedures. Additionally, the wingman will need to maintain a Samsara Safe Driver score of 95 or above and a clean incident record. On top of being a high performer in these areas, the wingman will also need to be a strong communicator and leader.

The wingman role includes:



Providing Practical Training

The wingman will offer hands-on instruction behind the wheel, in the warehouse, and at the job site, allowing trainees to apply what they've learned on the job; This will involve teaching basic skills, such pre-op checks and 4ft cone placement, as well as more advanced skills like container delivery and container flips. Above all, the wingman will deliver quality results, whether that means producing an exceptionally trained PODS driver or efficiently identifying a new hire that isn't the right fit for the job.



Delivering Exceptional Customer Service

The wingman is sensitive to customer needs (both internal and external) and proactively addresses those needs. This includes projecting a positive, professional image, making a positive first impression, and gaining the respect and trust of others through personal image and demeanor. For the wingman, customer satisfaction is high priority.



Assessing Trainee Performance

The wingman will need to regularly evaluate trainee progress, identifying areas where additional instruction is needed and providing constructive feedback to help improve performance. The wingman will also meet with the Market Manager to report on new hire training and progress.



Promoting Safety Culture

It's critical that the wingman instill a safety-conscious mindset in trainees by emphasizing the importance of following rules and procedures, maintaining focus while driving and operating equipment, and prioritizing the safety of customer property, themselves, and others.



Staying Current with Business Practices

With the assistance of the Corp Ops Training Team, the wingman will be continuously updating their knowledge and skills to reflect changes in regulations, technology, and best practices within the transportation industry as well as at PODS. This may involve attending training seminars and participating in professional development courses.



Adhering to Ethical Standards

The wingman must demonstrate uncompromising adherence to ethical principles and honesty in all actions. This included conducting training in an ethical and professional manner, respecting the diversity of all trainees and treating all individuals with fairness and respect; admitting to and correcting mistakes promptly; and assuming full responsibility and accountability for their actions.



Being a Role Model
Most importantly, the wingman must demonstrate safe practices and professionalism at all times, serving as a positive example for trainees to emulate. This means adhering to company policies, striving to do things right the first time, working with peers and management to reach “best practice” solutions for the organization, and considering the impact of decisions or actions on the overall organization. This also includes speaking clearly and professionally, as well as staying calm and even-tempered when handling a crisis or stressful situation. The wingman is able to recognize and respond effectively to unexpected situations or adverse conditions.

Overall, the primary goal of a wingman is to equip trainees with the knowledge, skills, and attitudes necessary to become safe, competent, and responsible PODS drivers.

Wingman Compensation

Wingmen are eligible for two $100 spot bonuses as recognition for their additional work during the training process.

First Bonus: $100 - paid upon the new hire’s completion of training.

The training is considered complete when the New Driver (participant) and the Wingman have signed off on the applicable skills listed in the *New Driver Participant Guide* (Driver Delegation Schedule and/or Forklift Delegation Schedule). Both the "Observations" and "Prove" columns should be fully signed off.

This spot bonus should only be submitted by the Market Manager once the MM has verified that the checklists are complete.

Second Bonus: $100 - paid after the New Driver has successfully completed the manager-led practical assessment and reached 90 days of employment.

This spot bonus should only be submitted by the Market Manager after the new hire passes their practical(s) and has been with PODS for 90 days (from start date in UKG).

Note:

- **The bonuses can only be distributed to one Wingman** (they cannot be split between more than one person), so best practice (if there are multiple wingmen at one location) is to assign each new hire to one Wingman, rather than having multiple wingmen train one new hire.
- **The assigned Wingman must conduct at least 80% of the new hire’s training** in order to receive the bonus for that trainee. This allows flexibility for call outs, but **best practice is to align the new hire’s schedule with the Wingman’s schedule.**
- If another Wingman or uncertified associate needs to cover a day of the new hire’s training while the Wingman is out, **that associate will receive a $25 spot bonus for that day.**

How to Conduct an Effective Training

You will conduct most of your training during ride-alongs. During a ride-along with a trainee, you will have extended time at and between jobs on your route. This additional time allows you to deliver a comprehensive **Tell, Show, Prove, Review** training. This method ensures that you, as the trainer, can fully explain the task and that the trainee can successfully execute the tasks by the end of the training.

Tell: Introduce the topic, explain what will be covered, and provide context.

- **Instructions:** The trainee will need two sets of instructions:
  - First, the instructions for the task itself.
  - Second, the instructions for the demonstration.
- **Purpose:** Provide a compelling reason for the task. This should include an explanation of the issues and consequences the task helps avoid or how it improves their job or outcomes.
- **Desired Outcomes:** Define any objective measurements that determine the success of the task.
- Demo Instructions, Purpose, and Desired Outcome for each task can be found in the Delegation Schedule Guide.

Show: Demonstrate the task or concept to the trainee. During any demonstration, adhere to all safety guidelines and mandates.

- **Steps:** If possible, have the trainee read out the step-by-step instructions while you demonstrate.
- Step by Step Instructions for many technical tasks, such as PODZILLA operations and forklift fueling, can be found in the back of the new driver's Participant Guide. Those page numbers are provided in the Delegation Schedule Guide.

Prove: Have the trainee perform the task or apply the concept to demonstrate their understanding.

- **Observe:** Observe the trainee as they perform the task, offering minimal guidance and corrections until after the task is completed.
- **Assessment:** Pose questions to assess their understanding and reinforce learning.

Review: Summarize and reinforce what was learned, and ensure the trainee is confident in their understanding.

- **Feedback:** Provide feedback in two categories: what went well and what needs improvement.
- **Outcomes:** Reiterate all desired outcomes and clearly state whether those outcomes have been met.

Practicing this method ensures that learners are not only informed but also have the opportunity to apply and reinforce their knowledge through practical engagement.

Critical Training Procedures

It is mandatory that all trainers adhere to the following guidelines during training sessions involving forklifts or any other heavy equipment:

1) **Demonstrations from the Trainer:** Trainers must physically demonstrate the operation of the equipment from the driver/operator seat. Trainees should observe the trainer's actions firsthand to understand proper techniques and safety procedures.
2) **Trainee Observation:** Trainees should not be seated in the driver/operator seat during demonstrations. Instead, they must observe the trainer's actions from a safe distance to grasp the necessary skills and procedures.
3) **Trainee Operation:** Only after clear instructions and a comprehensive demonstration has been completed can the trainee practice operating the unit themselves.
4) **Trainer Certification:** Trainers must be fully certified on the specific equipment they are training others to operate. This ensures that they possess the expertise and knowledge required to effectively teach proper handling techniques and safety protocols.

By enforcing these protocols, we aim to enhance the safety of our operations and minimize the risk of accidents or injuries associated with forklift and heavy equipment operations. Compliance with these guidelines is non-negotiable and failure to adhere to them will result in disciplinary action.

We understand the importance of thorough training in ensuring the safety and efficiency of our workplace. Therefore, we urge all trainers to prioritize adherence to these protocols and provide comprehensive and hands-on instruction to all trainees.

Moving Up



New Driver Day 1

Wingman Introduction

Timing: 15 minutes

Introduce yourself:

- Share your background, qualifications, and experience.
- Ask the new driver about their background and any question or concerns they may have.

Discuss Expectations and Goals:

- Explain what the new driver can expect from the training program.
- Review safety procedures and guidelines.
- Emphasize the importance of safety during training sessions and on the road.

"Know Zone" Demonstration

Timing: 15 minutes

Materials:

- Measuring tape
- 6 cones
- PODZILLA loaded on CMV with an empty container
- PPE

NOTE: All training activities should be completed in an area that does not endanger the trainee or other associates.

Set-Up:

1. Set up a PODZILLA, either on or off a truck, in a wide-open space.
2. **Explain:** *As a responsible operator, one must stay alert and attentive of their surroundings. All operators MUST know their surroundings and the environment they are operating in. The "Know Zone" extends 25 feet around and above all active equipment. A safe operator is always aware of their "Know Zone." No one is permitted in the 25-foot zone while the equipment is in operation.*
3. Ask the trainee to place cones around the PODZILLA where they think the 25-foot-zone extends to.
4. After the trainee places the cones, measure out 25-feet to see how accurate the trainee was. Move the cones if needed to show the actual 25-foot zone so the trainee can visualize how big the "Know Zone" is.
5. **Explain:** *Knowing your "Know Zone" is critical to our own safety, as well as the safety of others, our equipment, and customer property. While operating a forklift or truck, you should keep your head on a swivel so you can see everything that's happening around you. You should also Get Out and Look in tight or tricky spaces to make sure you have enough clearance. With the PODZILLA, you should periodically stop to Go Over and Look to make sure you have clearance on all sides of the lift.*

PODZILLA Demo & Practice (Recommended)

Timing: 30 minutes

Materials:

- PODZILLA loaded on CMV with container
- PPE

Instructions:

1. **Say:** *This is the PODZILLA. It's a hydraulically operated proprietary container lifting system, designed for the sole purpose of delivering and retrieving PODS containers while minimizing the shifting of contents by keeping the containers level. This ensures that people's belongings are safe and gives us an edge in the market by enabling us to make deliveries that others can't. This unit has been fueled and inspected using our Pre-Ops checklist. You will learn more about that during your training.*
2. **Give a tour of the lift. Be sure to point out all major components:**
    a. *Power Rack:*
        i. 5HP Gasoline Powered Engine
        ii. Fuse box (behind the engine)
        iii. 5 Gallon Fuel Tank
        iv. Control Tree
            1. Lift control arm assembly (5 control arms)
            2. Drive control arm assembly (2 control arms)
        v. 10 Gallon hydraulic oil reservoir
        vi. Hydraulic pump assembly
        vii. 12-VDC battery
        viii. Cascade reels, hydraulic hose loom, and hoses
    b. Spreader rails (front and rear) – each rail includes 8 wear disc plates housing 2 wear discs
    c. Side rails (left and right)
        i. 2 each lift chain assemblies with sliders (used to lift container)
        ii. 1 each drop down spreader wheel assembly
    d. Vehicle lift ram assemblies – each includes 8 wear disc plates housing 2 wear discs
        i. 2 each at front with castor wheel assembly attached (castor wheel assemblies include 2 each rotating castor wheels)
        ii. 2 each at rear with drive wheel assemblies attached (drive wheel assemblies include 2 each drive wheels, drive wheel motor, axel, and drive chain)
    e. Hydraulic fittings at all junction points
3. ***Say:*** *Today I'm going to demonstrate how the PODZILLA unloads onsite at a drop-off so that you have a sense of this job. Then I'll have you operate the PODZILLA on its own to get a feel for the controls. While I operate the PODZILLA, I'm going to have you stand about six feet back so you can still see what I'm doing. Do you have any questions?*
4. Unload the container from the truck using the PODZILLA.
5. Place the container.
6. Walk the PODZILLA off the container.

7. Once the PODZILLA is off the container, explain what you just did and give the trainee the opportunity to ask questions.
8. **Say:** *The PODZILLA is about 10ft tall by 8ft wide by 22ft long when fully retracted and 15ft tall by 12 ft wide by 22ft long when fully expanded. That's why we need at least 12 ft of width, 40 ft of length and 15ft of height in clearance for every job to accommodate the size and movement of the machine. Just on its own, without a container, the PODZILLA weighs about 6000 lbs. It's a powerful machine that can do a lot of damage if not handled correctly, which is why it's critical that we take our time, complete out site hazard assessments, and operate with caution.*
9. Have the trainee put on gloves and guide them through turning on the PODZILLA.
10. Have the trainee push and pull each lever while you explain each movement:
    a. Push/pull operation of each control arm
        i. Pushing a drive lever will make the drive wheels move forward
        ii. Pulling will make the drive wheels move backward.
    b. Pull the ram control arms and the rams will push down, lifting the PODZILLA up.
    c. Pushing the control arms will raise the wheels, lowering the PODZILLA.
    d. Place special emphasis on any special circumstances, such as uneven terrain requiring an uneven lift to keep the container level.
11. Give the trainee step by step instructions to:
    a. Lower and raise the lift
    b. Open and close the lift
    c. Walk the lift forward
    d. Walk the lift backward

Truck Equipment Checklist

On the new hire's first ride along, walk through the Truck Equipment Checklist with them to make sure they're familiar with what should be in their truck and where it's stored.

Truck Cab			
12-inch Traffic Triangles x 3		Sharpie	
Spare Fuses (Truck specific)		Flashlight	
5B:C Fire Extinguisher – Charged		Hands free Headset	
Secured,		Cell Phone Holder	
Not Expired		Cell Phone Charger	
First Aid Kit		Trash Bag	
Spill Kit		Tags - Green, Orange & Red	
Spare Disc Locks (Minimum 10)		Tape Measure (Minimum 20ft)	
Spare Tie Down Strap		Snow/Ice Scraper (as needed)	
LEO Binder (Law Enforcement Officer)			
Registration		International Fuel Tax Agreement (IFTA) Certificate	
IRP Cab Card (International Registration Plan)		Annual Inspection Report	
Proof of Insurance		Any State and Local Specific Docs/Permits	
Samsara ELD (Electronic Logging Device) Card		Registration (Trailer)	
Driver Binder			
Accident Kit (Liberty Mutual)		Weigh My Truck Instructions	
Post-Accident Checklist		Cheetah Picture Guide	
Whip Around DVIR instructions		FMCSA (Federal Motor Carrier Safety Administration) Regs and Restrictions	
Property & Container Placement Waivers		Reporting Property Damage Standard Work	
Whip Around User Guide		Copy of Lease/Rental Agreement or Letter (If applicable)	
Toolbox			
Wheel Chock		Orange Traffic Cones (3 collapsible Triangles)	
PODS Customer Locks		Composite Track Mats (with handhold cutouts)	
Push Broom		Leveling kit (Commercial container)	
Dustpan		Track Mats 3x6 (4qty)	
Trash Bags (4 gallon)		Breaker Bar	
Shovel		Cam Buckle Straps	
Driver			
Gloves		Safety Toe Footwear	
Safety Glasses		Inclement Weather Gear	
Hi visibility vest (Velcro closures)		Uniform	



Driver Delegation Schedule Guide

In this section you'll find each task on the Driver and Warehouse Delegation Schedules broken down with:

- **Estimated Timing** – How much time we estimate it will take a new driver to complete this task the first few times they do it.
- **Job Type** – The type of job on a route a task can be completed on (i.e. "Delivering an empty container" can only be completed on a NEW job).
- **Participant Guide** – Pages numbers correspond with resources listed in the New Driver Participant Guide—for many of the tasks, these resources include step-by-step instructions you can utilize with the trainee in the Tell portion of training.
- **Instructions/Purpose/Desired Outcome** – This scripting does not have to be followed word-for-word, but it does outline the information that's important to convey to a trainee—what we're doing, why we're doing it, and how we know we did it well.
- **Critical Points** – These are critical talking points that you MUST review with the trainee. They reference company standards and best practices, as well as critical safety procedures.

These outlines provide guidance for the **Tell** portion of the **Tell, Show, Prove, Review** training sequence.

CMV and POZILLA



Phase 1

Begin: New Driver Day 1 or 2

Tasks:

1. CMV DVIR & PODZILLA Pre-Op using Whip Around
2. Complete the Driver's Log
3. Use the safety cone for structural awareness
4. Set out cones for traffic safety
5. Assess the quality of the container based on brand standards
6. Tag the container
7. CMV & PODZILLA Post-Trip using Whip Around

Facilitator Instructions:

CMV DVIR & PODZILLA Pre-Op using Whip Around

<table>
<tr><td>Estimated Timing:
30 minutes
Job Type: Any
Participant Guide:
• CMV DVIR Evaluation Criteria pg. 19
• PODZILLA Pre-Op Check Evaluation Criteria pg. 29</td><td>Instructions: We use an app called Whip Around to record our pre-trip inspections on the truck and PODZILLA—it helps us remember all the steps we need to complete and keeps a record of inspections for each truck and PODZILLA. While I complete the pre-trip, you're going to follow me and read out the next steps in Whip Around.

Purpose: Completing these daily inspections is important for the maintenance and safety of our equipment. We're going to do this process together the first time so you can learn the specifics of the PODS truck and the PODZILLA, and so you can become familiar with Whip Around.

Desired Outcome: If you do this process completely and correctly, it should take you no less than 10 minutes and no more than 15 minutes. You should also pass every inspection, start every route with working equipment, and show up to each job with everything you need.</td></tr>
<tr><td colspan="2">Trainer Guidance
• Define each step of the process as you complete it.
• Walk through the inspection pointing out each item being inspected while explaining the importance of the required check, i.e. fuel tank straps—a loose or missing strap can cause the fuel tank to vibrate, move or even dislodge causing a possible catastrophic outcome.</td></tr>
<tr><td colspan="2">Critical Points:
• Complete CMV DVIR and PODZILLA inspections in Whip Around.
• Follow all prompts, note defects, and attach pictures if needed.
• Restart if interrupted to avoid skipping steps.
• CMV:
  ○ Common violations: lights, tires, brakes.
  ○ Consistency ensures thorough inspections.
• PODZILLA:
  ○ Requires daily checks to prevent malfunctions.
  ○ Always check the oil before starting the engine.</td></tr>
</table>

- Then run the engine for a few minutes before testing the hydraulics.
- Inspect welds, lift chains, hooks, eyelets, and cotter pins for damage.
- Fuel: 5 gallons (87 octane); maintain over 1 gallon.
- Engine Oil: 1 ½ quarts (10w/30).
- Hydraulic Oil: 10 gallons; gauge between ½–¾.
- Tire Pressure: Drive wheels (100psi); Caster wheels (90psi).

Complete the Driver's Log

Estimated Timing: n/a	**Instructions:** *As we complete our route today, I'm going to have you read off and fill out the Driver's Log.*
Job Type: Any	
Participant Guide: • PODS Acronyms on pg. 44	**Purpose:** *It's important that you're able to read and fill out the Driver's Log—it's your backup in case Cheetah goes down, and it serves as a physical record of your routes.* **Desired Outcome:** *If you use your Driver's Log correctly, you'll be able to accurately prep for your route at the start of the day and you'll turn your log in at the end of the day with the Container Column, Start/End Times, Fuel, Notes, and Breaks filled out.*

Critical Points:

- *Because technology isn't always reliable, your Driver's Log serves a physical backup for your route. You should always cross-check your route in Cheetah with your Driver's Log before taking off for the day. You'll fill in the Driver's Log as your go and turn it in at the end of each day.*
- *You should record your start and end time, breaks, and fueling in Cheetah, but make sure you also fill it out on the Driver's Log. Having both formats makes sure we always have accurate records.*
- *The "Move Type" column lets you know what you need prepare for—for example if you see NEW you know it's a new job—you'll need an empty container that's up to brand standards, and you should check the notes to see if the customer ordered any blankets or locks that you'll need to bring with you. If you see FPU or WRT, you know you need to show up with an empty truck.*
- *For NEW jobs, make sure you fill in all the "Container Column" with the container number—it's really important that we keep track of where containers are and who is renting them.*
- *If you get a job added on to your route, you should record all the job's information in one of the blank lines on the Driver Log and write "Add-On" in the notes column.*

Use the safety cone for structural awareness

Estimated Timing: 15 minutes **Job Type:** NEW, RDL **Participant Guide:** • Safe Container Delivery Job Aid – on the Intranet	**Instructions:** *I'm going to conduct a site hazard assessment and identify any structures, then I'll ask you to place safety cones following the 4ft rule. After you place cones, I'll review your placement, make any necessary adjustments, and then we'll discuss.* **Purpose:** *Placing cones 4ft from any structure is part of the site hazard assessment, which you'll do in phase two. The cones represent the closest a container can be to a structure to make sure there's a clear operational pathway for the PODZILLA. We're going to practice this now to start building the habit of placing these cones.* **Desired Outcome:** *If you do this correctly, you should have a photo of the cone placement uploaded to Cheetah and you'll be able to place the container without incident.*
Critical Points: • *One of the required Cheetah photos is of the structural awareness cone placement.* • *Structures include houses, garages, carports, buildings, fences, retaining walls, support beams, etc.* • *The 4-foot measurement starts at the outermost edge of any structure, so be sure to account for any overhangs like gutters, balconies, porches, etc.* • *You should also maintain a 4ft distance from any ground level accessories like electrical boxes, basketball goals, trees, bushes, mailboxes, etc.* • *If a customer wants a container placed within 4 feet of a structure, you must call the Market Manager to get approval and then have the customer sign a Placement Near Structure Waiver BEFORE placing the container.* • *Placement within 4 feet of a structure has a greater likelihood of property damage.*	

Set out cones for traffic safety

Estimated Timing: 5 minutes **Job Type:** Any **Participant Guide:** • Safe Container Delivery Job Aid – on the Intranet	**Instructions:** *Now that we're parked, I'm going to have you place our traffic safety cones. I'll review your placement when you're done.* **Purpose:** *Setting out our traffic safety cones is part of the safe container delivery process. We're going to start building this habit now so that it's second nature by the time you start running routes on your own.* **Desired Outcome:** *Placing these cones complies with regulations and also keeps us and our equipment safe. If you do this correctly you should have a decreased likelihood of a traffic related incident while parked.*
Critical Points: • *If the nose or rear of the truck sticks out into the roadway from the driveway, put a cone at each corner.* • *If the location of your parked vehicle increases risk of incident, place a cone on the front and rear corners on street side of truck for increased visibility.*	

Ensure a container meets brand standards

Estimated Timing: 15 minutes **Job Type:** FPU **Participant Guide:** • Container Condition Inspection Job Aid pg. 47	**Instructions:** *We're going to inspect this container together to determine if it's up to brand standards. I'm going to let you take the lead—point out anything you notice, tell me if you think it's repairable or if the container needs to be marked Out of Service. After you tell me what you see, we'll discuss, and I'll let you know if there's anything else you should make note of.* **Purpose:** *Our containers are not just our product, they're also our billboards. Customers don't want a broken, dirty, or damaged container in their driveway and we don't want bad advertising for our company. So, it's important that you're able to pretty quickly identify if a container is up to brand standards, make minor repairs, and make the call to swap a container if necessary.* **Desired Outcome:** *You should deliver a container that meets brand standards to every customer, which will mean making repairs on the job and having to disrupt your route to bring a container back to the warehouse to swap it out.*
Critical Points: • *Every truck should have a broom, dustpan, and container repair kit for minor cleans and repairs on the job.* • *If there's trash and debris in the container, you need to use the dustpan to collet it and throw it out. Don't just sweep trash and debris into a customer's driveway.* • *Need guidance on what repairs can be done in the field—roof clips, aluminum patches, temporary signs, latches, door springs, etc.*	

Tag the container

Estimated Timing: 5 minutes **Job Type:** FPU, WRT, or OOS Container **Participant Guide:** • Container Tags Overview pg. 40	**Instructions:** *Talk me through how you would tag this container—what color tag, what you'd write on it. We'll discuss and then I'll have you tag the container.* **Purpose:** *Sometimes we tag containers, sometime the warehouse does it. It's important to know what each of the three tags mean and what to write on each of them so you can easily identify a container's status by the tag.* **Desired Outcome:** *Tagging container accurately helps us to keep better track of which ones are ready to use, currently in use, or in need of repair. This keeps the warehouse organized and helps out the Storage Center Workers.*
Critical Points: • *For red tags you should write on the tag what and where the issue is so the container tech can easily identify the issue and make repairs.* • *You can run orange tags through the lock instead of the latch so that you don't have to cut the tag off and write a new one each time a customer needs to access their container.* • *Green tags can just be slid through the latch instead of tied so that they can be reused.*	

Complete the CMV & PODZILLA Post-Trip

<table>
<tr><td>Estimated Timing:
20 minutes</td><td rowspan="3">Instructions: I'm going to complete today's post-trip and walk you through it, and then tomorrow I'll have you complete our post-trip.

Purpose: Post-trips often get forgotten, but they're important for the maintenance of our equipment, so we're going to start building this habit now.

Desired Outcome: The post-trip, done correctly and consistently, identifies if the truck or lift are in need of maintenance or repair before the next day's route.</td></tr>
<tr><td>Job Type: Any</td></tr>
<tr><td>Participant Guide:
• CMV DVIR Evaluation Criteria pg. 19
• PODZILLA Pre-Op Check Evaluation Criteria pg. 29</td></tr>
<tr><td colspan="2">Critical Points:
• The post-trip is often skipped or forgotten, but it's critical to business because it helps us to identify if something happened to the equipment during a shift and the truck will be out-of-service the next day.
• The sooner we can identify out-of-service equipment, the sooner we can get it in for repairs, get it back online, and make a plan for what to do while that equipment is down.</td></tr>
</table>

Phase 2

Begin: After new driver consistently and correctly completes Phase 1 tasks and passes Phase 1 post-test (UKG Pro Learning).

Tasks:

- Call ahead to customer
- Complete arrival reminders checklist in Cheetah
- Complete a departure checklist in Cheetah
- Record breaks in Cheetah
- Input a signed waiver into Cheetah
- Conduct full site hazard assessment

Facilitator Instructions:

Call ahead to customer

<table>
<tr><td>Estimated Timing:
10 minutes</td><td rowspan="3">Instructions: I'm going to call our next customer and let them know we're on our way. You're going to just listen in on this phone call, and then I'll have you make the call for the next job.

Purpose: Calling ahead to the customer is a simple but impactful step. What we communicate to them is just as important how we communicate it, so we're going to practice the content and delivery of your call ahead.

Desired Outcome: The customer call lets the customer know we're on our way and allows you to confirm where the customer wants the container placed, what direction they want it facing, and that the area is ready for placement.</td></tr>
<tr><td>Job Type: Any</td></tr>
<tr><td>Participant Guide:
Safe Container Delivery Job Aid – on the Intranet</td></tr>
<tr><td colspan="2">Critical Points:
You should greet the customer enthusiastically—a happy and excited tone, rather than just a neutral tone, makes the customer feel as though you're happy to be providing them this service.
If the customer doesn't answer, you should leave a voicemail and follow up with a text. You should also look for alternate phone numbers to try.
Ask questions about the container placement and the direction the customer wants the door facing so you can determine if you're going to need to stop and flip the container before arriving.</td></tr>
</table>

Complete arrival reminders checklist in Cheetah

Estimated Timing: 15 minutes	**Instructions:** *I'm going to walk you through the Arrival Checklist on this job and then I'll have you complete it yourself on the next one.*
Job Type: Any	
Participant Guide: • Cheetah User Guide – on the Intranet	**Purpose:** *We use Cheetah everyday—completing the checklists helps us report accurate service times, keep track of job details, and remember all the steps for safe container delivery. It's important to get familiar with how to navigate Cheetah and get in the habit of using it at every job.* **Desired Outcome:** *The desired outcome of this checklist is that you should be following all of the required procedures for each job, including taking the required before and after photos, reviewing the customer notes in Cheetah/on the Driver's Log, walking the yard for a site hazard assessment, and getting any necessary waivers signed and uploaded.*
Critical Points: • *Even though you can't access the Picture feature of Cheetah until after you've completed the Arrival Checklist, you still need to complete all of the arrival reminders BEFORE placing or retrieving the container. The only step that should happen after you place or retrieve the container is the required After photos.*	

Complete a departure checklist in Cheetah

Estimated Timing: 15 minutes	**Instructions:** *I'm going to walk you through the Departure Checklist on this job and then I'll have you complete it yourself on the next one.*
Job Type: FPU, WRT, MOV	
Participant Guide: • Cheetah User Guide – on the Intranet • Cheetah Photo Requirements pgs. 41	**Purpose:** *The departure checklist is just as important as the arrival checklist and needs to be completed for every job. Marking the job complete in Cheetah starts the process of charging the customer for the job and getting the next customer an accurate ETA. So, it's important to get in the habit of completing this checklist before you leave any job.* **Desired Outcome:** *The desired outcome of this checklist is that you should be following all of the required procedures for each job, including securing the container, taking the required container securement photos, and making each job complete.*
Critical Points: • *Before you check off that you've secured the container, you should have uploaded the required photos showing that both sides of the container are properly secured.* • *You MUST complete the Departure Checklist to mark a job complete. If the job isn't marked complete, then service times will be off, and the customer won't be charged (for jobs like NEW) OR the customer will continue to be charged out of error (for jobs like FPU).* • *You'll know that you've correctly marked a job complete if you see paperclip and a green check on the completed job and a star on the next job.*	

Record breaks in Cheetah

<table>
<tr><td>Estimated Timing:
10 minutes</td><td rowspan="2">Instructions: Since we're taking a break, I'm going to show you how we record breaks in Cheetah. On our next break, I'll have you record it.

Purpose: We clock in and out of UKG for lunch, but we also record on-the-clock breaks in Cheetah—including personal breaks and fuel/maintenance breaks. This is important because it keeps our ETAs accurate for the customer.

Desired Outcome: Just like with the arrival and departure checklists, recording our breaks in Cheetah helps us report accurate service times to the customers.</td></tr>
<tr><td>Job Type: N/A</td></tr>
<tr><td>Participant Guide:
Cheetah User Guide – on the Intranet</td></tr>
<tr><td colspan="2">Critical Points:
For unscheduled breaks, you should click the Break button at the bottom of the screen to record the break.
We record all breaks in Cheetah to keep service times accurate. Those breaks include lunch (usually 30 minutes), personal (15 minutes or less), and fuel/maintenance (i.e. truck breakdown, Ryder stop, waiting for a tow, etc.).
For Lunch breaks we also clock out of UKG, but for all other breaks we stay clocked in.
If you have a scheduled break in your route in Cheetah, you can just click Begin Break when you start and End Break when you finish.</td></tr>
</table>

Conduct a full site hazard assessment

Estimated Timing: 20 minutes **Job Type:** NEW, RDL, MOV **Participant Guide:** • Safe Container Delivery Job Aid – on the Intranet	**Instructions:** *I'm going to conduct a site hazard assessment before we place this container. I'll talk through what I'm looking at and noticing as I go. At the next container placement, I'll have you do the hazard assessment with my help, and then I'll have you try one on your own.* **Purpose:** *Conducting an accurate and thorough hazard assessment is going to drastically reduce your risk of incident. So, it's important to know everything to look for and how to handle each obstacle you might find.* **Desired Outcome:** *If you do the hazard assessment correctly, you and the customer will have agreed on a placement area that is free of obstacles above, below, and around the placement area. And you should be able to place the container without damage to property, personnel, or equipment.*

Critical Points:

- *Hazards to look out for include:*
  - *Structures & Ground Level Accessories – must be 4ft from the container to provide room for the PODZILLA's operational path. If the customer insists on placement near the structure/accessory, call your Market Manager to get clearance and have the customer sign a Placement Near Structure Waiver PRIOR to container delivery.*
  - *Tree Limbs, Power Lines, Building Overhangs – must have at least 15ft of clearance. Measure by standing 10ft back and extending a tape measure to 15ft to ensure clearance. If there isn't clearance, then an alternative placement area must be found.*
  - *Fragile and Non-Paved Surfaces – if the customer insists on placement on a fragile or unpaved surface, you MUST get a Fragile/Non-Paved Surface waiver PRIOR to container delivery.*
- *If you determine there's an issue with the customer's desired placement area, lead with potential solutions (alternative placement areas) rather than potential consequences (canceling/rescheduling).*
- *Avoid using the word "no" when customers ask about placement options. Instead take the time to explain why it's not best to place the container in that area (i.e. safety, damage, obstruction).*
- *Explain to the customer how our equipment operates and the space it needs in order to safely deliver/retrieve a container. Emphasize that:*
  - *The PODZILLA requires a space that's at least 12 feet wide, 15 feet tall, and 40 feet long to operate.*
  - *The PODZILLA weighs about 6000lbs—a container, especially when full, adds to that weight.*
  - *PODZILLAs can easily cause damage to fragile and non-paved surfaces (like wet grass or loose soil), so the best placement area is one that keeps the PODZILLA on a paved surface.*
  - *Conditions at the time of pickup can be different than when the container was delivered, so it's possible that there can be additional obstacles during pickup that weren't a problem/weren't there during delivery.*
- *If the customer insists on a placement that is on a fragile/non-paved surface, take every measure possible to prevent/lessen damage. Use the planks that are provided in your truck*

to place under the PODZILLA wheels to protect grass, soil, sprinkler heads, etc. Note that the surface may not allow for these if surface is too saturated.

- *If the customer wants the container placed on a fragile/non-paved surface or near a structure, you should:*
    - *Get a damage waiver signed for Fragile/Non-Paved Surfaces or Placement Near a Structure.*
    - *Use any preventative measures possible, such as tracks, to prevent/lessen damage.*
    - *As a last resort, refuse to place the container. If the job cannot be done without damage or immense risk, you can refuse to complete it. Always contact your Market Manager before refusing container placement.*

Input a signed waiver into Cheetah

Estimated Timing: 5 minutes	**Instructions:** *We are going to input a signed waiver into Cheetah. You will watch me complete this task and at the next opportunity, you will complete this task.*
Job Type: NEW, RDL, MOV	
Participant Guide: • Safe Container Delivery Job Aid – on the Intranet • Cheetah User Guide – on the Intranet	**Purpose:** *Some jobs require waivers because of where the customer wants the container placed. If the waivers aren't already signed online, we need to have the customer sign the waiver and then we take a photo and attach it to the job in Cheetah. This is a really important step because documenting these signed waivers is crucial to removing liability from our company.* **Desired Outcome:** *Any job you complete that requires a waiver should have a photo of the signed waiver attached in Cheetah.*

Critical Points:

- *If a placement site does not have the proper clearance (4ft around, 15 feet above), is on a fragile/non-paved surface, or in the street, the customer MUST sign a waiver BEFORE the job is completed. You should upload a signed photo of that waiver to Cheetah along with any other required photos for that job.*

Phase 3

Begin: After new driver consistently and correctly completes Phase 2 tasks.

Tasks:

- Knock on the customer's door
- Unload the PODZILLA from a CMV
- Load the PODZILLA onto a CMV

Facilitator Instructions:

Knock on the customer's door

<table>
<tr><td>Estimated Timing:
10 minutes</td><td rowspan="3">Instructions: Since the customer told us they'll be home, we're going to go knock on the door and introduce ourselves. I'll have you shadow me this time and then I'll observe you while you do it next time.

Purpose: We're going to practice what you should say when you knock on the customer's door, as well as how you should say it.

Desired Outcome: Customer service is part of being a PODS driver. Interacting with the customer helps us to get the information we need to do our jobs accurately and successfully. And it helps the customer to feel comfortable with and confident in our service.</td></tr>
<tr><td>Job Type: Any</td></tr>
<tr><td>Participant Guide:
Safe Container Delivery Job Aid – on the Intranet</td></tr>
<tr><td colspan="2">Critical Points:
Unless the customer told you they won't be home, you should knock on the door after you've completed your site walk and before you deliver or pick up the container. This gives you the opportunity to greet the customer, explain what you're going to be doing, confirm where they want the container/which way they want it to face, talk through any potential concerns with the placement site, and ask any clarifying questions.
It's a nice touch to welcome customers to the area if this is a redelivery or a final pickup.
Keep in mind that not all customers are moving for happy reasons—some are moving because of a death, illness, or job loss—so don't assume a customer is glad to be moving and be prepared that they are likely stressed or overwhelmed.</td></tr>
</table>

Unload the PODZILLA from a CMV

Estimated Timing: 20 minutes **Job Type:** FPU, WRT, MOV **Participant Guide:** • PODZILLA Step by Step pg. 30	**Talking Points** • **Instructions:** *For this job, I'm going to have you watch while I unload the PODZILLA from the truck. I'll narrate each step as I go, but I want you to pay special attention to the control sequence for getting the lift off the truck. On the next job, I'll have you unload the PODZILLA.* • **Purpose:** *This exercise will help you get a feel for the PODZILLA and how to drive the truck out from under the lift. There's less risk here while you get used to the controls and operational sequence. Later we'll increase the difficulty by adding a container.* • **Desired Outcome:** *Once you've mastered this skill, it should take you about 5 minutes to get the lift off the truck. And you should do it without the lift falling off the truck or causing any property damage.*
Critical Points: • *When the PODZILLA if lifted off the truck bed, you should always have at least one drive wheel on the ground. Without a drive wheel on the ground, there's nothing to steer or stabilize the PODZILLA and it's likely to roll or shift without warning.* • *Once you get the lift off the truck, NEVER place yourself in between the PODZILLA and a stationary object, like the truck. That's a major pinch point and can lead to serious injury or death.*	

Load the PODZILLA onto a CMV

Estimated Timing: 20 minutes **Job Type:** NEW, RDL, MOV **Participant Guide:** • PODZILLA Step by Step pg. 30	**Instructions:** *For this job, I'm going to have you watch while I load the PODZILLA from the truck. I'll narrate each step as I go, but I want you to pay special attention to the control sequence for getting the lift back onto the truck. On the next job, I'll have you load the PODZILLA.* **Purpose:** *This will help you get a feel for how to back the truck under the lift and get the PODZILLA loaded back on the truck. We'll get you comfortable with this skill and then we'll add in a container.* **Desired Outcome:** *Once you've mastered this skill, it should take you about 5 minutes to get the lift back onto the truck. And you should do it without causing damage to property, the lift, or the truck.*
Critical Points: • *While you're getting the PODZILLA back on the truck, you should always have at least one drive wheel on the ground to keep control of the PODZILLA until the lift is resting on the truck bed.* • *While the lift is off the truck, NEVER place yourself in between the PODZILLA and a stationary object, like the truck. That's a major pinch point and can lead to serious injury or death.*	

Phase 4

Begin: After new driver consistently and correctly completes Phase 3 tasks and passes Phase 3 post-test (UKG Pro-Learning).

Tasks:

- Deliver/Pick up an empty container with PODZILLA
  - 8ft container
  - 12ft container
  - 16ft container
- Secure container to the CMV (8ft, 12ft, 16ft)
- Move a loaded PODZILLA in a straight line
- Make a 90 degree turn with a loaded PODZILLA
- Chain choke with an empty container
- Conduct a container flip
- Provide a customer container tour

Facilitator Instructions:

Deliver an empty container (8ft/12ft/16ft) with PODZILLA

Estimated Timing: 30 minutes	**Instructions:** *Watch as I deliver this empty container. Next time, you'll take the lead.*
Job Type: NEW	
Participant Guide: • PODZILLA Step by Step pg. 31 • Safe Container Delivery Job Aid – on the Intranet	**Purpose:** *This task adds complexity due to increased blind spots and changes in PODZILLA handling when carrying a container. Even though the container is empty, we must avoid damage to customer property and equipment by frequently checking blind spots.* **Desired Outcome:** *Successfully place the container as requested, without damage to property, equipment, or the container, in about 15 minutes.*

Trainer Guidance:

1. **Preparation:**
   - Park safely.
   - Exit using 3 points of contact.
   - Greet the customer and confirm placement.
   - Assess hazards (e.g., overhead and ground obstructions).
   - Position the truck strategically and set cones.
2. **PODZILLA Operation:**
   - Unhook and stow straps.
   - Open PODZILLA and explain lever functions.
   - Connect lift chains (check hooks, chain twists, choking).
   - Safely lift and move the container while explaining lever use.
3. **Placement:**
   - Position the truck for container placement.
   - Ensure adequate space for PODZILLA removal and customer access.
   - Safely detach PODZILLA, retract rams, and stow castor wheels.

4. **Closure:** ○ Offer packing suggestions and encourage a Google review.
Critical Points: • Keep containers within 12” of the ground when moving. • Regularly check blind spots for clearance. • Monitor drive tires for directional alignment. • Alternate front and back legs during lifting/lowering for stability. • Minimize sway—empty containers are more prone to it due to reduced weight. • Keep the container level, accounting for terrain differences.

Pick up an empty container (8ft/12ft/16ft) with PODZILLA

Estimated Timing: 30 minutes	**Instructions:** *You’re going to watch me pickup this empty container on this job. At the next opportunity, I’ll have you complete this task.*
Job Type: FPU	
Participant Guide: • PODZILLA Step by Step pg. 35 • Safe Container Delivery Job Aid – on the Intranet	**Purpose:** *We’re going to up the difficulty by having you practice retrieving a container. You’ll notice that you’ve got more blind spots now, so you’re really going to have to Go Over And Look to make sure you have clearance for the PODZILLA. Pay attention to the container but also the customer property and our 4ft safety cones.* **Desired Outcome:** *Mastering this task means successfully retrieving the container with no property, equipment, or container damage, and it should take you about 15 minutes.*
Critical Points: • *Never travel with the container more than 12” off the ground.* • *Frequently Go Over And Look in the lift’s blind spots to make sure you have enough clearance all the way around the PODZILLA and container.* • *Alternate the front and back legs when raising and lowering the PODZILLA—this puts less strain on the lift and keeps the container more level.* • *Because the container is empty, it’s more likely to sway. You want to minimize that as much as possible, but it is just naturally going to sway more than a full container because it’s not as heavy.* • *When you’re backing the truck under the container, the edge of the truck bed should be about 1 ½ inches inside the outer edge of the container. This will help make sure the truck is centered beneath the container.* • *When the container is centered on the truck bed, the edge of the container should line up with the seam on the PODZILLA side rails.*	

Secure container to the CMV (8ft, 12ft, 16ft)

Estimated Timing: 15 minutes	**Instructions:** *I'm going to walk you through securing this container, and then I'll have you do this on the next pickup job.*
Job Type: Any	
Participant Guide: • PODZILLA Step by Step pg. 36	**Purpose:** *While we're training, we're going to try and get you an opportunity to secure each size of container. It's important that you know how to secure each container correctly and that you feel confident in doing so.* **Desired Outcome:** *A correctly secured container should meet regulations and should stay firmly secured to the truck during transport. The hooks should be facing out, the straps should be tight, and the metal catch is engaged.*
Critical Points: • *Securing the container is critical to our safety, as well as the safety of the container, the truck, the customer and their property, and other drivers on the road.* • *If you get interrupted while securing the container, you should start the process over. In incidents where the container wasn't properly secured, drivers reported having been interrupted while they were completing their departure checklist, causing them to forget to finish securing the container.* • *Use the wench bar to make sure the straps are as tight as possible.* • *Do NOT step on the wench bar—it can bounce back and injure you.* • *For an 8ft…* • *For a 12 ft…* • *For a 16ft…*	

Move a loaded PODZILLA in a straight line

Estimated Timing: 10 minutes	**Instructions:** *For this job, I'm going to walk the PODZILLA off the truck and line it up with the placement site. Then I'm going to have you walk the PODZILLA into the spot. On the next one, I'll have you do the turn off the truck, too.*
Job Type: NEW, RDL, MOV	
Participant Guide: • PODZILLA Motion Controls pg. 28	**Purpose:** *We're practicing this because there will be jobs where you aren't able to back the truck in, so you'll have to walk the PODZILLA off the truck instead.* **Desired Outcome:** *You should walk the PODZILLA into the placement zone without property damage and with minimal container sway.*
Critical Points: • *Never move the PODZILLA with the container more than 6" off the ground.*	

Make a 90 degree turn with a loaded PODZILLA

Estimated Timing: 15 minutes	**Instructions:** *I'm going to get the truck into position for you, and then I'm going to have you walk the PODZILLA off the truck and turn it 90 degrees to line it up with the placement site, then you'll walk the PODZILLA in.*
Job Type: NEW, RDL, MOV	
Participant Guide: • PODZILLA Motion Controls pg. 28	**Purpose:** *We're practicing this because there will be jobs where you aren't able to back the truck in, so you'll have to walk the PODZILLA off the truck instead.* **Desired Outcome:** *You should walk the PODZILLA off the truck without making contact and line it up with the placement zone without property damage and with minimal container sway.*
Critical Points: • *Never move the PODZILLA with the container more than 6" off the ground.*	

Chain choke with an empty container

Estimated Timing: 15 minutes	**Instructions:** *We are going to do a chain choke for this job. You will watch me complete this task and at the next opportunity, you will complete this task.*
Job Type: FPU, WRT, MOV	
Participant Guide: •	**Purpose:** *Chain Chokes are done when the container is not lifted high enough by the PODZILLA to get the CMV under it. This doesn't happen all the time, but we want to practice this now before you encounter it on your own.* **Desired Outcome:** *You should have enough clearance for the CMV to safely drive under the container without making contact.*
Critical Points: • *Always reach under the PODZILLA to grab the hooks/chains, not over it. Going over the PODZILLA puts your arm in a pinch point between the PODZILLA and the container.* • *We never leave the PODZILLA with the chains choked because it causes more strain on the PODZILLA. So, after loading/unloading the container, you must unchoke the chains before securing them to the truck.* • *Make sure all sides are choked evenly so distribute the weight evenly on the lift.*	

Conduct a container flip

<table>
<tr><td>Estimated Timing:
30 minutes</td><td rowspan="2">Instructions: I'm going to demonstrate a container flip for you in this empty lot. Then I'm going to have you attempt it yourself.

Purpose: Not every job requires a container flip, but you'll need to know how to do this for the jobs that do. It's also a great way to get experience on the PODZILLA—gets you used to the controls, speed, and size of the lift.

Desired Outcome: You'll "flip" the container by walking the PODZILLA off one side and onto the other without making contact with the container or damaging the lift. When you've mastered this skill, it'll take you about 15 minutes.</td></tr>
<tr><td>Job Type: NEW, RDL, MOV</td></tr>
<tr><td>Participant Guide:
•</td><td></td></tr>
<tr><td colspan="2">Critical Points:
• Sometimes you'll be able to do a container flip in front a customer's house, if the street is wide and clear enough. But sometimes you might have to leave the site, or stop prior to arriving, in a parking lot with lots of space in order to walk flip the container.</td></tr>
</table>

Provide a customer container tour

<table>
<tr><td>Estimated Timing:
15 minutes</td><td rowspan="2">Instructions: I'm going give this customer a container tour, then I'll have you give me a mock container tour as if I'm the customer. At the next opportunity, I'll have you do a container tour with a customer.

Purpose: Just like with the call ahead and knocking on the customer's door, providing a container tour is part of the customer service experience we provide. We're practicing this to you can become more and more familiar with the container features and how to pack them—the better you know the containers, the more thorough information you can provide the customer.

Desired Outcome: Container tours give the customer valuable information about how to properly use and load their container. The tour also makes the customer feel valued because you're taking the time to walk them through the product and answer their questions.</td></tr>
<tr><td>Job Type: NEW</td></tr>
<tr><td>Participant Guide:
• Safe Container Delivery Job Aid – on the Intranet</td><td></td></tr>
<tr><td colspan="2">Critical Points:
• Don't rush through the tour—there's a natural pressure to get to your next job, but you should also focus on each customer while you're with them. Being patient, kind, and enthusiastic is going to leave the customer with a really positive perception of their PODS experience.
• Container Features:
  ○ Tie Downs
  ○ Latch (how to open/close/lock)
  ○ Roll door
  ○ Container # (tell them to take a picture)
• How to load the container:
  ○ Weight evenly distributed—heavy items on the bottom and in the middle.
  ○ Use ratchet straps or rope, not bungie cords, for tie downs.
  ○ Use the tie downs that are four feet back from the door to pull belongings away from the door.
  ○ When possible, load furniture vertically.
  ○ Use small items (like pillows and cushions) to fill in small spaces—this will help minimize shifting.
  ○ Keep clearance at the top of the roll door.
  ○ Pack your mattress on the side, not on the top, so that it doesn't shift and block the door.
  ○ In the last section, use a box spring/large sheet of cardboard/four extra-large flattened boxes taped together to create a barrier. This will prevent objects from falling against the door and jamming it.</td></tr>
</table>

Phase 5

Begin: After new driver consistently and correctly completes Phase 4 tasks.

Tasks:

- Deliver/Pick Up a full container with a PODZILLA
- Chain choke with a full container
- Present a property damage waiver to the customer

Facilitator Instructions:

Deliver a full container with a PODZILLA

Estimated Timing: 30 minutes **Job Type:** RDL, MOV **Participant Guide:** • PODZILLA Step by Step pg. 31 • Safe Container Delivery Job Aid – on the Intranet	**Instructions:** *We are going to deliver a full container with the PODZILLA. You will watch me complete this task and at the next opportunity, you will complete this task.* **Purpose:** *This is similar to delivering an empty container. In addition to the safety steps take when delivering an empty container, you will also need to consider the balance of the container in the case of an uneven load. Our interactions with the customer will also be different.* **Desired Outcome:** *You want to deliver the container with minimal swaying and no damage to property, equipment, or the container. When you've mastered this skill, it will take you about 15 minutes.*
Critical Points: • *After placement invite the customer out to open the container to ensure they have access.* • *Remember to keep the container level—the lift may not be equally extended on all legs due to the terrain.*	

Pick up a full container with a PODZILLA

Estimated Timing: 30 minutes **Job Type:** RDL, MOV **Participant Guide:** • PODZILLA Step by Step pg. 35 • Safe Container Delivery Job Aid – on the Intranet	**Instructions:** *We are going to retrieve a full container with the PODZILLA. You will watch me complete this task and at the next opportunity, you will complete this task.* **Purpose:** *This is similar to retrieving an empty container. In addition to the safety steps take when retrieving an empty container, you will also need to consider the balance of the container in the case of an uneven load. Our interactions with the customer will also be different.* **Desired Outcome:** *You want to retrieve the container with minimal swaying and no damage to property, equipment, or the container. When you've mastered this skill, it will take you about 15 minutes.*
Critical Points: • *The container will sway less when it's loaded, as long as you're operating the machine smoothly.*	

Chain choke with a full container

Estimated Timing: 20 minutes	**Instructions:** *You've done this with an empty container, so now you're going to do it with a full container. The differences to pay attention to here are…*
Job Type: RDL, MOV	**Purpose:** *We've already practiced this skill with an empty container, so now we're going to do it with a full container so you can feel the difference in the strain on the machine.*
Participant Guide: •	**Desired Outcome:** *You should have enough clearance for the CMV to safely drive under the container without making contact.*

Critical Points:

- *Never leave the chains choked on the PODZILLA. Chain chokes put additional strain on the lift, so they should only be used when absolutely necessary.*
- *Make sure all sides are choked evenly so distribute the weight evenly on the lift.*
- *Always reach UNDER the PODZILLA to grab the chains, never over/between the lift and the container.*

Present a Fragile/Unpaved Surface or Placement Near Structure waiver to the customer

Estimated Timing: 10 minutes	**Instructions:** *We are going to present the waiver to the customer. You will watch me complete this task and at the next opportunity, you will complete this task.*
Job Type: NEW, RDL, MOV	**Purpose:** *It can be difficult to explain to a customer that we need them to sign a waiver in order to place the container where they want us to place it. It's important to practice this so that you're ready when you have to do it yourself.*
Participant Guide: • Safe Container Delivery Job Aid – on the Intranet	**Desired Outcome:** *You should talk through the waiver with the customer so they understand exactly what it means. After they sign it, you should take a photo to upload to Cheetah and then put the signed waiver in your driver binder for safe keeping.*

Critical Points:

- *Before presenting a Fragile/Unpaved Surface or Placement Near Structure waiver, we should have a conversation with the customer about an alternate placement site.*
- *If the customer insists on a placement on a fragile/unpaved surface and/or near a structure, call your Market Manager to explain the placement and get approval. Then have the customer sign all the necessary waivers BEFORE placing the container.*
- *After getting the waiver signed, you should still complete the placement as carefully as possible—a waiver doesn't mean we don't care if there's damage, it just means we think the likelihood of damage is higher.*
- *If you think there's no way to place the container where the customer wants it WITHOUT causing damage, communicate that to your manager. If you KNOW there will be damage, you should NOT deliver the container, even with a waiver signed.*

Phase 6

Begin: After new driver consistently and correctly completes all the Phase 5 tasks.

Tasks:

- Operate the PODZILLA on a slope
- Use tracks/boards/skids to operate the PODZILLA on a soft surface
- Perform a container tilt to unjam door

Facilitator Instructions:

Operate the PODZILLA on a slope

<table>
<tr><td>Estimated Timing:
20-60 minutes</td><td rowspan="3">Instructions: We're going to operate the POZILLA on a slope. This requires a few critical safety procedures to be tightly adhered to. Never put yourself downhill from the PODZILLA—even with both drive wheels on the ground, there's always a risk of the machine shifting.

Purpose: Operating the PODZILLA on a slope increases the safety risk and the risk of property damage. When operating on a slope, all safety precautions must be taken. The purpose of this exercise it to provide a low-risk environment for you to practice operating on a slope under supervision before encountering it on your own.

Desired Outcome: If you do this process completely and correctly, the PODZILLA and the container should be moved without incident.</td></tr>
<tr><td>Job Type: Any</td></tr>
<tr><td>Participant Guide:
• PODZILLA Wheel Chocks Guide pg. 37</td></tr>
<tr><td colspan="2">Critical Points:
• Always operate uphill from the PODZILLA when operating on a slope.
• Never put yourself into a pinch point where you are between the PODZILLA and another object.
• If the road is uneven, ensure that both drive wheels have contact with the ground at all times.</td></tr>
</table>

Use tracks/boards/skids to operate the PODZILLA on a soft surface

Estimated Timing: 15 minutes **Job Type:** Any **Participant Guide:** •	**Instructions:** *For this job, we are going to operate the PODZILLA on a soft surface. We are going to use tracks to prevent/limit damage. Watch me demonstrate. You will perform the track placement on the next soft surface job.* **Purpose:** *Tracks are something we use to prevent/limit property damage when we have to delivery on fragile or unpaved surfaces. We're going to practice this so that you know how to use the tracks with the PODZILLA when you encounter it on your own.* **Desired Outcome:** *Using tracks doesn't mean there's no risk of damage on a fragile or unpaved surface, but the desired outcome with tracks is doing everything we can to limit/prevent damage.*
Critical Points: • *Property damage is a major and avoidable expense for our company.* • *Quality communication to the customer is the first step here. Tracks will help prevent soft surface damage, but they are not a guarantee. Before using tracks, you should suggest another location that the container can be placed that avoids soft surfaces. If the customer insists, they will need to sign a Fragile/Non-Paved Surface Waiver BEFORE you place the container using tracks.* • *Any job that requires tracks should have a Fragile/Unpaved Surface Waiver on file BEFORE container placement.*	

Perform a container tilt to unjam door

Estimated Timing: 30 minutes **Job Type:** N/A **Participant Guide:** •	**Instructions:** *I'm going to demonstrate a container tilt for you and then I'll have you try it yourself.* **Purpose:** *If a customer's belongings shift inside the container and block the door from opening, we can perform a container tilt to try and get the container open. Container tilts don't happen every day, but you will need to perform them occasionally so we're going to practice now.* **Desired Outcome:** *We want to make sure the customer can get the container open before we leave the job site.*
Critical Points: • *Once you've placed a container, before you take the PODZILLA off, press on the container door to check if it can open. This is a good practice to make sure you're not leaving a customer with a container they can't open.* • *Always try the door and latch yourself before conducting the tilt.* • *The customer MUST sign a Tilt Waiver BEFORE you conduct the tilt—this waives us of liability if any of their belongings are damaged during the tilt.* • *Be sure to explain the tilt procedure to the customer before conducting the tilt. After the tilt, make sure they can get the container open and that the customer is okay before you depart. If some of their belongings were damaged during the tilt, they may be upset. So be prepared to connect with the customer and help them through the situation.*	

If Time Remains Activities

In this section you'll find a collection of exercises that can be used if there's extra time during a training day or if the trainee needs additional practice with a specific skill or skills.

Skill	Additional Practice
Basic PODZILLA Operations	• PODZILLA Control Familiarization • Level Container Game • How to Load/Unload the PODZILLA
Advanced PODZILLA Operations	• Container Flip • Placing/Retrieving a Container
Customer Service	• Customer Service Scenarios
Basic Forklift Operations	• Forklift Control Familiarization • Forklift Exercises
Advanced Forklift Operations	• Forklift Exercises • Third Tier Stacking

PODZILLA Control Familiarization

Timing: 10 minutes per driver

Materials:

- 2 PODZILLAs (Traditional & RG)
- 20-25 cones (to create “walking” zone)
- Required PPE—safety glasses, gloves, work boots, etc.

Purpose: The purpose of this exercise is to apply the driver’s understanding of the method for controlling the PODZILLA. This exercise should be conducted in a wide, clear space to allow comfortability and safety while operating the PODZILLA.

Facilitator Instruction: *To help each participant become familiar with the controls of the PODZILLA, have each participant complete the exercises below.*

Say, “The PODZILLA is a powerful tool that makes us stand out from other companies. Because it’s a powerful tool, it requires practice. During this exercise you should be:

- *Developing your hand-eye coordination;*
    - *for the speed of the spreader*
    - *for the speed drive wheels*
    - *for raising and lowering the wheels*
    - *for the turn radius*
- *Developing an awareness of the blind spots*
- *Developing muscle memory for the controls.”*

Up and Forward Right-hand Turn and Back

1. Place the PODZILLA in a large open space with enough room to the right of the PODZILLA for a full 90-degree turn
2. Starting position – the PODZILLA should be fully lowered to the ground
3. The trainee should then complete the following
    a. Lift the PODZILLA
    b. Drive it about 15 feet forward
    c. Make a 90-degree turn
    d. Walk it about 15 feet forward
    e. Retrace the steps and place the PODZILLA back in the starting position

Level Container Game

Timing: ~2 hours

Materials Needed:

- PODZILLA
- OOS Container
- Half-full water bottle

Facilitator Instruction: *Explain to the trainees that part of the appeal of using PODS' services is that we move your belongings without tilting them. The purpose of this exercise is to practice maneuvering the container with the PODZILLA while keeping it as level and stationary as possible.*

Setup:

1. Set up a PODZILLA hooked up to an OOS container in a wide-open space—make sure the container door is open.
2. Inside the open container, place a half full water bottle about 6 inches into the container.
3. Have the trainee practice raising and lowering the container while keeping the water bottle upright.

Note: Gamify this activity! Make it exciting!

How to Load/Unload the PODZILLA

Timing: 15 minutes

Materials:

- 2 PODZILLAs (Traditional & RG)
- 20-25 cones (to create “walking” zone)
- Required PPE—safety glasses, gloves, work boots, etc.

Facilitator Instruction: *To help each participant maneuver the PODZILLA on and off the CMV, have each participant practice walking the lift on and off the back of a truck without a container.*

Purpose: The purpose of this exercise is to build on the drivers control PODZILLA’s controls through learning the two methods of loading and unloading the PODZILLA from the CMV. This exercise should be conducted in a wide, clear space to allow comfortability and safety while operating the PODZILLA.

Lowering and Spreading the Lift:

1. Tell the trainees, “There are two main methods for loading/unloading the PODZILLA. You can walk the lift on/off the truck, or you can drive and back the truck under the lift. For both methods, we’ll start with the same sequence for lowering and spreading the lift.”
2. Demonstrate the 1>2>3>4>5 method for lowering and spreading the lift, explaining the importance of always having one drive tire on the ground while the lift is off the truck.
3. Demonstrate loading the lift back on the truck, emphasizing that you’re keeping one drive tire on the ground until the lift is resting on the truck.

Driving the PODZILLA on/off the Truck:

1. Explain to trainees the situations in which this method would be most appropriate.
2. Lower and spread the lift.
3. Demonstrate the drive controls for the PODZILLA.
4. Have the trainees practice lowering/spreading the PODZILLA and driving it straight on and off the truck.

Driving/Back the Truck under the PODZILLA:

1. Explain to trainees the situations in which this method would be most appropriate.
2. Lower and spread the lift.
3. Demonstrate driving the truck out from under the PODZILLA then backing the truck back under the PODZILLA.
4. Have the trainees practice driving the truck out from under the PODZILLA then backing the truck back under the PODZILLA.

PODZILLA Container Flip

Timing: 45 minutes per trainee

Materials:

- PODZILLA
- 20-25 cones (to create “walking” zone)
- 2 Empty OOS Containers
- Required PPE—safety glasses, gloves, work boots, etc.

Facilitator Instruction: *To help each participant become with one of the common tasks they’ll be completing in their role, have them practice flipping a container in a limited space.*

Purpose: The purpose of this activity is to improve PODZILLA control familiarization and comfortability through successful completing a container flip.

Set Up:

- Set up two PODZILLAs (each hooked up to an empty OOS container) about 50ft apart.
- Set up two parallel rows of cones running parallel to each side of the PODZILLA. The cones should be approximately 36ft apart to simulate the width of an average neighborhood street.

Exercises:

1. Explain the purpose of a container flip and provide an example scenario in which the trainee would have to conduct a container flip.
2. Demonstrate the container flip using one of the set up PODZILLAs.
3. Have the trainees take turns, two at a time, practicing a container flip.

Note: Allow trainees to struggle and figure the exercise out. If the trainee is growing frustrated or is going to make a critical mistake, you may intervene.

PODZILLA Placing Retrieving Container

Timing: 30 minutes for each participant

Materials:

- PODZILLA
- 20-25 cones (to simulate street and driveway)
- Required PPE—safety glasses, gloves, work boots, etc.
- CMV loaded with empty OOS container
- Flat level surface to travel with and load/unload containers
- Driver phone with access to Cheetah
- Test route set up in Cheetah by Market Manager

Facilitator Instruction: *Have participants practice unloading, placing, retrieving, and loading a container with a PODZILLA and CMV. Ask participants to speak out loud what they're doing through each step so that you can provide feedback and prevent critical mistakes.*

Allow for multiple attempts so that the participant can become comfortable with the lift.

Set-Up:

- Two parallel rows of cones approximately 36ft apart to simulate a standard neighborhood street.
- A box of cones branching off the middle of one side of each "street" to simulate a driveway—approximately 10ft wide and 22ft long
- Place an out of order container at the end of the driveway to simulate a structure.
- CMV loaded with empty OOS container and PODZILLA parked perpendicular to each "driveway."



Procedures for the Trainee

1. Starting with a CMV loaded with a container and PODZILLA parked “down the street.”
2. Complete Cheetah secured container photos
3. Drive up the delivery area
4. Secure the CMV
5. Contact the customer (you) by “knocking” on the door
6. Review the placement of the container with the customer (you)
7. Captures required cheetah photos (Empty Driveway, and pre-existing damage
8. Set out safety cones
9. Place the container into the driveway
10. Secure the PODZILLA onto the CMV
11. Retrieve the container using a chain choke
12. Load the container by driving PODZILLA on the CMV

Review:

- Procedures for Retrieving/Placing a Container on a Slope or Incline
    - Using chocks on the CMV
    - Operating the PODZILLA on a slope/incline
- Other Region-Specific Considerations:
    - Snow
    - Sand
    - Alleys
    - Etc.

Customer Service Scenarios

Timing: 1 hour

Materials Needed:

- Whiteboard or flip chart
- Markers
- Sticky notes
- A route example
- A container accessible for a mock customer tour

Facilitator Instruction: *To help the trainee get familiar with the type of customer interactions they will likely have, including calling the customer ahead of arrival and delivering a property damage waiver.*

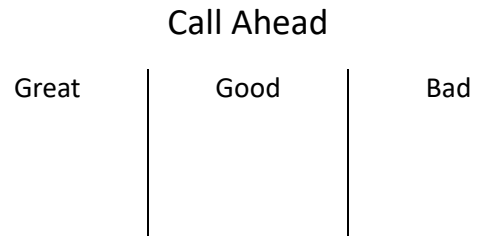
Purpose: To explore and identify the qualities that contribute to a bad, good, and great customer experience at each interaction.

Brainstorming Session Introductions:

Hang up 4 large sticky notes around the room. Label each of the sheets as follows:

- Call Ahead
- Fragile and Non-Paved Surfaces Waiver
- Tilt Waiver
- Educate/Container Tour

Divide each sheet into three sections. Label each of the sections with “Great, Good, and Bad.” See the example below:



Ask trainees to individually jot down qualities associated with a bad, good, and great customer experience in each of the situations on sticky notes and stick them in the columns you made.

Allow 5 minutes for this individual brainstorming session. After 5 minutes, review their sticky notes on the corresponding section of the whiteboard or flip chart. If there are gaps with no sticky notes, brainstorm as a class to fill in 2-3 examples excellent service.

Scenarios

Call Ahead - This one should be easy but can have a big impact on the overall experience for the customers. What can you say on the phone that will improve the customer service? How can you say it?

Should be said:

- Driver's names
- Company they are with
- Order Summary
- The ETA

How to say it:

- A kind and warm hello
- Clear and loud speaking tone

Fragile and Non-Paved Surfaces Waiver – A customer wants their Container on the far right of their driveway so that they can park their car in the garage. This will likely cause damage to their grass and sprinkler system on that side of the driveway. You will need to knock on the door and outline the challenges with the request. After you outline the concerns, they persist, and you have to ask them to sign a waiver. What can you say and/or do during your conversation that will improve the customer service? How can you say it?

Tilt Waiver – You arrive at a residential house for a Tilt Release to open the door of the container. When you knock on the door a present them with a Tilt Waiver, they are surprised and now clearly nervous about their items in the container. What can you say and/or do during your conversation that will improve the customer service? How can you say it?

Educate/Container Tour – What can you say or do during a container tour that would add value to the customer's experience?

Should be said/done:

- Demonstrate for customer how to open/close container door.
- Demonstrate how to operate latch.
- Show and explain eyehooks and explain how to secure possessions with rope.
- Offer to sell customer lock, rope, blankets, tape and boxes.
- Tell customer to call 1-800 number if he/she has any questions.

Revision History

Date	Revision	Owner
Nov. 2024	Version 1 Published	Kara Delemeester
Dec. 2024	Added Compensation Plan and updated page numbers	Kara Delemeester