



December 12, 2023

The Honorable Robin Hutcheson
Administrator
Federal Motor Carrier Safety Administration
1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Administrator Hutcheson:

Chartered by Transportation Secretary Pete Buttigieg on February 11, 2022, the Women of Trucking Advisory Board (WOTAB) was established as a statutory committee in Section 23007 of the Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL), Pub. L. 117-58. WOTAB's 14 women members possess a wide range of backgrounds, experience, and certifications, allowing them to contribute diverse views and report on policies that provide education, training, mentorship, or outreach to women in the industry and recruit, retain, or advance women in the commercial motor vehicle (CMV) industry.

WOTAB held public meetings on November 9, 2022; May 16, 2023; June 29, 2023; August 14, 2023; and October 26, 2023, to discuss its statutorily required topics via a series of tasks assigned by the Federal Motor Carrier Safety Administration (FMCSA). Tasks 22-1, 23-1, -2, -3, and -4 focused on identifying and eradicating sexual harassment and violence against women, particularly drivers, in the CMV industry; barriers to women's entry, particularly minority women, into the industry; maximizing existing avenues of employment for women; enhancing driver training, mentorship, and education opportunities for women across the industry; and identifying ways to coordinate functions to facilitate support for women pursuing careers in the industry.

At the October 26th meeting, I appointed a subcommittee to review the discussion notes from the five tasks and prepare a draft report to you. At the November 13, 2023, meeting, WOTAB reviewed the draft report as Task 23-5, which summarized the recommendations from its five previous tasks into a report to the FMCSA Administrator and Secretary of Transportation.

To ensure that all the members' views and comments presented in the public meetings were captured in the report to the Administrator, the discussion notes and recommendations from WOTAB's meetings have been included in Appendix A, ordered by meeting date. Appendix B displays meeting attendance, Appendix C includes the statutory BIL language for WOTAB.

On behalf of WOTAB, I respectfully submit this report to FMCSA for its consideration.

Sincerely,

Joyce Sauer Brenny
Chair

Enclosures

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Priority Recommendations to the Government and Private Sector

- As the commercial motor vehicle (CMV) industry evolves, there is a need to elevate women's voices in the CMV industry.
- Bring diverse women's CMV organizations and associations to the decision-making table in government and private-sector meetings concerning motor carrier transportation.
- Increase women's representation on governmental advisory boards and other stakeholder engagement efforts related to the CMV industry.
- Recognize, promote, and encourage women to join all aspects of the transportation industry.
- Collaborate with the motorcoach industry and the broader CMV industry to facilitate opportunities for women.
- Create a centralized web-based platform (or portal) for women and associations in the industry.
- Encourage the U.S. Department of Transportation (DOT) and the U.S. Department of Labor (DOL) to communicate through diverse methods trucking's essential role in the American economy, so that its status is reflected in support from state and local government.
- Educate men on the challenges faced by women in the industry and encourage them to become allies for women in the industry.
- Review and research the potential for an industry exemption from Fair Labor Standards Act to determine the degree to which the lack of Fair Labor Standards Act applicability to trucking is a barrier for women to become drivers, making it hard to support their families and earn a fair wage with basic protections.

Accountability and reporting harassment/assault/discrimination

- Recommend the removal of drivers and others in the industry with proven and documented cases of sexual harassment and assault.
 - Complaint reporting mechanisms should exist outside of the company structure.
 - Carriers and their customers should be responsible and have protocols in place for preventing and dealing with harassment in the workplace.
 - Hold those accountable who create unsafe environments for women, so that complaints are addressed, and a resolution is determined.
- Develop a rating system for carriers that would demonstrate commitment to industry standards, allow drivers to understand potential safety concerns with carriers, and highlight carriers that actively demonstrate their commitment to upholding anti-harassment standards.
- Establish a driver hotline that supports women reporting harassment and assault.
 - Provide a mechanism to report safety and workplace issues, to gather women's concerns regarding harassment, gender-based violence or other predatory/illegal actions.
 - Provide resources for motor carriers to support the reporting of harassment and assault so that it is eliminated in the workplace.
 - Collaborate with the industry to advertise hotline information where women CMV drivers can easily access it.
 - Establish a neutral party to report and resolve issues.
- Recommend that State and local governments, as well as carriers, shippers, and receivers, provide safe parking.

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- Mandate that carriers, shippers, and receivers ensure that drivers can use the bathroom privately and safely.
- Encourage carriers to install a panic button for health or personal safety issues in trucks, motorcoaches, and on truck stop property.

Recruitment and Retention of Women for the CMV Industry

- Provide networking opportunities and resources for women to become engaged in associations that support women and minorities.
 - Initiate communication and recruitment of women in tribal nations. This largely untapped population is the most underrepresented (less than one percent) community in the CMV industry.
 - Expand funding for women's educational opportunities in underrepresented and disadvantaged communities.
- Provide more resources to minority-owned commercial driver's license (CDL) schools to help more students enter the industry.
- CDL schools should identify ways to connect CMV trainees to funding for childcare and transportation between home and the training facility.

Increasing Opportunities for Mentoring Women in the CMV Industry

- Provide funding opportunities to be trained in the latest technologies.
 - Develop more positive mentorship and mentorship training opportunities for women throughout the industry.
 - Conduct outreach to LGBTQ+ communities about trucking. Consider inclusive messaging and potential advertising.
 - Conduct outreach to young adults.
- Direct Federal funds to support grant programs for women entering or continuing their careers as professional drivers.
- Protect the independent contractor business model. The ABC test is an incompatible standard for independent contractors.
- Investigate the feasibility of making two waivers issued during the pandemic permanent. One waiver would allow Federally authorized third-party skills testers to administer the skills test. The second waiver would allow drivers to take a skills test outside their state of domicile.

Training

- Create requirements and defined consequences for CDL trainers and instructors around harassment and workplace safety.
- Carriers should develop industry standards for onboarding procedures for training of all new women professional drivers.
- A trainer should always be on duty when the trainee is on duty. There is no training or supervision when the trainer is off duty.
- During over-the-road training, trainers and trainees should never share the same sleeping quarters. This includes hotel rooms or sleeper berths.
- Encourage carriers to build a career pathway for women to become driver trainers or managers.

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- Expand grants for training, education, and professional development opportunities for women pursuing a CDL, including offsetting childcare, transportation, and living expenses.
- Promote companies that educate, train, and value women drivers and professionals.
- Develop stronger relationships between carriers and training schools to usher more women into the industry.
- Encourage carriers to pay women drivers a living wage during training and onboarding. Women drivers often operate as a single-wage family.
- Partner with local school districts to provide community exposure to trucking as a profession for women.
- Create opportunities for women to pivot into emerging aspects of the industry, such as assisted autonomous vehicle technologies.
- Create educational opportunities for women to upskill and prepare for the future of transportation.

Women's Quality of Life

- Secure childcare resources for women during CDL training and onboarding.
- Employers should provide a family friendly work environment for women CMV drivers.
- Provide employers training on Family & Medical Leave Act benefits, to which all woman drivers are entitled regarding maternity/paternity leave and end-of-life care for loved ones.
- Employers should establish more flexible job configurations for women in the transportation industry.
- Motor carriers should work with shippers and receivers to ensure that women professional drivers are treated with respect and provided a safe work environment.

Development of a Portal for Women Active in CMV Industry

- Create and maintain a CMV driver web portal focused on women entering the industry.
- Include resources for associations, mental health professionals and assistance during crises, childcare, transportation, professional development, and training opportunities.
- Include mental health resources for women drivers.
- Include a vetted list of carriers and employers that adopted best practices as defined by WOTAB that support women across the CMV industry.
- Create a roadmap for women who enter the field to outline paths for training, testing, and the overall landscape of a CMV career.
- Leverage and map successful CMV-related digital hubs and websites providing resources, information, and events for potential women drivers.
- Build into the portal a way for trucking and motorcoach associations to collaborate to create a network for drivers.

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Appendix A:
Women of Trucking Advisory Board Discussion Notes
(November 9, 2022, through October 26, 2023)

Women of Trucking Advisory Board (WOTAB)

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Women of Trucking Advisory Board

Task 22-1: Crime Prevention for Women Commercial Motor Vehicle Drivers

Discussion Notes from November 9, 2022, and May 16, 2023, Meetings

Task 22-1: FMCSA asks that the Women of Trucking Advisory Board (WOTAB) provide feedback regarding the dangers of sexual assault and sexual violence against women, particularly drivers of commercial motor vehicles (CMV), and suggest actions and initiatives to prevent and ultimately eliminate such violence.

I. Crime Prevention for Truckers Survey Results

A. Issues identified with the survey.

1. The survey referred to rape/sexual assault as being “touched inappropriately.” Equating rape to being touched inappropriately is offensive.
2. The survey’s demographic choices were women, minority men, and non-minority men. Minority men were specified but minority women were not.
3. FMCSA did not name the organizations with which it coordinated to solicit responses on the presentation slides. The choice of these organizations may have skewed the survey results.
4. The survey limited the number of respondents and duration of time to respond to the survey. Seven percent of the nation’s 3.5 million truck drivers are women; only 200 women responded to the survey. This is not a representative number of women in the trucking industry.
5. The number of survey respondents may have been low because women feel there is no point in reporting sexual harassment or assault.
6. The survey does not account for responses from the LGBTQIA+ community.

B. Data collection recommendations.

1. When publishing survey data, identify the groups that FMCSA used to help distribute the survey.
2. Issue a subsequent survey that reflects what is accurately occurring in the industry regarding harassment.
 - a. Include the question, “Has anyone perpetrated any act of sexual violence on you?” Note: Certain respondents may not want to go into detail about their experiences.
 - b. Improve the structure of the survey. Teamsters offered to assist with building a survey that is truly representative and detailed.
 - i. The next Teamsters Women’s Conference is happening in September 2023.
 - ii. This event could be a good opportunity to get input about the survey.
3. Develop and engage a smaller focus group composed of WOTAB members, advocacy groups, and small industry associations to help inform and develop the survey questions.
4. Engage industry associations to inform the survey and to market the survey to respondents on a grass-roots level.
 - a. African American Women in Trucking Association members have never been included in a survey of this kind; minority associations need to be included in the process.
 - b. Involving smaller organizations in the survey announcement process helps to disseminate information to more individuals. This can boost participation and show members of smaller organizations that they have a voice in government.
5. Utilize the FMCSA Outreach team and existing FMCSA resources to ensure broad coverage and to encourage more respondents.

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- a. Develop and execute a marketing campaign for drivers to advertise the survey and to help less tech-savvy drivers prepare to respond to the survey.
 - b. Offer drivers registered in the Clearinghouse the opportunity to participate in the survey.
 - c. FMCSA should leverage the driver contact information available in the Clearinghouse to help procure the maximum number of survey respondents.
6. The S.H.E. Trucking Foundation would like to be part of FMCSA's data collection process for the next survey.

II. Task 22-1 Discussion

A. Gender-based violence and sexual harassment in the trucking industry.

1. Harassment falls into two distinct areas:

a. Culture

- i. The targeted person, not the perpetrator, should define harassment.
- ii. Carriers are led mostly by men.
- iii. Victims share a huge concern of how to report harassment without fear of retaliation. The trucking and motorcoach industry's at-will labor structure makes reporting difficult. We should shape employment so that the reporters of such harassment and/or violence can protect their jobs.
- iv. The government and carrier management must lead by example.
 - (A) The Federal Aviation Administration (FAA) has done a good job of changing the culture of the aviation industry from the top down.
 - (B) The conversation should start with improving carrier safety culture, beginning with a "zero tolerance" policy that establishes that no range of harassment is acceptable.
- v. FMCSA forcing carrier management to take actions to mitigate harassment will be effective in terms of changing culture.
- vi. Racism causes a lack of opportunities for women drivers to get into management, among other issues. There should be a program for advancement into management.
- vii. Women who are training to be drivers do not necessarily come from the best circumstances and may be hesitant to report harassment or assault. How can we connect victims with the help that they need to process the harassment or assault?
- viii. As long as mega carriers influence policy, the profit motive will continue to conflict with the need to support and nurture women drivers.

b. Training

- i. The CMV sector is not enforcing Title VII of the Civil Rights Act.
 - (A) Does FMCSA have the authority to require employers to comply with the Civil Rights Act that protects employees from harassment?
 - (B) How can FMCSA protect women drivers from other parties who are harassing women drivers?
- ii. While the mixed-gender training environment has been the industry standard, there are other ways to train. For example, women drivers should be allowed to choose to complete training with women trainers, if they wish. Unfortunately, cost remains a concern for carriers.
 - (A) Many drivers have raised concerns about mixed-gender CDL training and driver onboarding.

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- (B) FMCSA should consider the national impact of mixed-gender training.
- (C) Highlight carriers that have best practices in this area, as well as those who are negligent.
- 2. Most drivers are at-will independent contractors. Any driver who files a complaint can be fired. If this cannot change, it will be hard to change the harassment culture.
 - a. FMCSA should institute a limited period after a harassment complaint is filed during which a carrier cannot dismiss a driver or reduce their hours.
 - b. The reporting process should permit anonymity and prevent disclosure of the filer's identity.
 - c. Complaint reporting mechanisms should exist outside of the company structure.
 - d. Carriers should investigate reports immediately and provide continued support for victims.
 - e. Truck stops could post a hotline address/number for anyone to report harassment (i.e., "See Something, Say Something").
 - f. A public awareness campaign regarding harassment reporting would allow drivers to feel protected and let perpetrators know they are being watched.
 - g. There should be no chain of reporting harassment claims. The reporter should not have to speak directly to the person who is causing the harm. Consider making reports of harassment part of the public record or other drastic actions that ensure accountability (e.g., potential loss of the perpetrator's credentials).
- 3. We need a comprehensive approach to harassment that addresses the following areas:
 - a. Entry-level driver training (ELDT) requirements.
 - b. Mandatory harassment training for management.
 - c. Defensive mechanisms in trucks.
 - d. The development of infrastructure to require checking for harassment flags.
- B. Actions for employers, unions, government agencies, lawmakers, apprenticeship program sponsors, shippers, receivers, truck stop operators, and others to consider to improve workforce safety.
 - 1. Training/Testing:
 - a. Modify ELDT regulations to require addressing workplace harassment. Such training should be required for managers.
 - b. Train staff at service stations to identify harassment/assault and understand how to report it if they see it.
 - c. Keep backing maneuvers in ELDT requirements.
 - d. Tailor physical testing requirements to women's body types.
 - e. Help drivers find autonomous truck training.
 - 2. Physical Environment:
 - a. Require carriers to provide safe parking.
 - b. Allow drivers to park at weigh stations when they are closed. Often, weigh stations have security cameras, making them safer for parking than truck stops. Kentucky and Florida use weigh stations to allow drivers to park, use the bathroom, and obtain adequate hygiene.
 - c. Staff a "women liaison" at each carrier whom drivers may contact 24/7.
 - d. Post a decal/icon related to sexual harassment training awareness at carriers' and shippers/receivers' places of business.

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- e. Mandate that carriers ensure that drivers can use the bathroom privately and safely while they are working.
- 3. Systemic Change:
 - a. Build a national registry of carriers and entry-level trainers with a standard, in partnership with the U.S. Department of Labor, including their commitment to best practices related to mixed-gender training, personal safety training for drivers, providing safe equipment, and emergency response.
 - b. Require carriers to hold customers to the same harassment training standards as carriers and drivers.
 - c. Link sexual convictions to motor vehicle records, flagging problematic drivers. [Note: this would not apply to independent owner-operators who operate as a one-person operation.]
 - d. Develop a centralized online portal for carriers and drivers to find all information relating to harassment prevention.
 - e. Require everyone who obtains a USDOT number to receive training and notification of requirements and best practices related to harassment.
 - f. A Canadian regulation addressing workplace violence and harassment in trucking and logistics includes a mechanism to report harassment and violence. Does FMCSA have a similar regulation? If not, FMCSA should consider developing one.
 - i. Under the Canadian regulation, a designated person who is trained to deal with private health and sensitive information must receive these reports. With this data, the government can be aware of aggregate report numbers.
 - ii. The regulation requires employers to establish a mechanism of reporting that does not require a supervisor to become aware of the report.
 - iii. This approach to reporting relies on employer compliance, which largely does not exist for drivers who are independent owner-operators.
- 4. Vehicle safety equipment:
 - a. Install a safety system in trucks and motorcoaches, such as one that allows a driver to spray mace within 8 feet of the truck.
 - b. Install a panic button in trucks and motorcoaches.
- 5. FMCSA Drug and Alcohol Clearinghouse:
 - a. Use the Clearinghouse to remove drivers for sexual harassment and assault.
 - b. Flag a driver or company as an “imminent hazard” when they have repeatedly violated safety standards, such as committing harassment.
 - c. Include an educational component in ELDT or elsewhere so that new drivers (and potential new drivers) understand the impact of their behavior on their careers. This is especially important as we lower the minimum age of entry for drivers into the industry.
 - d. Consider excluding violations that took place before the driver held a commercial driver’s license (CDL).
- 6. Look into how the Teamsters structures its anti-harassment policies. Those protections do not exist without a union. Non-union drivers could have similar language they could use when they are negotiating their contracts.
- 7. Spotlight companies/organizations that fail to comply with requirements relating to harassment.

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8. Create an easily accessible FMCSA app and hotline that explains how to stay safe, explains what harassment is, and allows drivers to report it there.
 9. Develop social media harassment policies and create an awareness campaign regarding online harassment.
 10. Develop a rating system for carriers:
 - a. Go to state Better Business Bureaus to discover complaints about a carrier.
 - b. Carriers could be rated based on their demonstrated commitment to implementing best practices.
 - c. Drivers could provide feedback into that third-party arena on whether companies are following these practices.
 - d. Similarly, the moving industry has a certificate called “ProMover” that any customer can check to see whether a business has it; the certificate is issued when a business is in good standing and passes a background check.
 - e. Develop a ratings system for carriers to help would-be drivers who are in financially vulnerable situations to quickly identify bad actors and avoid taking unsafe jobs.
 - f. One aspect of the ratings system could be to highlight the carriers that are actively demonstrating their commitment to upholding anti-harassment standards.
- C. Best practices for preventing and responding to gender-based violence and harassment in ways that are survivor-centered and trauma-informed.
1. No sharing of a sleeping cab between trainee and trainer during over-the-road training; individual hotel rooms should be purchased for one or both of the parties.
 2. Trainers and trainees should have the same rights. They should have the option to choose the gender of the person they would like to train them.
 - a. Trans drivers should have the option of choosing a trans trainer, if possible.
 - b. Both trainers and trainees should have the right to remove themselves from threatening situations in a training environment.
 3. A trainer should always be on duty when the trainee is on duty. Otherwise, there is no training/supervision when the trainer is off duty. This prioritizes moving freight over the training of the drivers.
 4. Trainer and trainee should establish mutual expectations and guidelines before agreeing on vehicle training (i.e., what is appropriate behavior and how the training will proceed). Establish a neutral party that either party can contact to resolve any issues.
 5. Maintain a record of accusations of harassment against a trainer that can be shared among carriers.
 6. Establish a certificate program for driver trainers and trainers of driver trainers to provide a baseline level of safety and harassment training. Consider holding a graduation ceremony and/or creating a uniform or patches to demonstrate a trainer’s status.
 7. Have trainer contractors who travel to provide training.
 8. Participate in “Denim Day,” a sexual assault awareness campaign in the trucking industry.

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- D. Best practices for creating a safe workplace environment that supports the recruitment and retention of women drivers.
 - 1. Enhance the appeal for women to become trainers.
 - 2. Provide incentive for women to enter a driver training role or financial support for women-run training centers.
 - 3. Share reports of bad behavior across carriers so that they do not hire a driver who has engaged in problematic behavior at another carrier.
 - a. Consider establishing a minimum threshold of number of accusations/reports of trainer harassment or bullying above which would flag them in a system for other carriers.
 - b. Record all complaints of harassment in a trainer's record.
 - c. Thresholds may differ for different accusations. For example, the minimum number of accusations of bullying could be higher than the minimum for sexual assault.
 - 4. Toolkit for Recruitment and Retention:
 - a. This has proven successful in the motorcoach industry.
 - b. Small operators do not have the internal resources to acquire and distribute this information.
 - 5. Provide guidance for women drivers on what to ask when they are considering working for a carrier.
 - 6. Ensure that tractors are not permitted to be keyed with the same keys.
 - 7. Mandate that truck stops have adequate security cameras, strong lighting, and law enforcement call boxes (as on college campuses).
 - 8. Carriers should commit to helping their customers become "shippers of choice." A "shipper of choice" is a customer that provides a time-efficient and safe place to conduct their business (including adequate hygiene facilities).
 - 9. Electronic logging devices could serve as a mechanism for secure reporting or requesting help.
 - 10. Recruitment: Connect with potential women drivers in high school through a marketing initiative to show how they can feel supported in the trucking industry.

III. Recommendations

- A. Examine this issue as a workplace environment issue with the Department of Labor.
 - 1. Provide regulations or standard protocols for working environment and fair compensation.
 - 2. Hold carriers accountable for following training regulations.
- B. Set standards and best practices for trainers and for creating materials for trainers and trainees:
 - 1. Define how trainers must represent themselves and the company in the classroom.
 - 2. Define how trainers must treat trainees in classroom and behind the wheel.
 - 3. Standardize expectations for all trainers across industry.
 - 4. Add these new standards to the existing ELDT requirements for all registered training providers to follow.
 - 5. Increase incentives for training providers, especially women training providers, to bring professional standards back to the industry.
 - 6. Develop mechanisms to report discrimination or harassment related to enrollment at a training center and establish penalties/repercussions for the training provider.

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- C. Keyed Entry for Trucks.
 - 1. Carriers should move to electronic technology, so individuals have private keys to trucks.
 - 2. Private keyed entry benefits both carriers and individuals and contributes to safety by deterring unwanted actions by disgruntled drivers (removing their electronic key access to the truck), which protects carrier equipment and protects drivers from harm.
- D. Develop a code of ethics for physical environment and vehicle safety for all associations and carriers to adopt.
 - 1. Standardize allowable practices, publish information about which carriers have agreed to those standards, and highlight companies who are upholding those standards well.
 - a. Create a public database for people to access the best practices for different carriers.
 - b. This public database should allow the public to see what standards carriers have committed to uphold so that the industry can hold those carriers accountable.
 - 2. Add emergency call boxes to truck stops to report harassment and assault.
 - 3. Develop a positive “Safe Zone Initiative” to entice truck stops/locations to add call boxes.
 - 4. Encourage carriers to have women liaisons to help handle harassment reports and keep the individual who made the report informed of process and outcomes.
- E. Develop an FMCSA Hotline for individuals to report harassment information without fear of retaliation and allow the reporter to understand the chain of outcomes.
 - 1. Reports should be attached to the perpetrating individual’s record to avoid future incidents.
 - 2. Provide protection for the individual making the report so they are not a victim of retaliation.
 - 3. Develop repercussions for harassment and retaliation to keep carriers accountable.
 - 4. Utilize WOTAB members as a network to help inform how to make the Hotline a safe and effective resource.
 - 5. Develop and execute a public awareness campaign to promote the Hotline so that individuals are aware of the resource and so that it deters bad actors and addresses safety issues.
 - a. Promote balanced messaging on FMCSA’s safety mission to encourage women to join the industry rather than highlighting only negative aspects.
 - b. Frame the messaging to show that FMCSA is raising the bar while keeping people safe.
 - 6. Human Trafficking Hotline is not a good example of an effective Hotline; too much redirecting of individuals and the urgency of the report is lost.
- F. Develop a process for how Hotline-reported incidents are stored and communicated to prevent continued problematic incidents and improve safety.
- G. FMCSA needs to understand the experiences of trans women to improve safety for women in trucking.
- H. FMCSA should require accountability from carriers and carriers’ customers regarding harassment.
- I. FMCSA should provide resources and guidance to carriers to help carriers support harassment reporting and provide counseling to victims of harassment.
- J. FMCSA should consider incorporating sexual harassment under the Surface Transportation Assistance Act (STAA) (49 U.S.C. 3110), the existing mechanism for whistleblower protection.

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- K. FMCSA should clarify the STAA whistleblower protections. There is no regulation that addresses harassment, but there is a mechanism to report whistleblower activities.
- L. FMCSA should establish a harassment policy and publish it in the Federal Motor Carrier Safety Regulations Handbook, a.k.a. the “Green Book.”

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Women of Trucking Advisory Board

Task 23-1: Barriers and Trends Impacting Women Minority Groups and Women Who Live in Rural, Suburban, or Urban Areas

Discussion Notes from May 16, 2023, Meeting

Task 23-1: FMCSA asks that the Women of Trucking Advisory Board (WOTAB) provide feedback regarding the barriers and trends that impact women minority groups and women who live in rural, suburban, or urban areas, particularly drivers of commercial motor vehicles (CMV), and ways to remove these barriers and ensure positive trends.

I. Task 23-1 Discussion

- A. Challenges that minority women and women from rural, suburban, and urban areas have that create barriers to their selection as CMV drivers, and the appeal of becoming and remaining a CMV driver.
 - 1. Attracting women to the trucking industry is a marketing issue.
 - a. Let women know that trucking is a profitable career and an available opportunity.
 - b. Commonly held perceptions of the trucking industry prevent women from becoming interested in joining the industry.
 - 2. The lack of childcare resources is a major challenge for women.
 - 3. Drivers do not have the ability to bring animals with them in the cab; the lack of pet care is a barrier to training.
 - 4. There is a lack of paid training opportunities; start-up costs are a barrier.
 - 5. There is a lack of transportation to training schools in rural areas (the closest schools can sometimes be 45-60 minutes away).
 - 6. There is a lack of resources and education in under-represented communities:
 - a. The African American community is one of the most under-represented and under-supported groups in the trucking industry; this community needs additional life supports (childcare, etc.) and resources to support their transition into trucking.
 - b. Many drivers join the industry without knowledge of FMCSA programs like the Drug and Alcohol Clearinghouse.
 - i. Many drivers do not understand or are not aware of Federal requirements for CMV drivers.
 - ii. For example, many drivers do not understand that test refusals (not just positive test results) result in a Clearinghouse violation.
 - 7. There is a lack of available mentorships for women.
 - 8. The lack of funding and educational opportunities for women causes many women to leave the industry.
 - a. Provide more funding/scholarship opportunities to younger women and mothers to attract them to the industry.
 - b. Develop more support structures to allow women to engage in the industry.
- B. Existing barriers and trends that deter or prevent minority women and women from rural, suburban, and urban areas from entering and remaining in the field of trucking or motorcoach operation.
 - 1. There is a lack of trainers; many male drivers refuse to train women drivers.

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- a. Many drivers wait a long time for trainers to become available; this delay is holding them back from joining carriers and getting on the road.
 - b. Carriers force trainees to participate in longer hours/miles because the market is down.
 - i. It now takes drivers longer to complete their training.
 - ii. Sometimes women drivers cannot visit home or see their children for up to six months.
 - c. Many training schools take advantage of new drivers and do not set them up for success.
 - i. Trucking companies and training schools need to lay out their processes and standards for training so that drivers know what education they will receive and what will happen after training.
 - ii. For example, student drivers finish school not knowing how to hitch trailers, open doors, check hooks, or hook up air hoses. This is a public safety issue.
 - d. Grant funding is an issue because some training companies misuse funds, to the detriment of drivers.
2. Driver retention:
- a. There is a need to recognize, promote, and encourage women to join the industry.
 - b. There need to be better opportunities for advancement.
 - i. Experienced drivers should be able to become managers or trainers. Advancements should be tied to experience, rather than to degree qualifications.
 - ii. The criteria for experienced driving should include having no incidents and a good safety record.
3. There is a lack of flexible schedules/jobs.
4. There is a lack of mental health resources.
5. There is a lack of training in how to cope with day-to-day driving situations (vehicle breakdowns; etc.).
- C. Best practices for dismantling the barriers and ensuring positive trends for minority women and women from rural, suburban, and urban areas.
1. Increase remote CDL training opportunities so that more women can participate.
 2. Increase the number of funding opportunities available to women.
 3. Share more success stories of women from minority communities who are leaders in the industry.
 4. Clarify the requirements of the job to battle misperceptions (relieve fears around false beliefs that truck drivers must unload freight by themselves, etc.).
- D. Best practices for how industry, stakeholders, and others can create a workplace environment that supports the recruitment and retention of women drivers.
1. Develop more mentorship opportunities for women throughout the industry.
 2. Develop certification programs for mentoring women in trucking.
 - a. Allow for online certification, as well as for certification during in-person trucking conferences (3-day workshops).
 - b. Help women drivers develop resumes so they can advance to safety instructor, manager, or dispatcher roles.

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- c. Mentors should have first-hand experience as drivers and have empathy for their driver mentees. This is important to help driver mentees know that someone understands the demands of the field, help them feel supported, and help keep them in the industry.
 - d. Mentors should establish processes to support drivers as needed and help them navigate career advancement.
3. View drivers as leaders of the industry, not as an entry-level position into trucking.
 - a. Define what growth opportunities look like.
 - b. Highlight and promote advancement.
 - i. Create a campaign to highlight the benefits of being a driver and to show options besides being behind-the-wheel.
 - ii. Use Motorcoach Association's "Why I Love Driving" campaign as an example.
 - iii. Make the same training opportunities available for professional drivers who would like to have a dual role or to try something different in the industry (e.g., moving to technical roles).
4. Humanize the people behind the wheel to bring professionalism back to driving.
5. Create a van service to help women in rural areas get to training centers.
6. Encourage companies to create an environment of family support for drivers.
7. Improve access to capital. Provide more access to grants to pay for training/education, childcare, transportation, opportunity funds (e.g., down payment assistance to help women purchase their first CMV).
 - a. How can information about available funding be shared with those who would benefit?
 - b. Increased funding for smaller trucking schools could allow women to stay local, go home each night, and lower overall childcare and eldercare expenses.
 - c. Make USDOT funding available to promote an online/remote training environment to enable more women to participate.
8. Use technological advancements to create space for women in trucking.
 - a. Allow CDL holders to have experience with autonomous vehicles (AV):
 - i. Women are more apt to be the "safety beacon" in the industry.
 - ii. Giving women more experience and education with AVs will help attract women to the industry and advance their careers.
 - iii. The industry needs more mechanics; women can fulfill this need and to advance their careers by working on AVs.
 - iv. If AVs can be operated remotely, women would have more opportunity to balance work/life needs.
 - v. New technology is creating new opportunities and attracting more women to trucking.
 - vi. Create a separate subcommittee to examine the safety impacts of AVs.
 - b. Driver-facing cameras pose an issue for retention.
 - i. Many drivers consider driver-facing cameras to be a privacy issue, which may lead many women to quit the industry.
 - ii. Many drivers consider cabs to be their "second home"; cameras can feel like an invasion of privacy.
 - iii. All stakeholders need to be mindful and informed about privacy parameters.

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- iv. Companies that implement the camera technology need to provide education and disclosures to drivers; driver-facing cameras can be good for accountability and keeping drivers safe (e.g., provide back-up if there are incidents).
- v. Humanize drivers: Companies must work to understand driver concerns about technologies, assuage those concerns, and provide requested information.
- 9. Provide training so that women receive the emotional, social, and psychological support they need on the road (e.g., when experiencing vehicle breakdowns, etc.)
- 10. Explore the barriers to women for becoming trainers in the industry.
- 11. Offer more flexible/local and “final mile” work arrangements.

II. Recommendations

- A. Develop an accountability process for bad actors (e.g., poor training programs, others taking advantage of established systems).
 - 1. For example, training programs should have a score card, and their students should be taking in-person skills tests (not simulated skills tests).
 - 2. FMCSA should enforce and implement skills tests to ensure that new drivers know the required material and can perform the necessary skills to be safe on the road.
 - 3. FMCSA should develop a standardize set of goals that all training providers must accomplish with their students.
 - a. Standardize all training materials.
 - 4. Require inward-facing cameras in training cabs.
- B. The FMCSA Hotline (also recommended as part of Task 22-1) needs to have structured support for women who report problems on the road.
 - 1. Add the Hotline information to the fuel pumps at truck stops, not just on billboards. Post the Hotline information where women can see it at an earlier point (instead of only posting it in restrooms, where many of the reported incidents occur).
 - 2. Encourage bystanders to “see something, say something.”
- C. Provide women drivers with body cameras that they can use in situations where they feel uncomfortable.
- D. Develop training surveys to help companies improve training and provide FMCSA with those datasets to help inform the Agency’s understanding of the industry’s overall retention trends.
 - 1. Conduct surveys both while drivers are in training, and after they leave training.
 - 2. Track the drivers’ career paths (are they staying in the industry or leaving?).
 - 3. Develop individual surveys to understand women’s experience and interest in the industry and use the resulting data to help attract others to the industry.
- E. Execute an outreach campaign that is focused on dismantling stereotypes/correcting misperceptions (e.g., that truckers need to be “brawny” or have a certain body type) and sharing the benefits of joining the industry to attract more women drivers to the industry.
- F. Add mental health resources to the FMCSA website to let women know about the resources that are available to support them.
 - 1. Encourage more companies to provide mental health resources and support to employees.

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2. There needs to be more training in psychological safety and wellness; many drivers search for resources outside of their employer (EAP program).
 3. Help to reduce the stigma of seeking mental health assistance.
 4. Help women understand which prescribed medications might cause Clearinghouse violations (such as anti-anxiety medications). Encourage women to consult with their medical provider about which medications are safe to take when operating CMVs or performing other safety-sensitive functions.
- G. Create resources to help people understand the material in the CDL manuals.
- H. Allocate more funding to minority CDL schools to ensure that minority leaders are supported and can help more students enter the industry.
1. Provide funding to bring childcare and CDL schools together.
 2. Promote existing funding options and scholarships to wider audiences.
- I. Develop an accessible “women of trucking” portal on the FMCSA website or an app that includes grant information, training information, association resources, mental health resources, etc. as a “one-stop shop.”
1. Be explicit that “women” includes trans women.
 2. This portal should include grant information (State, Federal, etc.) and how to apply for those grants.
- J. Create a roadmap for those who enter the field. The roadmap should outline steps for training, testing, and the overall scope of career (what women can expect).
1. Incorporate positive information about the goals and benefits of a trucking career and show people that it is worth the hassle to become a truck driver.
 2. Develop training modules to include this “roadmap” information.
- K. FMCSA should develop a nationwide, women-focused career fair to educate and welcome women into the industry.
1. Partner with local school districts to provide exposure to trucking to community members. These fairs are usually free to attend.
 - a. African American Women in Trucking Association members have never been included in a survey of this kind; minority associations need to be included in the process.
 - b. Involving smaller organizations in the survey announcement process helps to disseminate information to more individuals. This can boost participation and show members of smaller organizations that they have a voice in government.
 2. Utilize the FMCSA Outreach team and existing FMCSA resources to ensure broad coverage and to encourage more respondents.
 - a. Develop and execute a marketing campaign for drivers to advertise the survey and to help less tech-savvy drivers prepare to respond to the survey.
 - b. Offer drivers registered in the Clearinghouse the opportunity to participate in the survey.
 - c. FMCSA should leverage the driver contact information available in the Clearinghouse to help procure the maximum number of survey respondents.
 3. The S.H.E. Trucking Foundation would like to be part of FMCSA’s data collection process for the next survey.

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Women of Trucking Advisory Board
Task 23-2: Ways to Expand Existing Opportunities
for Women in the Trucking Industry
Discussion Notes from June 29, 2023, Meeting

Task 23-2: FMCSA asks that the Women of Trucking Advisory Board (WOTAB) provide feedback to the Agency regarding existing opportunities for women in the trucking and motorcoach industries and how to expand them.

I. Existing opportunities for women in the trucking and motorcoach industries to improve recruitment, training, and retention

A. Programs and initiatives

1. WOTAB should promote an apprenticeship model, make access to program funding available, and conduct outreach to targeted audiences.
 - a. The Federal Motor Carrier Safety Administration (FMCSA) Safe-Driver Apprentice Initiative was viewed as unsuccessful due to low recruiting numbers.
 - b. Outreach issues suggested as reason behind low numbers.
2. Members suggested Commercial Driver's License (CDL) schools be prioritized.
3. Training/adoption of e-vehicles noted as pathway for future careers.
4. A WOTAB member highlighted a reporting mechanism that creates a sense of trust for drivers, while also improving workplace safety.
5. WOTAB members suggest creating an initiative like the Reserve Officers' Training Corps (ROTC) program.
6. Noteworthy industry organizations/events: Trucking Moving America Forward; TruckersFund.org; National Truck Driver Appreciation; State activities and in-person events; Veteran programs; Appreciation Week; Real Women in Trucking; CalStart and Prime Diamond Drivers.
 - a. Prime Diamond Drivers program demonstrated successful recruitment and retention of women thanks to training and specific programs for women.
 - b. Positive feedback from Prime training referenced peer-based learning, food and amenities, and access to women trainers.
7. Increased safety leads to better recruitment and retention.
8. The Teamsters Mental Health hotline and its Employee Assistance Program (EAP) could provide a template for similar national initiatives.
9. WOTAB members recommend using social media to promote trucking and the profession as an asset, not a liability.
10. Retention of new drivers deserves increased focus.
 - a. Women drivers are currently denied same opportunities as men in similar roles.
 - b. The application process overwhelms many potential new drivers.

B. Topics of Concern

1. There is not enough awareness of companies that are not major carriers.
2. WOTAB seeks more information on the impact of artificial intelligence (AI).
 - a. Suggestion made to review Karen Levy's published work on this topic.
 - b. Inquiries about AI's impact on industry recruitment highlights the need to communicate career stability.

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3. Personal experience on harassment during training noted.
4. Lack of support leads to family life conflicting with driving career.
5. Limited financial support for CDL applicants creates a barrier to the industry.
6. The CDL manual needs to be updated to reflect modern working conditions. Smaller changes and requirements based on new technologies would be the carrier's responsibility.
7. WOTAB should determine the discrepancy of driver growth plans at large vs small carriers.
8. There is no "one-stop-shop" hub available for interested potential drivers that consolidates various applicant resources and best practices.
9. Members suggested engaging other companies beyond the major carriers.
10. Industry associations do not message with a unified voice.
11. Training to pivot into different areas of the industry could help retention.
 - a. Autonomous vehicles represent an area where young/new recruits, as well as industry veterans, could find a promising career. Messaging must remain that drivers are needed in the vehicle.
 - b. The industry needs guidance on how to prepare for AI-based technology.
12. WOTAB seeks to address the "not-in-my-backyard" (NIMBY) perception regarding truck stops? Reinforcing the importance of shipping as demonstrated during COVID could help change trucking's image.
13. Elevate trucking from an ancillary activity to a key aspect of business operations.
 1. A member provided repeat feedback from businesses: "We want to hire more women, but don't know how to get to them."
 2. Young people don't see any progression in a CMV career. How can the CMV career become appealing?
 3. FMCSA data that could be leveraged includes the Drug & Alcohol Clearinghouse and Entry-Level Driver Training Program.
 4. More education is needed on how drug and alcohol issues can impact careers. It is imperative to train young people for success, not abandon them once they are in the industry.
14. Achieving a CDL can be cost-prohibitive. Applying the idea of CDL grants for organizations to individuals as well could address this.
15. Potential questions to address recruitment/retention issues:
 1. Where are our target audiences already present? An example was provided of the high number of motor cyclists who also hold a CDL.
 2. Where are we leveraging other organizations and government departments?
16. Transitioning from a cab into the office can sometimes mean a pay cut.
 - a. The traditional office roles in the industry have strong numbers of women, but diversification is needed in the field.
 - b. A type of job that might appeal to women in the industry is mechanic, which is currently experiencing a shortage.
17. Alternative paths to employment were highlighted, such as mining company hauling or moving mobile homes. WOTAB emphasized reinforcing the breadth of the industry beyond just major carriers.
18. There isn't a defined path for long-term careers in this industry.
19. The Fair Labor Standards Act is a barrier to industry best practices.

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20. Workplace protections regarding harassment and bullying are an issue.
21. Televised advertisements take advantage of negative stereotypes. The image of “the public vs truck drivers” is commonplace and hurting retention and recruiting. Nextdoor app example also demonstrated a community against a proposed truck stop due to perceived perception.

C. Outreach

1. Find avenues to reach transwomen specifically. They work in the industry at a high rate compared to the national average.
2. WOTAB seeks to make the career more family friendly.
 - a. Make the career path visible and accessible for children and young adults. Create a school-to-cab pipeline.
 - b. WOTAB recommends reducing financial barriers to training to address the nation’s 100,000+ driver shortage.
3. Outreach is needed for bus drivers, which would include more class B (and Class A) promotions. The board agreed that despite shortages, finding a job is difficult.
4. Highlight places where women’s strengths are present in the industry.
5. Drivers under the age of thirty-five anecdotally represent the threshold of who is entering the industry.
6. Conduct a recruitment campaign geared towards women.
7. Partner with local and national organizations geared towards women. Example provided of Better Business Bureau or Gold Star List.

II. Deliberations on Task 23-2

A. Industry Opportunities and Areas of Success

1. Set clear expectations and portray the career in a truthful light. Also make trucking appealing to prioritized candidates, with driver being most prioritized.
2. Lack of standardization in practice equates to a need for more robust training.
3. Reach the younger generation (under 21) via new technology and applications.
4. In terms of veterans and service members recruitment, the board recommended continuing to leverage successful programs and promoting new initiatives.
5. WOTAB recommends that all companies offer mental health services—including access to mental health professionals and assistance during crisis.

B. Create and manage a systematic collaboration process between agencies and crucial entities like Transportation Intermediaries Association (TIA).

Recruitment and Retention Deliberations

1. Organizations that achieve the goals addressed in this task need to be supported.
2. Monitor and intervene when safety requirements are not met.
3. No longer hold the industry as exempted from Fair Labor Act.
4. Determine how many drivers leave the industry annually and why.
5. Training scares away recruits. Trust needs to be built back.
 - a. Create stringent standards for training requirements, including certification tests, material provided by Departments/regulators, and oversight.
 - b. Create additional requirements for trainers and instructors around harassment and workplace safety. A certification requirement could provide oversight.

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6. Create and distribute resources for issues such as sexual violence and family matters. Materials should provide easy-to-follow instructions and avenues to address workplace safety.
 7. WOTAB recommends communicating the family friendly aspects of the career. The career appeals to both single individuals and family providers. Electric vehicles and shorter routes could be conducive to this effort.
 - a. Align with current regulations, best practices, and standards on pregnancy discrimination. The CMV industry is hesitant to comply and leverage best practices from other industries.
 - b. Determine avenues to communicate and/or enforce.
 8. Determine and disseminate the true number and percent of women in the industry.
 - a. Women in Trucking index referenced 12.1 percent.
 - b. American Trucking Associations referenced approximately 7 percent.
 9. Develop process and workflow for obtaining information and data relevant to imperatives of this committee and women in trucking.
- C. Best practices and strategies
1. Promote companies that educate, train, and value women drivers and professionals. Create spaces for these messages to be distributed.
 2. The recruiting space is well represented by women. Apply lessons from this area to the larger industry.
 3. Initiate a full-scale media campaign around the image of truck drivers.
 4. Eliminate predatory contracts, thus addressing the contracts that drivers enter.
 5. Monitor and enforce driver's working environment and safety. The industry will not change until oversight is present.
 6. CDL Schools must provide an option for women trainees to learn the trade from a trainer of the same sex.
 7. Collaborate with and recognize organizations with women leaders who came from the driver's seat.
 8. Highlight programs and training outside of the driver's seat.
 9. Establish pathways or resources for niche aspects of the industry that need women, such as non-CDL holder, mechanic, and bus-driver.
 - a. Make the training appealing and affordable.
 - b. Target individual's interests and demonstrate how they would be valued in our profession.
 - c. The Whitney Educational rig allowed young girls to get behind a simulator and discover how "cool" a career in trucking could be.
 10. Seek out former driver "All-Stars" who can be a role model for the next generation.
 11. Review the CDL Intake Survey template to possibly leverage elsewhere.
 12. Woman's listening strengths and other attributes make them strong candidates for training and facilitating.
 - a. A cautionary note was made regarding the danger of being 'forced' into a training role.
 - b. Personal experience provided of benefits of having a woman trainer. Large differences observed in training outcomes from man vs woman trainer. Creating a network of these women trainers would be beneficial.
 13. Create an easy-to-use Online Portal with resources to begin a career in driving.
- D. Workplace environments and systems that support and retain women drivers.

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1. Standardize process for issues (harassment policies, procedures, etc.).
2. Can the manual be bilingual if CDL testing requirements are in English?
3. Prioritize individuals rather than the company/carrier.
4. Create communications that address the dilemma of respect. “Telling someone you are a woman truck driver should inspire respect, not surprise.”
5. Incorporate women-centric services at truck stops, such as nail salons, cleanliness station and gym. Partner with organizations who would offer parking.
6. Promote healthy lifestyles of actual drivers in the field.
7. Encourage or sponsor scientific studies addressing disparity of women vs men-body dominated research. Consider pregnancy, impact of fertility, and women’s physiology in general.
8. Address the imbalance of men’s vs women’s representation.
 - a. Review safety recommendations and hold those accountable who create unsafe environments. People need to believe there is justice, which is difficult when complaints go unheard and unacted upon.
 - b. A member provided a positive image that could be employed in messaging/promotion consisting of a mom picking up kids in the biggest truck in the school lot—her rig.
9. FMCSA should adopt Brenny Transportation’s gold standard.
10. Mandate maternity/paternity leave for all drivers.
11. Employers of drivers should be mandated to provide a means or a location for a restroom, safe place, and an area to address personal hygiene.
12. Address the dangers faced by trans individuals in truck stops. These need to be safe spaces for all drivers regardless of race, age, gender, or sexual orientation.
13. Determine what funding states offer for drivers, carriers, and the industry.
14. Conduct outreach to LGBTQ+ communities about trucking. Consider inclusive messaging and potential advertising. This can mean life or death for members of this community.
15. Create a Women in Trucking Advocacy Day.

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Task 23-3: Opportunities to Enhance Trucking Training, Mentorship, Education, and Advancement and Outreach Programs That Would Increase the Number of

Women in the CMV Industry

Discussion Notes from August 14, 2023, Meeting

Task 23-3: Discuss examples across the industry where women drivers and employers are already creating opportunities for developing the next generation of women in the CMV industry and promoting the advancement of their careers. FMCSA asks WOTAB to focus on independent operators and carriers that have successful initiatives in place for mentorship and advancement of women. FMCSA asks WOTAB to identify best practices and strategies that contribute to these successes. In its recommendations, FMCSA asks WOTAB to discuss how employers and the industry can create workplace environments that promote the advancement of women drivers.

I. Opportunities

A. Outreach Programs

1. WOTAB seeks to define a range of opportunities for women to advance that could address the following areas: artificial intelligence (AI) technology, driver shortages, financial hardship, and entry-level training.
 - a. Difficulties persist surrounding wage gaps between men and women, wage growth, and quality of life for women drivers.
 - b. Promoting the stories of active successful women drivers offers potential recruits a career path to follow.
2. Providing additional educational and outreach resources for obtaining a Commercial Driver's License (CDL) could open doors to the industry.
3. WOTAB emphasizes leveraging and mapping successful commercial motor vehicle (CMV)-related digital hubs and websites providing resources, information, and events for potential women drivers.
4. Conferences and established events introduce women to trucking careers and allow them to interface with industry leaders. Person-to-person advocacy is critical.
 - a. The Chattanooga Trucking Event, She Trucking Expo, Job Corps, National Truck Driver Appreciation Week, and Minnesota Trucking Association events are examples of successful outreach.
 - b. Members note the success of American Trucking Associations' (ATA) all-women America's Road Team (ART) captains, including a story of an individual ART captain eliciting enthusiastic responses from women students during a trip to Maryland.
 - c. WOTAB recommends that the ten women competitors at the ATA National Truck Driving Championships be recognized as industry leaders.
 - d. Brenny Transportation, Inc. conducts successful interactions with the Girl Scouts of America aimed at facilitating future cooperation and coordination with the trucking industry.
5. Trucking associations capable of creating a beneficial network for drivers must cease adversarial interactions with each other and collaborate. A coast-to-coast support system of associations could reduce driver isolation.

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6. Events featuring truck walk-throughs and pre/post-trip inspection demonstrations give CDL and non-CDL holders an introduction to both a working truck and the trucking industry.
 - a. Members specify this type of “touch-the-truck” event as a successful endeavor.
 - b. WOTAB seeks to leverage the “touch-the-truck” event template nationally.
7. An opportunity exists within the school bus industry to advocate the potential opportunities afforded by a career in trucking or busing. The large numbers of woman drivers regularly interact with young women who may show interest in the industry.
8. Many potential new women drivers seek industry information at their closest Department of Motor Vehicle (DMV) or State Driver Licensing Agency (SDLA). WOTAB recognizes that making CDL Handbooks available at every DMV and SDLA location would benefit interested drivers.
9. Women’s shelters represent an area of opportunity for outreach and communication. Obtaining a CDL could offer opportunities for women for a career and the ability to achieve financial stability.

B. Scholarships/Mentorship

1. Community support makes scholarship programs successful. WOTAB seeks to understand what resources organizations across the country offer to potential drivers.
2. The African American Women’s Trucking Association provides scholarships to women as part of a driver development program. Recipients receive mentorship and training to facilitate transitioning into real careers.
3. Trucking schools require unified communications to implement grants and mentorship programs more effectively.
4. National Truck Driver Appreciation Week interacts successfully with trucking schools and companies.
5. The American Trucking Associations will launch its mentorship program in fall 2023.
6. The North Carolina Trucking Association recently debuted a simulator device that provides hands-on interaction to children and adults.
7. WOTAB seeks to facilitate inter-association awareness and collaboration.
8. Trucking schools and industry organizations require financial support to provide and market opportunities for women drivers.
 - a. Areas to consider funding include curriculum, simulators, and educational materials supporting women entering trucking careers.
 - b. Some organizations collaborate with local colleges/universities to secure space for training.
 - c. Funding should not overlook smaller schools and training operations.
9. Many individuals use The Workforce Innovation Opportunity Act (WIOA) grant for entry into trucking school.
10. 3 Girls Trucking Academy provides scholarships to people typically overlooked by the industry.
 - a. Strong potential candidates sometimes cannot afford training.
 - b. Out of 700 students from the training school, more than 640 found placement in industry jobs.
11. A She Trucking survey asked, “How do you pay for your school?” More than 300 women submitted different methods of addressing the cost burden, including WIOA, Department of Labor, contracts, paying on their credit card, and more.

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C. Independent Operators and Carriers

1. Stronger relationships between carriers and training schools could usher more women into the industry.
2. Placing employees into roles that complement their talents bears as much importance as initial industry recruitment.
3. Women commonly leave CDL school with their licenses but then struggle to find a carrier to support them when they possess no experience. Carriers need to invest in women.
4. A member provided an example of a carrier offering short-term contracts to drivers due to their view that drivers were “temporary” until AI technology replaced them. This misinformed philosophy deters recruitment and retention.
5. Apprenticeship programs introduce women to all aspects of the industry. Reviewing and documenting successful programs employed by companies would assist development of federal best practices or recommendations.
6. WOTAB seeks to spotlight carriers and operators producing best practices in any communications hubs, online portals, or distributed communications.

D. Promoting Career Advancement

1. Trucking’s role in the American economy needs to be communicated as a foundational to the strength of the nation.
2. Resources should communicate trucking careers as achievable and accessible.
3. The military and the formerly incarcerated are unique groups requiring adaptive communication strategies and considerations.
 - a. Helmets to Hardhats and other organizations help service members transition into new careers.
 - b. Advocate for knowledge test waivers when appropriate for former military and service members.
4. Fast Forward Transportation is a company that develops training for organizations.
5. Utilizing social media and other modern communication strategies enhances traditional outreach methods.
 - a. Facebook, Instagram, LinkedIn, and other social media platforms.
 - b. Social media promotion of career fairs.
6. CDL costs create a barrier. A member provided a common-place scenario of recruits who need to quit their current job, pay for their CDL training, and then find a carrier that fits their needs and those of their family. This process makes the career unachievable for many women.
7. Computer applications (or ‘apps’) are a possible avenue to continue marketing the career and developing communications with potential drivers.

II. Recommendations for opportunities and outreach

- A. Promote placement centers as a place to raise industry awareness.
- B. Encourage collaboration between FMCSA/DOT with organizations working with school counselors or associations.
- C. Partner with schools and educational organizations on mentorship efforts.

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- D. Initiate a federally driven marketing campaign supporting the career path for women into the industry. Consistent messaging is required to avoid disparate messaging between states, companies, and other industry participants.
- E. Increase FMCSA funding for grant and initiatives for organizations elevating women and their careers.
- F. Direct federal funds to support grant programs that awards mentor support.
- G. Engage with Girl Scouts of America and coordinate collaboration and mentorship.
- H. Initiate communication and recruitment of women in tribal nations.
- I. Provide funding opportunities to secondary and community colleges for simulators to complement academic certification.
- J. Leverage federal funding to create an online hub serving as an entryway into associations and career opportunities.
- K. Develop training framework and guidelines regarding AI's use in trucking.
- L. Determine feasible communication channels to women's shelters (and similar organizations) and introduce trucking as a career pathway for their residents.
- M. Promote recruitment of women leaving the military and incarceration.
- N. Develop a comprehensive listing of the industry's careers and matching resources.
- O. Provide training, awareness and recruitment materials and resources for overlooked or underrepresented areas of employment for women.
- P. Consider mandating education as part of licensing for all motor vehicles focused on road safety with large trucks.

III. Recommendations for creating workplace environments that promote the advancement of women drivers

- A. Require employers to develop and maintain Professional Development Plans to promote career enhancement.
- B. Showcase woman drivers in different workplace environments.
- C. Create a platform like the "Uber" model, which allows drivers more flexibility to manage their own schedule and shipments.
- D. Allow and encourage driver access to industry associations.
- E. Use data and long-term planning to prepare for AI's adoption.
- F. Provide funding to leverage a recruitment bonus for referrals of women drivers into the industry.
- G. Assess examples of company ownership-sharing examples and examine whether ownership-sharing positively impacts driver treatment and retention.

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- H. Develop a public service announcement showcasing trucking as a great career for women, by utilizing women-based examples.
- I. Demonstrate that the CMV industry offers careers that match the needs of a diverse set of candidates.
- J. State DMVs and State Driver Licensing Agencies (SDLA) should employ trained women staff members and provide training materials and CDL handbooks in all locations.
- K. Provide support to groups and individuals securing space or real estate to facilitate training and recruitment of women drivers.

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Women of Trucking Advisory Board

Task 23-4: Ways Trucking Companies, Non-Profit Organizations, Training and Education Providers, and Trucking Associations May Coordinate Functions to Facilitate Support for Women Pursuing Careers in Trucking

Discussion Notes from October 26, 2023, Meeting

Task 23-4: FMCSA requests that WOTAB discuss ways that trucking companies, non-profit organizations, training and education providers, and trucking associations may coordinate functions to facilitate support for women pursuing careers in trucking. FMCSA asks WOTAB to identify best practices and strategies that contribute to this successful facilitation, the result of which would be the increase in the number of women successfully trained, certified, and employed across the entire CMV industry.

I. Coordinating industry and association functions to facilitate support for women pursuing careers in trucking

- A. Community involvement strengthens industry outreach and retention.
 - 1. Partnerships benefit both training schools and essential industry-based organizations.
 - 2. Industry conferences, career fairs, and other events geared toward supporting minority women lack sufficient financial support.
- B. In-person events and advocacy facilitate opportunities for women.
 - 1. Truck Driver Appreciation Week should include a woman driver component.
 - 2. Provide opportunities for associations supporting women and minorities to network.
- C. With men holding most leadership positions, their allyship is essential to support women in the industry.

II. Industry collaboration strategies and best practices that could result in an increase in the number of women successfully trained, certified, and employed across the entire CMV industry

- A. Create a centralized, easy-to-use website, or portal, to be a resource for women in and interested in the CMV industry.
 - 1. Portal should be accessible to the industry audience and non-English speakers across a variety of platforms.
 - 2. Women in the CMV industry should be involved in the development of the portal.
 - 3. Information to incorporate into portal:
 - a. Strategies for navigating a career in the CMV industry.
 - b. A mechanism to report safety and workplace issues, including access to a hotline to gather women's concerns regarding harassment, gender-based violence or other predatory/illegal actions.
 - c. Match applicants to potential funding sources.
 - d. A list of carriers and employers who agree to best practices supporting women in the CMV industry.
 - e. Professional development opportunities for women across the industry.
 - f. Quality of life and mental health resources.
 - g. Opportunities for women's voices to be elevated in the CMV industry.
 - h. Women-oriented research studies.
 - i. Safety checklists for women drivers.

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- B. Strategies to support women in the CMV industry.
 - 1. Provide opportunities for women to participate in townhall and community conversations on infrastructure development.
 - 2. Encourage employers to develop professional development programs for women drivers. Leadership and other forms of training would allow experienced women to stay in the industry once they no longer wish to drive.
 - 3. Creating a safe working environment for women.
 - a. Sharing a sleeper berth is not acceptable during training or onboarding.
 - b. Industry requirements surrounding physical safety, security, parking and restroom availability and access need to be concrete and clearly defined. All employers should understand and enforce accepted practices.
 - c. Shippers and receivers should provide hygiene facilities to women drivers that match facilities for their employees.
 - d. There are states that have enacted laws requiring bathroom access for truck drivers.
 - e. While maternity benefits protect the careers of women in many industries, becoming pregnant as a trucker can quickly end a woman's careers.
 - f. Designated lactation rooms would benefit many women and make truck stops more family friendly.
 - g. The Family and Medical Leave Act benefits should cover end-of-life care for loved ones by women in the industry.
 - i. Women typically provide this care, which can end their driving careers or halt their professional advancement.
 - ii. The industry has been slow to address caregiving. Women drivers often face repercussions when initiating conversations on this topic.
 - 4. Provide access to mental health services for women in the CMV industry.
- C. Coordination among the associations representing various communities of women within the industry. Focus on collaborative approaches among industry associations that have historically competed against each other.
 - 1. Incentivize bringing women CMV organizations and associations to the table.
 - 2. Any process to create incentives, financial or otherwise, should pay special consideration to minority communities.

III. Recommendations

- A. Create and maintain CMV website portal focused on women in and entering the industry.
- B. Foster collaboration between the motorcoach industry and the broader CMV industry to facilitate opportunities for women.
- C. Increase women's representation on governmental advisory boards and other stakeholder engagement efforts related to the CMV industry.

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Appendix B:
Women of Trucking Advisory Board Attendance
(November 9, 2022, through November 13, 2023)

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Women of Trucking Advisory Board Meeting Attendance						
Members	11/9/22	5/16/23	6/29/23	8/14/23	10/26/23	11/13/23
Joyce Sauer Brenny (Chair)	Yes	Yes	Yes	Yes	Yes	Yes
Dianne McNair-Smith (Vice Chair)	Yes	Yes	Yes	Yes	No	No
Anne Balay, Ph.D.	Yes	Yes	Yes	Yes	Yes	No
Jerri Banks	Yes	Yes	Yes	Yes	Yes	Yes
Elisabeth Barna*	Yes	n/a	n/a	n/a	n/a	n/a
Enjoli DeGrasse	Yes	Yes	Yes	Yes	Yes	Yes
Marie Druckenmiller	Yes	Yes	Yes	Yes	No	Yes
Erin Ducharme	Yes	Yes	Yes	Yes	Yes	Yes
Laura Duryea	Yes	Yes	Yes	Yes	Yes	Yes
Sue Hensley (Surrogate)	n/a	Yes	Yes	Yes	n/a	n/a
Marquita Jones	Yes	Yes	Yes	Yes	No	No
Kellylynn McLaughlin	Yes	Yes	Yes	Yes	Yes	Yes
Sharae Moore**	Yes	Yes	Yes	Yes	Yes	n/a
O'Sheauna Parker	No	No	Yes	Yes	No	Yes
Emily Plummer	Yes	Yes	No	No	No	Yes
Alexandra Rosen (Surrogate)	n/a	n/a	n/a	n/a	Yes	Yes
Soledad Munoz Smith	Yes	Yes	Yes	Yes	Yes	Yes
Nicole Ward	Yes	Yes	Yes	Yes	Yes	Yes

* Resigned 12/31/2022, was replaced by surrogates Sue Hensley and Alexandra Rosen.

** Resigned 10/27/2023.

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Appendix C:
Women of Trucking Advisory Board Statutory Language

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Infrastructure Investment and Jobs Act (Pub. L. 117-58)

SEC. 23007. PROMOTING WOMEN IN THE TRUCKING WORKFORCE.

(a) FINDINGS. —Congress finds that—

- (1) women make up 47 percent of the workforce of the United States;
- (2) women are significantly underrepresented in the trucking industry, holding only 24 percent of all transportation and warehousing jobs and representing only—
 - (A) 6.6 percent of truck drivers;H. R. 3684—334
 - (B) 12.5 percent of all workers in truck transportation; and
 - (C) 8 percent of freight firm owners;
- (3) given the total number of women truck drivers, women are underrepresented in the truck-driving workforce; and
- (4) women truck drivers have been shown to be 20 percent less likely than male counterparts to be involved in a crash.

(b) SENSE OF CONGRESS REGARDING WOMEN IN TRUCKING. —

It is the sense of Congress that the trucking industry should explore every opportunity to encourage and support the pursuit and retention of careers in trucking by women, including through programs that support recruitment, driver training, and mentorship.

(c) DEFINITIONS. —In this section:

- (1) ADMINISTRATOR. —The term “Administrator” means the Administrator of the Federal Motor Carrier Safety Administration.
- (2) BOARD. —The term “Board” means the Women of Trucking Advisory Board established under subsection (d)(1).
- (3) LARGE TRUCKING COMPANY. —The term “large trucking company” means a motor carrier (as defined in section 13102 of title 49, United States Code) with more than 100 power units.
- (4) MID-SIZED TRUCKING COMPANY. —The term “mid-sized trucking company” means a motor carrier (as defined in section 13102 of title 49, United States Code) with not fewer than 11 power units and not more than 100 power units.
- (5) POWER UNIT. —The term “power unit” means a self-propelled vehicle under the jurisdiction of the Federal Motor Carrier Safety Administration.
- (6) SMALL TRUCKING COMPANY. —The term “small trucking company” means a motor carrier (as defined in section 13102 of title 49, United States Code) with not fewer than 1 power unit and not more than 10 power units.

(d) WOMEN OF TRUCKING ADVISORY BOARD. —

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(1) **ESTABLISHMENT.** —To encourage women to enter the field of trucking, the Administrator shall establish and facilitate an advisory board, to be known as the “Women of Trucking Advisory Board”, to review and report on policies that—

(A) provide education, training, mentorship, or outreach to women in the trucking industry; and

(B) recruit, retain, or advance women in the trucking industry.

(2) **MEMBERSHIP.** —

(A) **IN GENERAL.** —The Board shall be composed of not fewer than 8 members whose backgrounds, experience, and certifications allow those members to contribute balanced points of view and diverse ideas regarding the matters described in paragraph (3)(B).

(B) **APPOINTMENT.** —

(i) **IN GENERAL.** —Not later than 270 days after the date of enactment of this Act, the Administrator shall appoint the members of the Board, of whom—

(I) not fewer than 1 shall be a representative of large trucking companies;

(II) not fewer than 1 shall be a representative of mid-sized trucking companies;

(III) not fewer than 1 shall be a representative of small trucking companies;

(IV) not fewer than 1 shall be a representative of nonprofit organizations in the trucking industry;

(V) not fewer than 1 shall be a representative of trucking business associations;

(VI) not fewer than 1 shall be a representative of independent owner-operators;

(VII) not fewer than 1 shall be a woman who is a professional truck driver; and

(VIII) not fewer than 1 shall be a representative of an institution of higher education or

trucking trade school.

(ii) **DIVERSITY.** —A member of the Board appointed under any of subclauses (I) through (VIII) of clause

(i) may not be appointed under any other subclause of that clause.

(C) **TERMS.** —Each member shall be appointed for the life of the Board.

(D) **COMPENSATION.** —A member of the Board shall serve without compensation.

(3) **DUTIES.** —

(A) **IN GENERAL.** —The Board shall identify—

(i) barriers and industry trends that directly or

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indirectly discourage women from pursuing and retaining careers in trucking, including—

(I) any particular barriers and trends that impact women minority groups;

(II) any particular barriers and trends that impact women who live in rural, suburban, or urban areas; and

(III) any safety risks unique to women in the trucking industry;

(ii) ways in which the functions of trucking companies, nonprofit organizations, training, and education

providers, and trucking associations may be coordinated to facilitate support for women pursuing careers

in trucking;

(iii) opportunities to expand existing opportunities for women in the trucking industry; and

(iv) opportunities to enhance trucking training, mentorship, education, and advancement and outreach programs that would increase the number of women in the trucking industry.

(B) REPORT. —Not later than 2 years after the date of enactment of this Act, the Board shall submit to the Administrator a report containing the findings and recommendations of the Board, including recommendations

that companies, associations, institutions, other organizations, or the Administrator may adopt—

(i) to address any industry trends identified under subparagraph (A)(i);

(ii) to coordinate the functions of trucking companies, nonprofit organizations, and trucking associations in a manner that facilitates support for women pursuing careers in trucking;

(iii)(I) to take advantage of any opportunities identified under subparagraph (A)(iii); and

(II) to create new opportunities to expand existing scholarship opportunities for women in the trucking industry; and

(iv) to enhance trucking training, mentorship, education, and outreach programs that are exclusive to women.

(4) REPORT TO CONGRESS. —

(A) IN GENERAL. —Not later than 3 years after the date of enactment of this Act, the Administrator shall submit to the Committee on Commerce, Science, and Transportation of the Senate and the Committee on Transportation and Infrastructure of the House of Representatives a report describing—

(B) the findings and recommendations of the Board under

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- paragraph (3)(B); and
- (C) any actions taken by the Administrator to adopt the recommendations of the Board (or an explanation
- (D) of the reasons for not adopting the recommendations).
- (E) PUBLIC AVAILABILITY. —The Administrator shall make the report under subparagraph (A) publicly available—
- (F) on the website of the Federal Motor Carrier Safety Administration; and
- (G) in appropriate offices of the Federal Motor Carrier Safety Administration.
- (H) TERMINATION. —The Board shall terminate on submission of the report to Congress under paragraph (4).