

New Hire Training: Market Manager Guide

MARCH 2025 - CANADA

These materials were made in collaboration with the Continuous Improvement and Safety teams.

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.

Special thanks to Bob Varn, a Lead Driver out of St. Louis, who provided us with some outstanding training materials of his own creation.

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Introduction

Welcome to New Driver Training Program. This program is flexible and can easily be customized to fit the needs of the new hire in your location. There are a few key fixtures that must be followed so that your new hire has all the support they need to be successful. The scheduling, the pace, and the style is all up to you, the manager, as long as you stick to the following:

- Certify a wingman and have the new hire spend most of their time in training with them.
- Give the new driver a participant guide—there are a lot of very helpful tools for them in it.
- Have the new driver complete the new driver training curriculum in PODS U.
- When the new driver is ready, you (or another manager) need to complete the New Driver Training Practical during a ride along with the new driver.

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 This Training Program Works

Stage 1	**Starts:** Driver Day 1 **Lasts:** 1 – 2 Days This stage of training is for onboarding the new driver and having them observe a day in the life of a PODS driver.	- Onboarding - New Hire Orientation - Observational Ride Along
Stage 2	**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 Wingman (i.e. tagging containers, filling out a driver log, unloading an empty PODZILLA from a truck, etc.).	- Phases 1 – 3 of the Driver Delegation Schedule
Stage 3	**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 Wingman (i.e. delivering and retrieving both empty and full containers). At the end of this stage, a Market Manager (or supervisor other than the Wingman) should assess the new driver using the New Driver Training Practical in PODS U.	- Phases 4 – 6 of the Driver Delegation Schedule - New Driver Training Practical (Located in UKG inside the New Driver Training | PODZILLA & CMV Curriculum assigned to the new hire).
Stage 4	**Starts:** ~ Week 3 **Lasts:** ~ 1 Week During this stage of training, the new hire should be running reduced solo routes with easier jobs that are close to the warehouse (if possible). The new hire is considered done with training when they are running routes at or above average JPH.	

Notes:

- **Reduced Routes:** This training program works best when the Wingman is allotted time on their route to talk through procedures with the new hire, allow the new hire to attempt tasks, and provide feedback to the new hire.

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) **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.
2) **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.
3) **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.
4) **Trainee Operation:** Only after clear instructions and a comprehensive demonstration has been completed can the trainee practice operate the unit themselves.

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.

The Wingman

The Wingman plays a critical role in the development of our new drivers. The wingman will need to understand federal and state 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 is:

- **85 % Driving**: Pickup and delivery of containers to and from customer locations, ensuring an effective and incident-free process while maintaining excellent rapport with customers.
- **10% Training**: Conducting ride-alongs with new hires during which the Wingman delegates tasks following the Driving Delegation Schedule (and Warehouses Delegation Schedule, if applicable); communicating instructions, expectations, and PODS safety policies and brand standards as outlined in the Wingman Guide.
- **5% Administrative**: Reviewing training materials (Wingman Guide) and meeting with Market Manager to discuss new hire training and progress.

Qualifications

- Minimum 1 year of experience in the driver role.
- Current on all company-required training.
- Up-to-date and accurate forklift certification(s).
- At or above average jobs per hour (JPH).
- 95 or higher safety score on Samsara in 5 of the last 6 months.
- No at-fault incidents in the last 8 months.
- Must maintain a current/valid driver license from the state in which position is assigned.
- Possess a valid Medical Examiner's Certificate (DOT requirement)
- CDL Class B License or Higher required in markets with more than 50% CDL trucks; non CDL in markets with less than 50% CDL trucks.
- Must meet PODS Driver Qualification Standards which includes no moving violations during the past three (3) years (insurance requirement)
- Must be currently employed with PODS to receive bonus

***Note:** The Corp Ops Training Team will check the Wingman Qualifications prior to approving their Spot Bonus. It is the Market Manager's responsibility to check that the associate is qualified prior to submitting them for Wingman certification.



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 Certification Process

1. Confirm which associates qualify for Wingman Certification.
2. Submit name(s) of qualified associates to the Corp Ops Training Team at PODSU@pods.com.
3. The COTT will enroll them in the Wingman Certification course.
4. The associate must complete the course and pass the 45-question Wingman Qualification Exam with at least 80% (they will have 3 attempts).
    a. **Note:** The exam is open book and associates should use both the Wingman Guide and the New Driver Participant Guide as resources.
5. Once the associate completes and passes the course, they are certified to begin training.

***Note:** The Corp Ops Training Team will check the Wingman Qualifications prior to approving their Spot Bonus. It is the Market Manager's responsibility to check that the associate is qualified prior to submitting them for Wingman certification.

Clocking In for Training: Guidance for New Drivers and Wingmen

To maintain accurate reporting and fairness, it's essential that both the New Driver and the Wingman clock in under the correct department during training activities. Use the following guidelines to determine the proper department based on the specific scenario:

Key Question:

Are the individuals contributing to productivity?

Scenarios and Clock-In Departments:

By adhering to these clock-in guidelines, you ensure the integrity of training reports and support fair tracking of productivity contributions.

Scenario	Wingman	New Driver
New Driver is clocked in to complete e-learning.	N/A	301 – Corp Ops, Employee Development
New Driver is on a ride-along, following the Wingman.	302 – Delivery	301 – Corp Ops, Employee Development
New Driver and Wingman are practicing skills at the warehouse (e.g., driving the PODZILLA in the parking lot).	301 – Corp Ops, Employee Development	301 – Corp Ops, Employee Development
Wingman is on a reverse ride-along while the New Driver leads the jobs and the Wingman observes.	301 – Corp Ops, Employee Development	302 – Delivery

While training, the Wingman's Jobs Pers Hour (JPH) may be impacted. It will likely be slower due to the extra effort it takes to explain and practice the setup skills. The impact over a longer period of time is nominal and no adjustment is needed.

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.

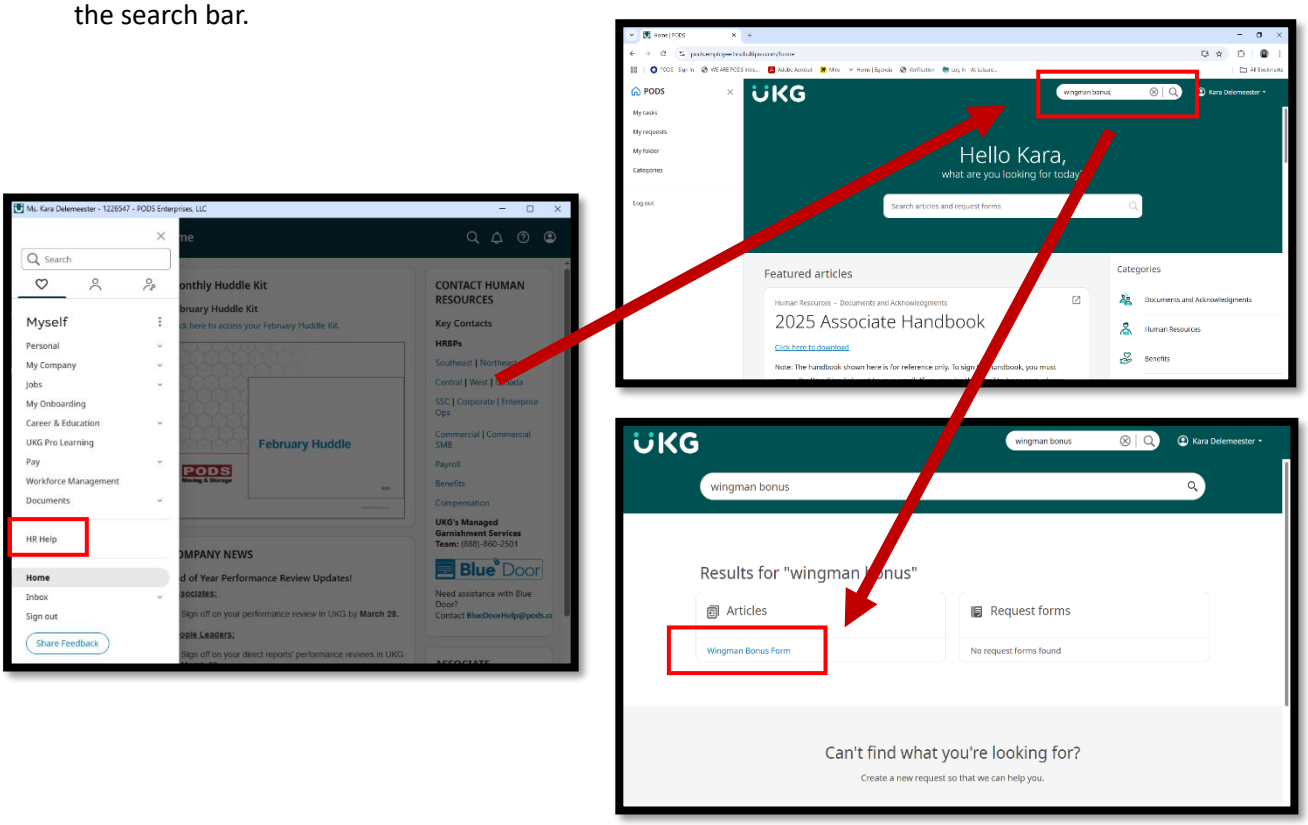
This spot bonus should only be submitted by the Market Manager after the new hire passes their practical(s) and has been with PODS for 90 days (from start date in UKG).

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.**

Spot Bonus Instructions

1. Spot Bonus forms can be found on UKG by going to HR Help and typing “Wingman Bonus Form” in the search bar.



2. Complete each section of the Wingman Bonus form.
    1. For “Location to be charged,” put the location of the new hire.
    2. For “Reason for Spot Bonus,” indicate if this is the 1st or 2nd bonus.
    3. Be sure to fill out the Trainee’s Name and Employee Number.
    4. Be sure to attach the completed training checklist for the 1st Bonus and complete the New Driver Training Practical with the trainee for the 2nd Bonus.

3. Send to Territory Manager for approval.

4. Submit to Corp Ops Training Team at PODSU@pods.com.

What Happens When a Certified Wingman Falls Short of the Wingman Qualifications?

If a certified Wingman becomes unqualified, they are no longer eligible to receive a bonus and should not conduct any further training. For example, Wingmen cannot have an at-fault incident within the prior 8 months. If a certified Wingman has an at-fault incident on March 15th, they should not train and will not be eligible for a bonus until December 15th—once the full 8-month period has passed without another at-fault incident.

What Happens When a Certified Wingman Falls Short of the Qualifications After Training but Before Receiving a Bonus?

If a Wingman completes a new hire's training but becomes unqualified before being bonused, they should still be paid for the completed training. However, they will not be eligible for the Wingman bonus for additional new hires until they once again meet all qualifications.

Moving Up



Market Manager Checklist: New Hire Training

Page numbers are in reference to this Market Manager Guide unless otherwise stated.

Prior to Start

	Task	More Info
☐	Create a SNOW ticket with your new hire's employee number in order to grant them access to any systems they may need, such as Samsara, RBMS, etc.	Pg 20
☐	Order/gather any items your new hire will need (hi-vis vest, gloves, etc.).	
☐	Print: ○ Wingman Facilitation Guide (if not already printed) ○ New Driver or SCW Participant Guide ○ Redwing Show Voucher	Market Manager Resource Page PODS Intranet (New Driver Training tab)
☐	Advise current employees that a new employee will be starting.	
☐	Set up a designated space for the trainee to attend New Hire Orientation and complete their eLearning.	
☐	Order breakfast or lunch to welcome the new hire on their first day.	
☐	Assign a Wingman and schedule the new hire to ride along with them for at least 2 weeks.	Pg 21-22

Welcome & Onboarding

	Task	More Info
☐	Set up breakfast/lunch (ordered by Market Manager).	
☐	Prepare onboarding paperwork	
☐	Notify HR of candidate's arrival by emailing HRNewHire@pods.com	
☐	Tell the new hire what to expect from Benefits—they should receive an email and a mailer from Benefits; **they have 30 days from their first day to enroll in their benefits** and should email Benefits@pods.com if they have questions.	
☐	Provide them with supplies they may need (hi-vis vest, Redwing voucher, gloves, etc.)	
☐	Go over uniform requirements and safety gear/shoes. Provide them with a uniform from your stock or get their sizes and order them a uniform if necessary.	Pg 24
☐	Review Samsara Scoring and the Driver Incentive Plan	Pg 9-10 in Participant Guide
☐	Give an overview of the Market Manager, Territory Manager, and Regional Vice President.	
☐	Outline the location's operations and what to expect in a typical day.	
☐	Give a tour of the facility.	Pg 24-25
☐	Allow time for questions and concerns. Provide necessary contact information for additional questions/concerns and for on-the-job issues.	
☐	Introduce new hire to their Wingman & review training expectations	Pg 6
☐	Introduce new hire at morning huddle on Day 2	

Training & Assessment

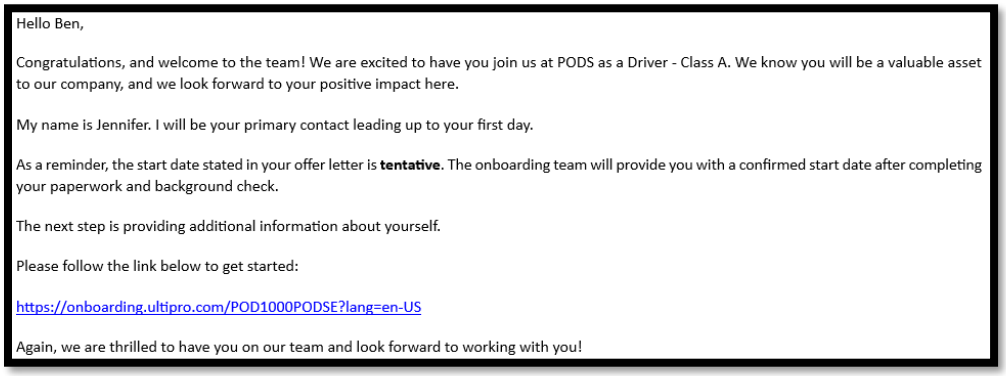
	Task	More Info
☐	Check for completion of training checklist—sign off in "Observe" and "Prove" columns of New Driver Delegation Schedule (and Warehouse Delegation Schedule, if applicable) –in New Driver Participant Guide.	Pg 11-15 in Participant Guide
☐	Submit Wingman Bonus Form for 1st Spot Bonus ○ Attach photos/scans of completed training checklist(s) ○ Include Wingman and Trainee's names & employee numbers ○ Send to TM for approval ○ Send to PODSU@pods.com ; subject link "Wingman Bonus"	Pg 11-12
☐	Schedule yourself for a ride along with the new hire to complete the New Driver Practical. You will need to complete at least three jobs with them.	
☐	Go on ride along with new hire to conduct New Driver Practical assessment.	Pg 33-42
☐	Download Driver Proficiency Form from UKG and fill out.	Pg
☐	Complete New Driver Practical Assessment in UKG (including uploading Driver Proficiency Form).	Pg 43-44
☐	Schedule warehouse time and observe new hire for Forklift Operator Practical assessment (if applicable).	
☐	Complete Forklift Operator Practical assessment in UKG.	Pg 45
☐	Schedule reduced routes for the new hire's first solo week.	Pg 47
☐	Complete 30-day check in with new hire.	Pg 48
☐	Submit Wingman Bonus Form for 2nd Spot Bonus ○ Ensure New Driver Practical is complete in PODS U ○ Include Wingman and Trainee's names & employee numbers ○ Send to TM for approval ○ Send to PODSU@pods.com ; subject link "Wingman Bonus"	Pg 11-12
☐	Conduct a 6-month ride along to monitor new hire's progress.	Pg 48

Questions? Concerns? Contact the Corp Ops Training Team at PODSU@pods.com.

Stage 1: Onboarding & Observation

After Offer Acceptance

1. Once a new hire is “launched,” an “Welcome to PODS!” email will go out to the new hire with the hiring manager CCed.



Hello Ben,

Congratulations, and welcome to the team! We are excited to have you join us at PODS as a Driver - Class A. We know you will be a valuable asset to our company, and we look forward to your positive impact here.

My name is Jennifer. I will be your primary contact leading up to your first day.

As a reminder, the start date stated in your offer letter is **tentative**. The onboarding team will provide you with a confirmed start date after completing your paperwork and background check.

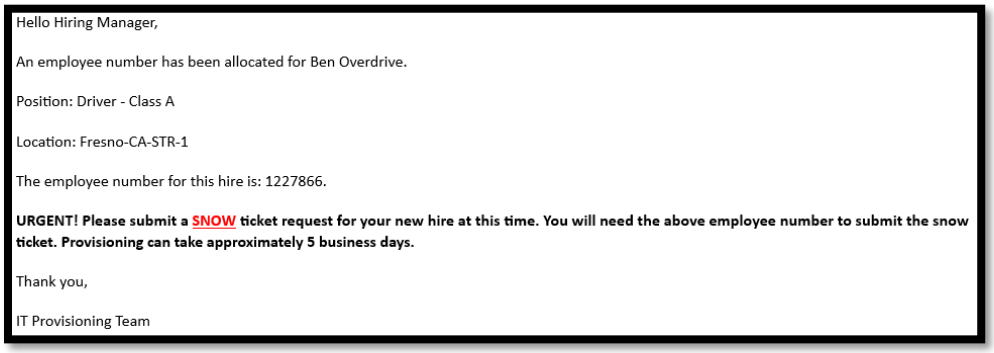
The next step is providing additional information about yourself.

Please follow the link below to get started:

https://onboarding.ultipro.com/POD1000PODSE?lang=en-US

Again, we are thrilled to have you on our team and look forward to working with you!

2. Once the new hire clicks on the onboarding link in the “Welcome to PODS!” email, you’ll receive an automatically generated email with their Employee ID Number. For more instructions on how to create a SNOW ticket, see page __.



Hello Hiring Manager,

An employee number has been allocated for Ben Overdrive.

Position: Driver - Class A

Location: Fresno-CA-STR-1

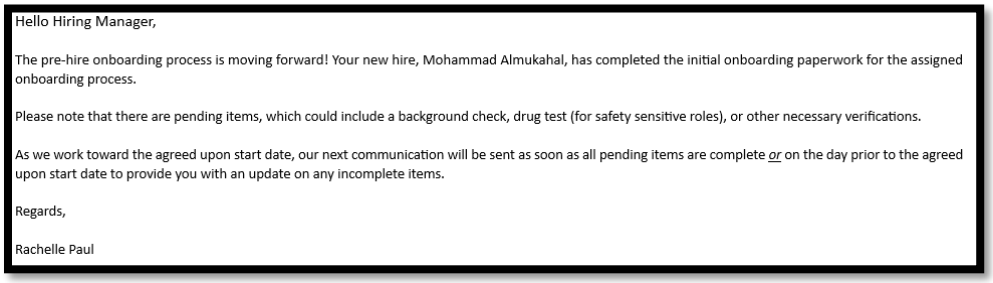
The employee number for this hire is: 1227866.

URGENT! Please submit a SNOW ticket request for your new hire at this time. You will need the above employee number to submit the snow ticket. Provisioning can take approximately 5 business days.

Thank you,

IT Provisioning Team

3. One the new hire completes their onboarding paperwork, you’ll receive another automatically generated email. This email does NOT mean the new hire is clear to start.



Hello Hiring Manager,

The pre-hire onboarding process is moving forward! Your new hire, Mohammad Almukahal, has completed the initial onboarding paperwork for the assigned onboarding process.

Please note that there are pending items, which could include a background check, drug test (for safety sensitive roles), or other necessary verifications.

As we work toward the agreed upon start date, our next communication will be sent as soon as all pending items are complete *or* on the day prior to the agreed upon start date to provide you with an update on any incomplete items.

Regards,

Rachelle Paul

4. Once the new hire IS clear to start, the onboarding team will reach out to confirm a start date.

> Hello,
>
> NAME is cleared to start! Please let me know what date and time would work best to get him/her started.

5. Finally, you will receive a “Day 1 Tasks” email from the Onboarding Team with a copy of the New Driver Training Market Manager Guide, which includes:
    a. Instructions for Onboarding and New Driver Day 1
    b. New Driver Training Outline and Guidance
    c. New Driver Assessment Instructions

Creating a SNOW ticket



To submit a SNOW Ticket, go to wearepodsintranet.pods.com and click on the SNOW icon. Once you're logged in, click on **"Request Something."** Then select **"New User Onboarding/Re-Hire Request Form."**

Write down your Request Number and use it to follow up with IT for details/issues.

Do NOT use "System Access Request." That is for existing employees NOT new hires.

Printable Training Materials

To access the most up-to-date version of our training materials:

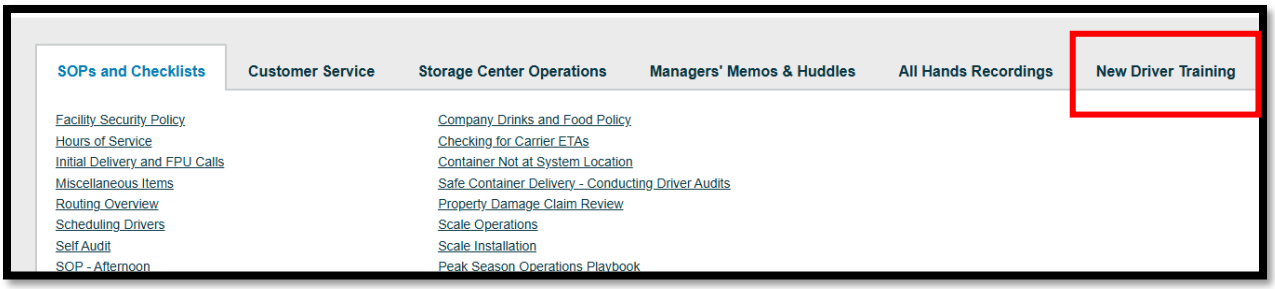
1. Go to wearepodsintranet.pods.com and click on the Corporate Operations tab along the top.



2. Scroll down and click on the Market Managers icon.



3. Scroll down and click on the New Driver Training tab.



Here you'll find the training materials like the:

- Wingman Guide
- Various Participant Guides
- Red Wing Shoe Vouchers
- And more!

Example Schedules

Note: Below are two schedule **EXAMPLES**—one with and one without forklift training for a new driver. These schedules are provided as an example and do NOT have to be precisely followed.

You should customize your new hire's training schedule based on:

- Equipment availability
- Job types/quantity
- Warehouse operations
- Location specific considerations
- New hire skill/ability

You MUST incorporate time in the new hire's training schedule for:

- Required eLearning
- Training Ride Alongs with Wingman
- Warehouse Observations/Training (if needed)
- Practical Assessments

Schedule WITHOUT Forklift Training

Day of Training	Day of the Week	Wingman	New Hire
	Sunday	***Closed***	***Closed***
1	**Monday**	6:30-1:00 Normal Route 1:00-2:00 Intro to New Hire/PODZILLA Demo	6:30-1:00 Welcome & Onboarding w/ MM 1:00-3:00 Intro to Wingman/PODZILLA Demo
2	**Tuesday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
	Wednesday	***Off***	***Off***
3	**Thursday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
4	**Friday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
5	**Saturday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
	Sunday	***Closed***	***Closed***
6	**Monday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
7	**Tuesday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
	Wednesday	***Off***	***Off***
8	**Thursday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
9	**Friday**	Full Day Reduced Route	Full Day Reduced Route
10	**Saturday**	Full Day Reduced Route	Full Day Reduced Route
	Sunday	***Closed***	***Closed***
11	**Monday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
12	**Tuesday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
	Wednesday	***Off***	***Off***
13	**Thursday**	Back to Normal	Full Day Ridealong w/ MM for Driver Practical
14	**Friday**	Back to Normal	Full Day Solo Reduced Route
15	**Saturday**	Back to Normal	Full Day Solo Reduced Route

Schedule WITH Forklift Training

Day of Training	Day of the Week	Wingman	New Hire
	Sunday	***Closed***	***Closed***
1	**Monday**	6:30-1:00 Normal Route 1:00-2:00 Intro to New Hire/PODZILLA Demo	6:30-1:00 Welcome & Onboarding w/ MM 1:00-3:00 Intro to Wingman/PODZILLA Demo
2	**Tuesday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
	Wednesday	***Off***	***Off***
3	**Thursday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
4	**Friday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
5	**Saturday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
	Sunday	***Closed***	***Closed***
6	**Monday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
7	**Tuesday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
	Wednesday	***Off***	***Off***
8	**Thursday**	6:30-11:00 Reduced Route 11:30-3:00 Normal Route	6:30-11:00 Ridealong w/ Wingman 11:30-3:00 eLearning
9	**Friday**	Full Day Reduced Route	Full Day Reduced Route
10	**Saturday**	Full Day Reduced Route	Full Day Reduced Route
	Sunday	***Closed***	***Closed***
11	**Monday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
12	**Tuesday**	Full Day Reduced Route	Full Day Ridealong w/ Wingman
	Wednesday	***Off***	***Off***
13	**Thursday**	Back to Normal	Full Day in Warehouse w/ MM
14	**Friday**	Back to Normal	Full Day in Warehouse w/ MM
15	**Saturday**	Back to Normal	Full Day in Warehouse w/ MM
	Sunday	***Closed***	***Closed***
16	**Monday**	Back to Normal	Full Day Ridealong w/ MM for Driver Practical
17	**Tuesday**	Back to Normal	Full Day in Warehosue w/ MM for Forklift Operator Practical
	Wednesday	***Off***	***Off***
18	**Thursday**	Back to Normal	Full Day Solo Reduced Route
19	**Friday**	Back to Normal	Full Day Solo Reduced Route
20	**Saturday**	Back to Normal	Full Day Solo Reduced Route

PODS U- eLearning

It's critical that the new hire is able to complete their required eLearning before operating any of the PODS equipment. If the new hire needs more time for eLearning, please adjust length and number of ride-alongs accordingly. All required eLearning can be found in UKG. **Employees MUST complete eLearning during work hours, NOT at home.**

Required eLearning is organized in curriculum based on role. The chart below outlines which curriculum(s) will be automatically assigned for different employees.

	PODS U Curriculum		
	New Driver Training	**Warehouse Management**	**City Service**
Full Time Driver w/ Forklift	**X**		
Part Time Driver or Full-Time Driver w/o Forklift	**X**		
SCW		**X**	
City Service			**X**

Uniform Standards

Uniform standards	
Mandatory	**Optional**
Cintas shirts and pants or shorts.	Uniform outerwear and hats are optional; however, if any hat or outerwear is worn, it must be the approved brand standard
Black leather belts with a gold or silver buckle no larger than 2” and must not contain any inappropriate/offensive wording or pictures.	
Black socks must be worn and should be visible not less than 1” above the top of the shoe.	
Black steel-toes shoes with black laces, anything with another brand logo should not be visible	

Location Tour

The following is a list of features that should be included in your location tour. Below are some blank spaces for you to add notes for features that are specific to your location. When giving a tour of a location it is a great opportunity to introduce the trainee to other employees.

- ☐ Entrance and Exit Points:
  - ☐ Show the main entrance and exits for employees and vehicles.
  - ☐ Highlight any security measures such as gates, keycard access, or security personnel.
  - ☐ Evacuation plan
- ☐ Parking Facilities:
  - ☐ Point out designated parking areas for employees and visitors.
  - ☐ Explain any parking regulations or restrictions.
- ☐ Warehouse Layout:
  - ☐ Walk through the warehouse layout, indicating different sections for storage, loading docks, and staging areas.
  - ☐ Highlight safety zones and emergency exits.
  - ☐ Forklift parking
  - ☐ Forklift fueling areas.
    - When handling chemicals, employees should always wear proper Personal Protective Equipment (PPE).
  - ☐ Safety Data Sheets (SDS) binder
  - ☐ Pre-Op Checklist and other admin supplies
- ☐ Loading Docks:
  - ☐ Demonstrate how trucks are loaded and unloaded at the loading docks.
  - ☐ Explain safety protocols for loading and unloading operations.
- ☐ Storage Areas:
  - ☐ Show various types of storage areas (e.g., racks, shelves, bins) and explain their purposes.
  - ☐ Discuss inventory management procedures.
- ☐ Equipment and Machinery:
  - ☐ Point out different types of equipment used in the warehouse, such as forklifts, pallet jacks, and conveyor belts.
  - ☐ Emphasize safety procedures and training requirements for operating machinery.
- ☐ Safety Equipment:

- ☐ Identify locations of safety equipment such as fire extinguishers, first aid kits, and emergency alarms.
- ☐ Review safety protocols in case of emergencies.

☐ Break and Rest Areas:
- ☐ Guide participants to break rooms, restrooms, and designated eating areas.
- ☐ Explain break policies and any amenities available to employees.

☐ Office Spaces:
- ☐ Visit administrative offices and explain their functions (e.g., dispatch, HR, management).
- ☐ Introduce key personnel and their roles.

☐ Truck Yard:
- ☐ Tour the truck yard and explain the organization of parking spaces for trucks.
- ☐ Discuss procedures for vehicle inspection, maintenance, and fueling.

☐ Environmental Considerations:
- ☐ Highlight any environmental practices in place, such as recycling programs or energy-saving initiatives.
- ☐ Discuss company policies regarding environmental responsibility.
- ☐ Show the spill pick-up kit locations and function.

☐ Security Measures:
- ☐ Explain security measures in place to protect company assets and ensure employee safety.
- ☐ Discuss procedures for reporting security incidents or concerns.

☐ Communication Channels:
- ☐ Inform participants about communication channels used within the company (e.g., intercom systems, radios, email).
- ☐ Provide instructions for contacting supervisors or reporting issues.

☐ Evacuation Plan

☐ Location Specific Features:
- ☐ _____
- ☐ _____
- ☐ _____

Stage 2: Training

In quality training, delegating tasks happens after the learner knows what to do, why it's important, and how to do it. They've also seen a demonstration of the task. This plan helps guide which tasks new drivers should take on first and which they should do once they have more experience.

Guidelines:

- **Observations** start on the driver's first ride-along and **delegations** start on the new driver's second ride-along.
- **The new driver should observe the Wingman complete a task at least once before attempting that task themselves.** The trainee should initial in the Observations column when they've observed the Wingman complete a task***
- **The new driver moves to the next phase only after completing the required eLearning and finishing all the tasks in the current phase**—a task is considered complete when both the trainer and the trainee agree that the trainee can do it accurately every time. When a task is completed, the Wingman should initial next to the task in the Delegation column.
- This whole list should be completed within **5 to 10 working days.**

Note, the liability for incidents is mostly likely on the trainer during the training of a new employee. Both the trainer and the trainee should be diligent and use discretion when performing new tasks.

****The phases should be used as a guideline, but do not have to be rigidly followed. What MUST be followed is that a trainee MUST observe the wingman perform a task before the trainee attempts the task themselves. And any tasks the trainee attempts should risk and difficulty level that matches the trainee's skills and experience (i.e. "Inputting a waiver into Cheetah" can happen before Phase 3 if there's a good opportunity, but "Unloading the PODZILLA from a CMV" should NOT happen prior to the trainee completing all the eLearning for Phases 1-3 and tasks for Phases 1 & 2).*


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Driver Delegation Schedule

Phase 1

eLearning – UKG	Tasks
☐ Celebrating Diversity ☐ Workplace Bullying ☐ Workplace Harassment & Discrimination ☐ CMV DVIR ☐ PODZILLA Pre-Op Check ☐ Container Brand Standards ☐ PODS Lift and Truck Standards ☐	☐ CMV DVIR & PODZILLA Pre-Op using Whip Around ☐ Complete the Driver's Log ☐ Use the safety cone for structural awareness ☐ Set out cones for traffic safety ☐ Assess the quality of the container based on brand standards ☐ Tag the container ☐ CMV & PODZILLA Post-Trip using Whip Around

Phase 2

eLearning – UKG	Tasks
☐ Phase 1 Milestone ☐ Delivering Superior Customer Service	☐ 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

Phase 3

eLearning – UKG	Tasks
☐ PODZILLA Safe Operations Training ☐ Cargo Securement	☐ Knock on the customer's door ☐ Unload the PODZILLA from a CMV ☐ Load the PODZILLA onto a CMV

Phase 4

eLearning – UKG	Tasks
☐ Phase 3 Milestone	☐ Deliver/Pick up an empty container with PODZILLA ☐ 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

Phase 5

eLearning – UKG	Tasks
N/A	☐ Deliver/Pick Up a full container with a PODZILLA ☐ Chain choke with a full container ☐ Present a property damage waiver to the customer

Phase 6

eLearning – UKG	Tasks
N/A	☐ 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

Forklift Training

In compliance with the CSA, associates can only be trained on forklift by a certified trainer. In most cases, this is the Market Manager. For training materials and questions regarding forklift training, please reach out to Wayne More at WaMoore@pods.com.

Stage 3: Practical Assessments

Before the new driver goes on solo routes and before the Wingman can receive their bonus, the Market Manager must assess the new hire on equipment operation and PODS standards.

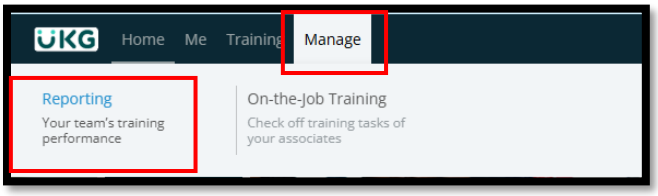
This should involve:

- a 3-4 job ride-along
- and uninterrupted time in the warehouse (if training on forklift).

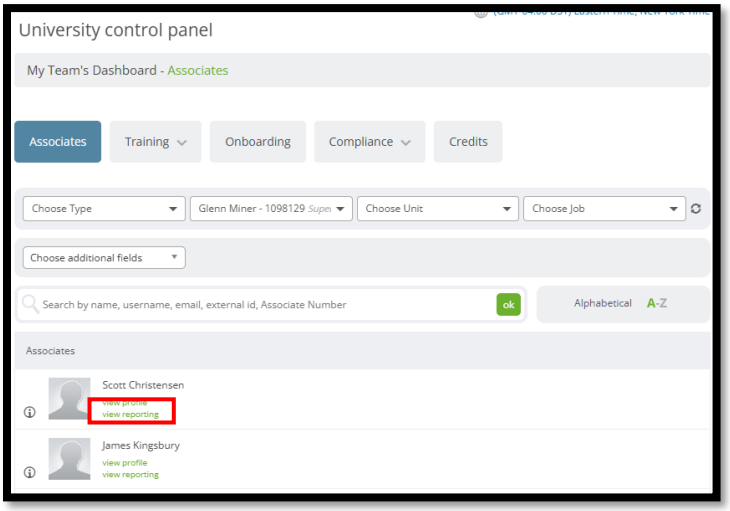
Forklift Certification

The forklift certification is now being housed and tracked in PODS U.

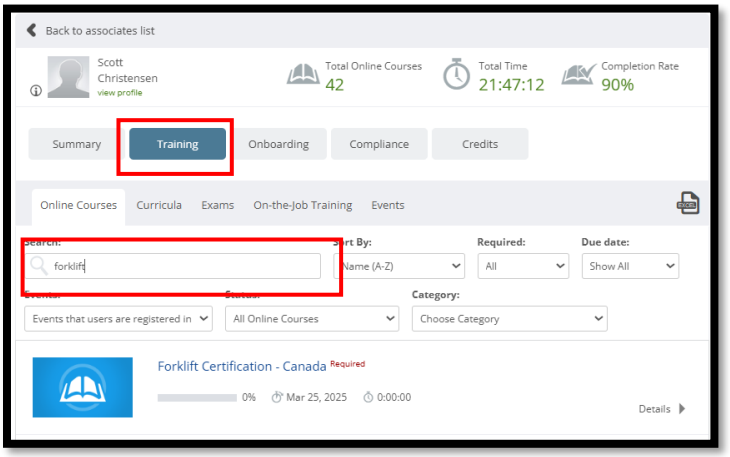
1. You can find it by going to Manage > Reporting.



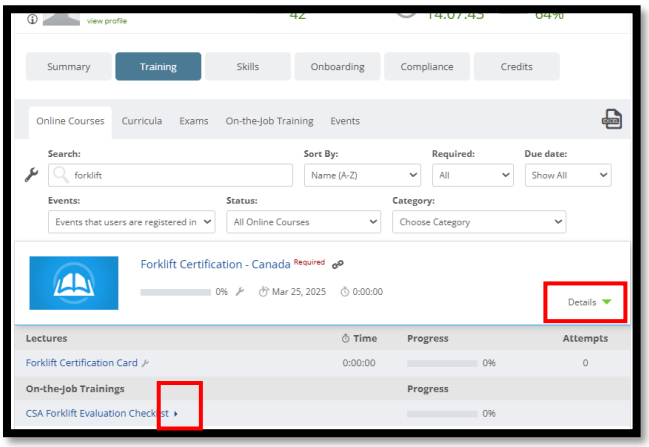
2. Click on “View Reporting” under the associate you’d like to certify.



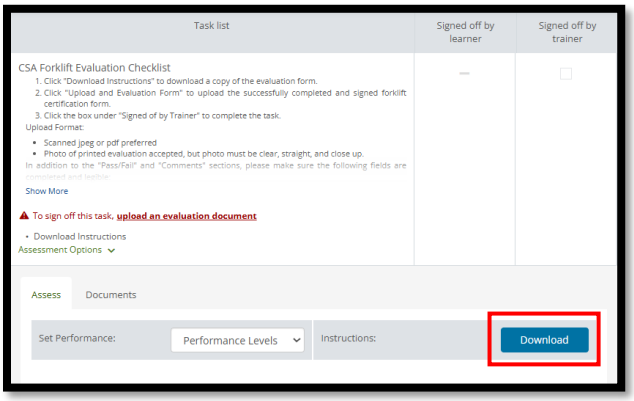
3. Click on the “Training” tab and type in “forklift” in the search bar.



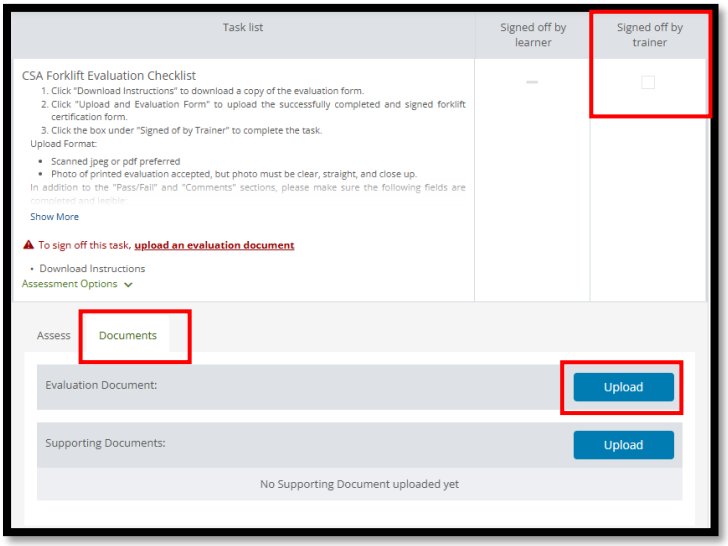
4. Under “Forklift Certification – Canada” open up “Details.” Then open up the carrot next to “CSA Forklift Evaluation Checklist.”



5. Download an evaluation form by clicking the “Download” button next to Instructions.



6. To Upload the completed evaluation, go to the Documents tab and click “Upload” next to “Evaluation Documents.” Click the checkbox under “Signed off by Trainer” to complete the task.



Evaluation Failure

If a trainee fails the evaluation, review the evaluation with them. There should be a full 24 hours before a reevaluation is conducted. If new hire needs additional training, make a training plan with the Wingman.

Stage 4: Solo

At this Stage in the training, the drivers should be capable, however, they may be slower than your experienced drivers. The purpose of this stage of the training is for you to coach up and for the trainee to speed up. The best mindset to be in is, "Trust but Verify." To be clear, the purpose of this stage in training is less about the driver building confidence before taking on more responsibility, and more about you, the manager, confirming that they are performing at or above standard.

Below is an outline of how to schedule their first routes and guidance on how and when to meet with them.

- **Pro-tip**: Ensure they know how to contact you while on route.
- **Best practice**: If possible, provide the driver with their route at the end of the day before their first solo route.

Schedule Reduced Workload Solo Routes

These are some rules of thumb that can help you plan:

1-2 Days 60% Route	Schedule a route this is about 60% of the number of jobs as an average route. For example, if the routes in your area are typically 12 jobs, give the new driver 7 jobs. The routes should include jobs that are close to the warehouse. This will make it easier for you to get to them if that they need assistance. This workload will give them time to complete all of the steps in the safe container delivery process accurately and return to the warehouse for a debrief.
1-2 Days 75% Route	With this size route, the driver should be able to return to the warehouse early for a post-route debrief.
1 Day 90% Route	On this final day, meet with your driver to say congratulations. Let them know that their training is complete and that the next time they come into work, they are a fully a part of the team.

Post-Route Debrief (15min)

This conversation should be brief and informal. Keep an upbeat and optimistic tone.

After the driver returns to the warehouse they will need to complete their post-ops in Whip Around. You may need even more time to gather the data for this meeting. Allow them to take a break while you finish up the reporting.

End-of-Day Check-In: Conduct a debrief at the end of the route. Ask how the day went, listen to any challenges they faced, and provide constructive feedback.

Performance Review: Discuss what went well and areas for improvement. Review key metrics including On Time Delivery, Samsara score, and jobs per hour (JPH). Additionally, review a selection of their Cheetah photos from the day.

Outline Next Steps: Offer praise for their solo effort and outline their next steps in the role. If there are areas needing improvement, develop a follow-up plan for additional coaching or practice. If available, give them their next day's route and highlight any major differences, for example, "Today you did 7 jobs, tomorrow you have 9 jobs."

Follow Ups

Set a reminder in your calendar to complete the following:

- 30-day check-in
- 6-month ride-along to ensure safety and driver is following PODS policies and procedures.

30-Day Check In

Please take the time to reach out to each of your new drivers to discuss their experiences so far, provide any necessary guidance, and address any questions or issues they might be encountering. Your support during this initial phase is essential in helping them integrate smoothly into our operations and maintaining our high standards of service.

In person is best; however, a phone call will work. Check-ins can be as short as 5 minutes or as long 30 minutes. You can also use the following prompts to kick off the convention if helpful:

- Congrats on reaching your first 30 days post-training.
    - How have you been managing your tasks and routes?
    - How are you feeling about the job so far?
    - What have been your biggest challenges that training did not prepare you for?
    - Is there specific training or additional support you feel would help improve your navigation or overall experience?

Please also complete the 30-Day Check In Form—save a copy for your records and email a copy to DriverTraining@pods.com.

6-Month Ride-Along

You can access the Ride Along checklist in PODS U (UKG Pro Learning). This checklist is updated regularly to focus in on specific PODS policies and procedures, such as:

- ☐ PODS Uniform Standards
- ☐ PODS Lift & Truck Standards
- ☐ PODZILLA Operations
- ☐ Safe Driving
- ☐ Customer Service

Revision History

Date	Revision	Owner
Nov. 2024	Version 1 Published	Kara Delemeester
Dec. 2024	Added MM Checklist & Wingman Process/Compensation	Kara Delemeester
Mar. 2025	Added Forklift certification instructions	Kara Delemeester