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COVER STORY

The Reality of Drones in Logistics

There's been plenty of hype surrounding drones for delivery over the past few years but how much of it is realistic?

You can't talk about drones in logistics without talking about drones and Amazon. The behemoth has been making waves about its proposed drone delivery for several years now and as the talk moves closer to reality, the entire industry is waiting to see what happens. The implication, of course, is that if Amazon can make it work, the rest of the industry might be able to as well, at least when it comes to small parcels.

Indeed, a full 42 percent of logistics operators believe they will use unmanned drones to ship cargo in the future—within a 15-year span—according to a British survey conducted by the National Aeronautical Center. The respondents cited rising fuel prices and predicted growth in international freight volumes as reasons drones are an attractive option. A third of the freight forwarder respondents also said they expected to use drones in the future. At the same time, most of the respondents cited concerns about the ability of drones to transport sufficient tonnage to replace marine and air shipping.

Much remains to be seen and sorted out, but most industry insiders agree that the use of drones will likely happen in one way or another.



Drones at Amazon

Because it will likely be the first—and the biggest—adopter of drones for delivery, it's worthwhile to look at how Amazon intends to use drones. The company is currently working on what it will call its Prime Air delivery program. The parameters of the program will look like this:

- The range must be over 10 miles
- Parcels can weigh up to five pounds
- 30-minute delivery window

The issues that Amazon must address before getting the program up and running officially are both technological and regulatory.

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Courtesy of Amazon PrimeAir

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On a technological level, Amazon is developing its own prototype drone. They will be highly automated and have “sense and see” technology, which means they will be able to avoid obstacles like trees and buildings. Because Amazon customers are all over the world and in a wide array of environments—urban, rural, mountainous, sea level—Amazon is considering the option of several varieties of drones that will work best in each situation.

Much of the technology needed already exists and Amazon has stated publicly that it is the red tape aspect of the puzzle that is tougher to solve. First, the company must be able to demonstrate the safety of its system. Amazon has stated that once it can do that, the regulations will fall into place quickly.

From a regulatory standpoint, the Federal Aviation Administration (FAA) must be able to determine which drones and various other aircraft fly where. Amazon, for instance, is proposing that FAA develop a “transit zone” of between 200 and 400 feet where drones could fly horizontally at high speeds. Below the zone would be take off and landing areas.

Also at issue is whether or not drones are “piloted” by humans and within human sight, or operated automatically. Currently, the FAA is championing the former but not the latter. Without approval for automated

drones, wide-scale adoption remains unlikely.

Complicating matters is the fact that the FAA can regulate commercial drones, but not amateur drones. Amazon would like to see more regulation pointed toward the amateur sector. Other parts of the world appear to be a step ahead of the United States in terms of drone regulation on any level and Amazon is hoping the FAA will expedite U.S. regulations.

Indeed, the first drone delivery has already taken place, under the careful watch of the FAA. A New Zealand-based pharmaceutical company operating in Virginia flew a medical parcel to a clinic some 35 miles away. NASA was behind the design of the drone and the flight took approximately nine minutes, all of which were closely monitored by the FAA. The pharmaceutical company behind the flight already uses drones back in New Zealand and so was experienced in the practice.

Drones for everyone else

While Amazon will likely lead the way here in the United States, other companies delivering small parcels will be watching closely, thinking ahead, and considering how the technology might work for them. So how realistic is it that the next decade or so might include regular drone usage for shipping?

Hector Sunol, founder of IT consultant Cyzerg [www.cyzerg.com], says that each company will have to approach the technology from a very individualized standpoint. “It depends on the type of cargo a company moves,” he says. “Drones have limitations on the size and weight of cargo, as well as the type of cargo.”

He points to hazmats and sensitive material, which might never be a good fit for drones. Still, drone delivery could have many advantages. “Logistics is all about efficiency and effectiveness,” says Sunol. “Transportation is one of the main challenges in the supply chain industry. Right now it requires trucks, drivers, traffic and traffic management, routing, technology, fuel and a good infrastructure. Drones would eliminate the need for much of that.”

Sunol points to particular areas of the world that make delivery particularly challenging as areas of opportunity for drone delivery. “In underdeveloped countries where low complex and manual manufacturing takes place—think China and India—infrastructure is a serious problem,” he says. “Drones could eliminate many of the obstacles like highways, traffic and big buildings.”

Richard Nocella, vice president in aviation practice at Marsh [www.marsh.com], a leading insurance broker and risk advisor, says that drones offer many benefits beyond that, too. “Businesses such as pipeline and power patrol, tower and platform inspection, crop dusting and land surveying all use drones instead of helicopters because it is cheaper in terms of cost of ownership, maintenance and the cost of hiring someone to perform the tasks,” he points out.

Nocella says that all of these lowered costs could potentially lead to insurance benefits for companies as well. “Depending on the type of drones being utilized, you could also have a big time savings as they are easily transportable and can be carried in a backpack,” he adds. “The role of drones will only continue to grow and at a more rapid pace as the FAA finalizes the rules and regulations.”

Sunol says that the first frontier for drones will be low value and lightweight products. “Small package and last-time operators will benefit hugely and are the type of businesses positioned to take advantage of drones,” he says. “Heavier, hazardous and high-value cargo could take a lot longer to benefit from the technology.”

The barriers

As anxious as many companies might be for widespread adoption of drones, the barriers won’t necessarily fall any time soon. The barriers range from small to big and in spite of Amazon’s strength and ambition, companies have plenty to work through before the technology is the norm.

Starting with the smaller/easier barriers, there’s the issue of the durability and security of the delivery boxes drones will carry. “You need fireproof, impact resistant safe boxes that can integrate with drones to guarantee the integrity of the product,” says Sunol. “There’s also the issue of capabilities like GPS to track packages in case they fall into the wrong hands. Digital tokens will ensure that only the intended recipient receives and has access to the package within the safe box.”

Also at stake is whether or not the FAA can reach a comfort point with unmanned drones. “The requirement for operators to always be within visual line of sight (VLOS) of the operator restricts the range in which drones can fly and deliver,” says Nocella. “Also, many view as too strict the requirement that operators have a full pilot’s license. Many don’t see the correlation between a drone and a fixed or rotor-wing aircraft and feel it is a burdensome and expensive requirement for two very different types of aviation equipment. On a positive note, however, the FAA has been considering the creation of an alternate license that is less restrictive.”

By far the biggest barrier, however, is the challenge of incorporating drones into

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■ A New Zealand-based pharmaceutical company operating in Virginia flew a medical parcel to a clinic some 35 miles away... closely monitored by the FAA. ■

By far the biggest barrier, however, is the challenge of incorporating drones into national air space (NAS).

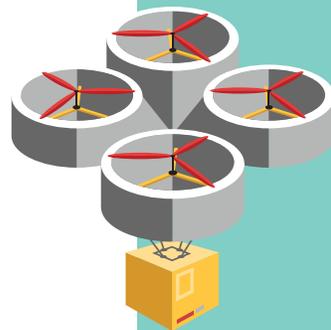
national air space (NAS). “The safe operation of drones, in conjunction with current general aviation and commercial airline equipment is of vital importance and is the most major obstacle the FAA is working on,” says Nocella. “Understandable, it isn’t easy to safely add several thousand vehicles, ones which aren’t easy to track, into NAS.”

Sunol agrees. “Regulation and security are playing a huge role in the slow adoption of drones for commercial use,” he says. “Expect a slow and continuous adoption for drones in logistics.”

If the public has any say in the matter, drones will be a reality sooner rather than

later. “The public is accepting of drones faster than the previous adoption rate of many other technologies,” Sunol says. “The millennials are tech enthusiastic and impatient. They want to jump on the Internet, search for the product they want and then get their product as soon as possible.”

Amazon insists that drones are coming, and it appears that the public supports the idea. No one can say for sure exactly when it will happen, but it appears that the “if” is no longer there. “It is a new approach and many things still need to be figured out,” says Sunol. “But many previous barriers have been removed.” 🌟



Drones for All the Other Reasons

While small parcel delivery using drones holds great promise, there are many ways in which ill-intended individuals might use the technology—part of the reason why the FAA has been so hesitant to speed regulation to date.

Some of the less-than-positive ways drones have been used:

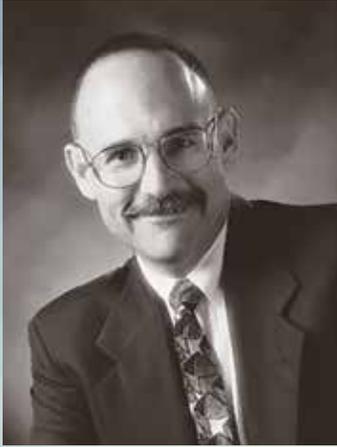
- Drug trafficking
- Trafficking items to prisoners, which has already occurred in four different countries, including the United States

More creative/fun ways that drones have been put to use:

- Food delivery—a San Francisco company operated taco delivery drones for a short time; likewise, a pizza delivery in the U.K. and a schnitzel delivery service in Germany.
- Alcohol delivery—A company in the Swiss Alps has pioneered a plan to deliver champagne slope side at ski resorts.
- Filming athletic events—Runners are finding it increasingly common to see drones at the starting line of their events these days. Many race organizers now shoot video of their events and then share it on their web sites for participants to enjoy after.

Useful ways drones have been employed:

- Disaster relief—following a typhoon in the Philippines, rescue workers strapped cameras to drones to help assess damage/locate victims in locations difficult to reach due to debris.
- In agriculture—Farmers have used drones to assess crop damage, check inventory, and identify areas in need of pesticides.



In Memoriam

I received the sad news that **Tom Speh**, a former board member, past board president and director of WERC's Warehousing Research Center at Miami University, Oxford Ohio, and a Lifetime WERC member passed away on Friday, April 15th. For about the last two years, Tom has battled cancer and in true Tom style, journaled the experience to share with his friends and colleagues [www.caringbridge.org/visit/tomschallengingjourney].

Tom became involved in WERC the year following its inception. To say Tom was "instrumental" in the development of the organization would be an understatement.

In 2008, WERC awarded Tom a Lifetime Membership in honor of his contributions to our organization and industry. The following is taken from the press release announcing the award:

Oak Brook, IL — One of the foremost contributors to the art and science of warehouse and distribution management will be recognized for a lifetime of achievement at the 2008 WERC Conference in Chicago, May 4–7. **Dr. Thomas W. Speh**, Rees Distinguished Professor of Distribution, Farmer School of Business at Miami University in Oxford, OH, will be awarded a Lifetime Membership to the Warehousing Education and Research Council (WERC).

Dr. Speh joins an exclusive list: only six Lifetime Memberships have been presented during the group's 31-year history. The award will honor Dr. Speh for his support of WERC as well as his significant contributions to the discipline of logistics management.

In partnership with WERC, Dr. Speh founded the Warehouse Research Center at Miami University. As director of the Center (1986–2000), he oversaw milestone research that included more than 14 studies, management guides and models that were published by WERC for use by warehousing practitioners and educators. He also developed **An Approach for Determining Warehouse Costs**, a PC-based model for determining total warehousing cost that has been distributed globally to 12,000 users since 1990.

Dr. Speh co-authored **Business Marketing Management: A Strategic View of Industrial and Organizational Markets**, the leading textbook in the Business Marketing Management area, now in its 9th edition, and **Marketing: Best Practices**. He has published more than 50 articles in leading academic and professional journals including *Harvard Business Review*, *Supply Chain Management Review*, *Journal of Marketing*, *Journal of Business Logistics*, *Journal of Purchasing and Materials Management*, *Journal of Retailing* and the *Journal of the Academy of Marketing Sciences*. He serves on the editorial review boards of several academic journals.

Dr. Speh received the Beta Gamma Sigma Distinguished Faculty Award for excellence in teaching at Miami University's School of Business and he is a past recipient of the Miami University Alumni Association's Effective Educator Award. He is a frequent speaker at logistics and supply chain conferences in the US and many countries around the world.

"My association with the WERC organization has been one of the highlights of my career, and I am humbled to receive this wonderful recognition," said Dr. Speh. "I have the utmost respect for WERC because it is an organization that is totally focused on effectively serving the professional development needs of its members and providing valuable research that helps to advance the warehousing discipline in general. It has been my distinct pleasure to have made a contribution to facilitate WERC's efforts to carry out its mission in the warehousing sector of the business world."

Personally, I had the chance to work with Tom for a number of years as the Program Chair for WERC's Annual Conference, a role Tom held for several years. Tom also served as one of the Subject Matter Experts when WERC developed the Assessment and Certification Program. I will miss Tom's insights and his great sense of humor.

Our sympathy, thoughts and prayers go out to Tom's wife Sara and his children and their families

Michael Mikitka
CEO, WERC

Gifts in memory of Tom can be made to the Tom Speh Innovation Fund. The direct link for Tom's fund is:

www.forloveandhonor.org/TSIF.

Or, checks can be made payable to Miami University Foundation, 725 E. Chestnut St., Oxford, OH 45056. These checks will be directed to the Tom Speh Innovation Fund.



Warehouse Security: Ready... Set... Protect!

Emphasis must now shift to selecting more effective, meaningful safeguards.

Despite having an array of security safeguards in place, ranging from basic, low-tech solutions to sophisticated, high-tech systems and devices, most warehouses/DCs remain vulnerable to criminal victimization. “Most security programs look much better on paper than they actually work in reality,” declares Barry Brandman, president, Danbee Investigations, Fair Lawn, N. J. [www.danbeeinvestigations.com], a security consultancy and investigative services firm, with an expertise in the logistics/warehousing sector.

“We’ve repeatedly found through our investigations and audits that most major security breaches were the result of companies believing that their safeguards were far more effective than they ultimately proved to be,” he explains. Warehouse management teams wrongly assumed their asset protection safeguards incorporated best industry practices and were being diligently followed. The reality, according to Brandman, was that many vulnerabilities existed and were subsequently exploited.

False sense of security

One way to avoid having a “false sense of security,” advises Brandman, “is to have your physical, procedural and electronic safeguards periodically audited and tested.”

It’s a much better investment of times and resources, he asserts, “to identify the problems and weaknesses in your security program, surgically remove them and then implement robust safeguards to dramatically reduce the probability of being victimized again and again in the future.”

Addressing potential vulnerabilities

There are several areas that are definite priorities where warehouse/DC management must focus their security initiatives. The “areas of concern,” as Brandman labels them, are directly related to losses that the warehouse/DC community have incurred.

1. Internal theft by employees, vendors and contractors.

“This is a multi-billion dollar problem,” Brandman declares. “And it has become an underground economy.”

One reason is that in a tough economy there tends to be a continuous increase in internal theft. “Because employees are now faced with the realities of wage freezes, overtime losses, benefit reductions, and even possible job cuts, some become resentful against the company and its executives and ‘get even’ by stealing product to



2. Protection of the supply chain

Almost 30 percent of professionals said their organizations experienced supply chain, waste or abuse during the previous 12 months according to a 2015 Deloitte Financial Advisory Services poll [www.deloitte.com].

Larry Kivett, partner, Forensics & Investigations, said, “With reputational, litigation and regulatory repercussions hanging in the balance, companies can’t afford to dismiss supply chain fraud prevention and detection. Schemes constantly evolve and come from every direction, making vigilance crucial.”

C-TPAT (Customs-Trade Partnership Against Terrorism) is a major initiative for enhancing supply chain security, and it does have a significant impact on the warehousing/DC industry. C-TPAT requires businesses in the C-TPAT program and carrying the C-TPAT certification to ensure the integrity of their security practices, policies and procedures, as well as to verify the quality of the security programs used by their business partners within the supply chain.

What this means is that C-TPAT, when conducting their formal audits (validations) can select any entity in a C-TPAT certified company’s supply chain and audit them. And if that company’s supply chain fails, the company holding the C-TPAT certification is placed in jeopardy of losing its certification or having it suspended.

“Because of the C-TPAT program, supply chain security is definitely more of a hot-button issue today,” declares Brandman. As a result, C-TPAT certified companies conduct their own audits (validations) among their supply chain partners, and those warehouses/DCs whose supply chains do not measure up to the standards required have seen their often lucrative contracts terminated on the spot. In other cases, individual warehouses sensing a visit from their C-TPAT-certified customer seek a review of their supply chains, and if deficient, upgrade them to be at least C-TPAT compliant.

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recover any lost income,” he explains. “No matter what product the warehouse holds, whether laptops or even paper products, there’s a ready market for it on the outside.”

Another contributing factor is that it has become infinitely easier to convert stolen product into tax-free cash with minimal risk of being caught. That’s a direct result of technology: the Internet.

“The days of the individual selling product to a relatively small group of interested people from the trunk of a car or at a flea market is ancient history,” according to Brandman. “They’re now selling the goods and product to a much wider audience on the Internet.” And in many cases the market has expanded into the international arena, as well.

“The ‘employee/thieves’ are using legal, legitimate auction sites on the web, and because of the huge volume of transactions occurring the website operators, who would not knowingly allow stolen goods to be sold, have no way of knowing what’s legitimate and what’s black-market stolen goods,” he shares. “In addition, there are also a number of websites that Danbee is aware of that have been developed exclusively for the purpose of re-selling hot merchandise. And ‘by doing it right’ the dishonest employee can sell on the Internet without ever revealing their true identity.”

... it has become infinitely easier to convert stolen product into tax-free cash with minimal risk of being caught. That’s a direct result of technology: the Internet.

“If you are not testing your software safeguards to see how well protected you are, there’s a good chance there’s some loopholes in your system.”

Barry Brandman

3. Organized crime

“The organized crime groups that target warehouses remain a significant problem,” according to Brandman. “They are very sophisticated in their approach and plan the break-in quite thoroughly.” Typically, they’ll walk away with anywhere from \$2-million to \$12-million worth of inventory when they strike a facility.” The cargo theft rings have in recent years expanded their activities from trucks, railcars and intermodals to warehouse/DC facilities themselves. They will often surveil a targeted facility for several weeks prior to the attack, gathering all sorts of logistical intelligence. They’ll even attempt to place some of their members who have warehouse skills and experience in jobs at the facility to gain valuable internal information and details, including sensitive security details. Other members of the team might pose as vendors, service people, contractors, and sales representatives. Their favored approach is to break in through the roof, enter the facility and immediately go to the security area and kill the alarms and other safeguards. Then the team of 15 or so with their own equipment (trucks, tractors, etc.) will complete the successful heist without detection until the workforce arrives for the morning shift.

After the fact, the company and/or insurance company retains Danbee to conduct a forensic investigation to determine not only what happened, but also how the safeguards were defeated and why it occurred. “Among the evidence, we typically find that the security preparations were more cosmetic than meaningful,” he explains.

4. Cybercrime

“Cybercrime is definitely happening with greater frequency in the logistics industry than it did in the past,” Brandman warns. “This trend in cyber-related crime in the warehousing industry is going to continue.”

Warehouses today are more dependent on their networks to ship, receive and track inventory, and to communicate internally as well as with customers. “No one is keeping manual inventory anymore,” he observes. “Everything of importance in terms of information is converted digitally to data—so companies now live and die with their systems.”

As Brandman explains to warehouse/DC management: “If you get hacked whether it is to extract information and steal proprietary information that can be used for fraud or to conceal theft, or if you just have



vindictive employees that want to take your company down, if they can put your network out of commission for three or four days, that's going to create a huge migraine for most companies in the warehouse/DC sector today. They cannot operate without their networks."

Security safeguards considerations

There are two elements missing with those companies that have cyber problems according to Brandman. The first is that the companies never have their safeguards tested to determine how strong they are. A penetration test, which can be done by in-house talent if available or an outside firm otherwise, should be done at least once every two or three years, he advises.

"The threats are constantly coming, and anti-virus software is constantly downloading patches based on the latest threats," he explains. "If you are not testing your software safeguards to see how well protected you are, there's a good chance there's some loopholes in your system."

The other major error is that companies aren't spending enough time training their employees (hourly and management) how to be more vigilant about protecting their networks. "We see a lot of carelessness that takes place with protecting their passwords and log-ons," Brandman observes. "They will openly enter passwords with other people standing around, and they even will share their passwords with other employees."

Another fault is not having a mandatory password change every 90 days. "In C-TPAT criteria, for example, there's a section that deals with IT security—it's a very important part of your supply chain asset certification program," he offers.

Brandman advises that companies should routinely run reports to see whether employees or others have attempted to access areas of the network they are not cleared to access. "When you see an employee or an area that is constantly having bounce backs because they don't have

the password clearance, begin an investigation," he advises. "More often than not the answer you're going to get is not good—it's an indication of a problem, often from someone with bad intentions."

There is a place for technology—provided it's done properly. Brandman shares a development that's come into its own within the last year or two. "When we design digital video systems today, we do it with the intent that we want to remotely go in and use that technology," he says. "The state of video systems today is light years ahead of where it once was and the price has come down significantly, if you know how to buy."

Danbee headquarters has a monitoring room where they have access to their clients' video systems both domestically and internationally. The problem with video systems is that 95 percent of the companies, once the novelty has worn off, don't have the time nor inclination to sit and watch video of operations. The employees know this also, and the potential for employee theft or fraud presents itself once again.

However, when a client believes it has a potential problem, they contact Danbee who then remotely views and reviews the tape and creates reality from the period under question. Once the breach is noted, still photos from the digital video are produced and an e-mail is sent to the client identifying what occurred and which employees are involved. Additionally, Danbee can conduct remote video audits to check adherence to security policies, procedures and practices and provide up-to-date reports to the client.

"Of course, there's a lot you have to do on site, but when we combine the two, technology is another wheel driving the security program and it can be a very effective contribution if you know how to take advantage of the technology," he shares.

Brandman is quick to note that two "older" safeguards are still in vogue and effective: undercover and the 800 hotline. "Undercover is still very widely used because there is no substitute for human intelligence on the ground," he explains. "They can

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"Undercover is still very widely used because there is no substitute for human intelligence on the ground."

Barry Brandman

get in, understand motivations, attitudes; they can generate conversations and discussions, and the amount of information we get from a security and operational perspective is huge."

The hotline is a very low-cost program and studies have proven that employees will use an outside 800 number program before an internal one to report sensitive security issues. "It's completely anonymous and has a proactive aspect: employees will be less reluctant to cross that line from honest to dishonest if they think there's a high risk of being caught," he notes.

Of course, the warehousing industry is always going to feel the pain because the warehouse is a perfect environment for theft to flourish. As Brandman advises: "The smart money is emphasizing the wisdom of being proactive, not reactive. The best, most profitable companies in this industry are the ones not waiting to be victimized before they take action." 🌟

Optimizing the Job Hunt

How you approach it makes all the difference.



The labor shortage spans the entire supply chain but is particularly bad among warehouse workers and truck drivers.

If you're looking for talented people to join your company, you may be facing down one of the most competitive markets out there. Conversely, if you're in the market for a new job, now may be one of the best times to make a move—particularly in the 3PL market and among the warehousing sector. According to the “2016 State of the 3PL Industry Report,” authored by John Langley and Cap Gemini, the logistics industry is facing an unprecedented labor shortage, bringing with it both challenges and opportunities.

In fact, some 79 percent of surveyed 3PLs reported being unprepared for the impact of the labor shortage on their supply chains. The labor shortage spans the entire supply chain but is particularly bad among warehouse workers and truck drivers. Companies are considering non-traditional labor pools, like women and military veterans, and searching for ways that technology might help ease the burden as well.

Attracting and retaining qualified employees has perhaps never been more difficult. “Innovative and dynamic employee development and hiring strategies will play a critical role in most organizations’ response to the anticipated labor shortage. Built-in succession programs and training programs will help employers develop their existing talent pool and cross training will take on greater importance,” according to the report.

Tim Bonansinga, owner of Inter-connect Employment Services [www.inter.com], which specializes in executive and managerial recruiting, says that in such a competitive environment, companies cannot afford to mishandle their recruiting and hiring processes.

He points out that sourcing talent is a critical issue for companies today. “Some employers seem almost panicked by the extreme competition for pivotal people,” he says.

And that’s when companies can get into trouble—moving to bring in the wrong people just to fill the vacancy. “With some companies, there is either a tendency to cut corners, or paradoxically, to demand ‘purple squirrels,’ those folks who are extremely hard to find or with impossible qualifications.”

The process

Neither is the right approach. An adherence to best hiring practices is what companies should be after, says Bonansinga. “We take steps to educate clients that adherence to best practices throughout the strategic employment lifecycle is absolutely necessary,” he explains. “We offer evidence that risk management and quality will suffer if the full cycle is not carried out correctly.”

Bonansinga says that most companies go wrong right from the start with their

recruiting efforts. “The intake phase of the recruiting project is the most important,” he explains. “But many recruiters get the intake analysis wrong or don’t do it at all.”

If a company stumbles in the critical intake phase, the likelihood of error at the referral and hiring stage increases dramatically. “Most understand when confronted with evidence of the cost of a toxic employee or poor retention because of a bad fit,” he says. “The cost for large companies is bad enough, but for smaller companies, almost deadly because the damage done by a toxic employee on a small team can be terrible.”

This is where having a good understanding of the open position is key, says Bonansinga. “Planning a strategic search comes from information collected during the intake phase,” he says. “Get that wrong and the end result is guaranteed to be way off the mark. The most effective methods involve continual proactive pursuit of candidates.”

Bonansinga likes to look beyond the job descriptions when helping companies find the right candidates. “Once you onboard someone, their success is not usually based on a real measurement,” he says. “Rather, you need to understand what makes someone a superior employee.”

This includes finding the right cultural fit. “Too often people don’t last more than 18 months because they don’t really uncover the cultural requirements of a job,” he says. “It’s important not to overlook soft skills and the ability to communicate effectively across generations.”

When you’re in the market

While it can feel a lot like being in the driver’s seat right now if you’re the one looking for a new job, Bonansinga recommends taking the time to ensure you stand out from the pack. “I like to call it ‘You Inc.’,” he says. “We coach people through the process of developing a portfolio of proof so that they can be proactive and reaching out to the right companies.”

He cautions against using standard resume formats and language. “You become so like everyone else that there’s no differ-

entiating factors,” he explains. “You need a coach who can ask you tough questions and drill down to what makes you unique.”

Bonansinga is also a fan of job seekers focusing on a company’s culture first, just as he recommends companies do with potential employees. “Often times the skill set is something you can be trained for, but you can’t fake the right cultural fit,” he says. “You want to be part of a best-in-class team on whatever project you are considering.”

Before bringing candidates into its own recruitment pool, Bonansinga’s agency gets to know the candidates personally and documents his or her qualified achievements. “We use a process of investigative interviewing to discover the achievements that match the information discovered during the intake analysis,” he explains.

With the proper approach to vetting, companies—and potential employees—can increase the odds for success.

Be proactive

Regardless if you are the hunter or the hunted, the job market at the higher levels isn’t going to get easier anytime soon, says Bonansinga. “Finding the right people for increasingly complex and demanding jobs requires a program that combines realistic requirements for candidates by employers,” he says. “We believe that proactive engagement and understanding a company’s unique needs is the only process that will lead to long-term return on investment.” 🌟

“It’s important not to overlook soft skills and the ability to communicate effectively across generations.”

Tim Bonansinga



WERC ANNOUNCEMENTS

Innovative New Program

As part of the 39th Annual Conference for Logistics Professionals, WERC proudly introduces the **VETS To WERC® Program**. This year’s conference will offer sessions to help your company find out how a veteran might fit into your workforce and become “Veteran Ready.”

- **WHY You Should Enlist Military Veterans in Your Workforce**
- **HOW to Deploy Military Veterans Into Your Workforce**
- **VETS To WERC® Resource Center**

Additionally, a select group of armed forces veterans will be attending this year’s WERC Conference, sponsored by the VETS To WERC® Program.

Founded by **LEGACY Supply Chain Services** and co-sponsored by **DC Velocity** and **WERC**, the VETS To WERC Program was formed to *create awareness of the natural alignment between returning military veterans with supply chain & logistics experience and the need for talented professionals in the supply chain industry.*



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Owatonna, MN

Hopewell Logistics

Brampton, ON Canada

Lifeway Christian Resources

Lebanon, TN

Owens Corning SE DC*

Fairburn, GA

Trojan Battery Company

Lithonia, GA