

# 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

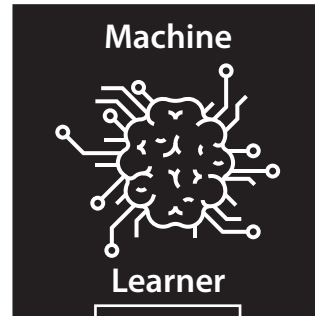
## Goal: Boomerangs

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