

Management always demanding better package handlers

Goal: Better package handlers

The longer a package handler stays at UPS:
Higher the productivity gains
Requires less supervisor time to get job done
Reduced injuries, less lost time
Reduced damages/loss to packages

Can handler live on paycheck?
Is this a temp stopover?
Do college students stay longer?

Models can evaluate high school transcripts
Which type of student makes better handler
If working 2nd job, what types blend well with UPS

Model for military service

Proof of Concept
Analyze historical applications/employment records
Assign time of UPS employment/promoted to each
Look for correlations between apps and high performers
Names and identifiers removed from records

Goal: Larger promotion pool

Highly promotable handlers may be leaving
Better talent pool for supervisor/driver positions

Goal: Better supervisors

Recruit best of best from better handler pool
Easier for supervisors to manage handlers

Use model outcomes to improve application

Applications

Goal: Better work environment

Less turnover, better the morale
Long-term employees help new employees
Build loyalty to brand and center/hub
More inclined to stay at UPS and seek promotion

Welcome new employees
Get to know name and story
Much better on-boarding

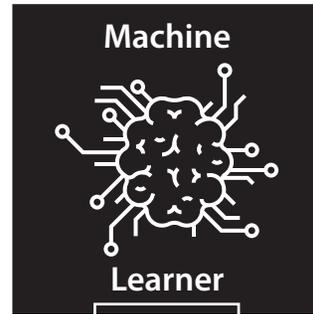
Goal: Boomerangs

All things equal, better corporate hires
Advantage to understanding centers/hubs
New hires who understand the business

This is for corporate hires
Know the UPS culture/values
Empathy for lower ranks
Must be eligible for rehire

Goal: Superstar hires

24/7 monitoring of top FedEx, etc. resumes
Hire from clients to gain insights
Hired regardless of opening
Bring instant competitive advantages



Models OFCCP compliant
Discriminatory features excluded

Over time, application can be tuned for models
Who you are more important than where you worked

Features

Measures

Exiting Employees

Add individual tracking/metrics?
Amount of lost time
Number of damaged packages
Unload/load/sort/pick productivity
Also used in supervisor application process

All application sections
Center/Hub metrics?
Demographic data

Length of employment
Promoted?

Try to place former employees at clients
Will be thankful/loyal to UPS
UPS Expert Finder available to customers

Features not in the application

Time to promotion
Number of promotions

Non-obvious features that impact grit:
All school/jobs in same town?
Distance from home to hub/center?
Single family home? Apartments? Live with family?
Hundreds of possible features
Non-discriminatory features only

Models continuously improve
Never stop learning

Humans cannot come up with the perfect handler hire
Machines find right mix of brawn/brain/social/commitment/etc

Grit Quotient

Better tours/interviews

Models suggest/feed questions to interviewers
Questions can be custom to each candidate

Better Selection of Entry Level Hires

Perform analytics on former employees
Moved laterally? Became drivers? Went into management? Sales?
Improve models to hold onto these high potential employees

Drivers, "up for bid" positions would not use model
Another model can be used to help select supervisors
Analyze handler applications for supervisor positions