

THE NEW NORMAL IN HR



From social inequity to virtual recruiting to vaccines, human resource leaders are challenged like never before.

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Focus On COVID

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Driver Shortages
Still Problematic

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New Home for
Southern Foods

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WFLO Institute
Marks 57th
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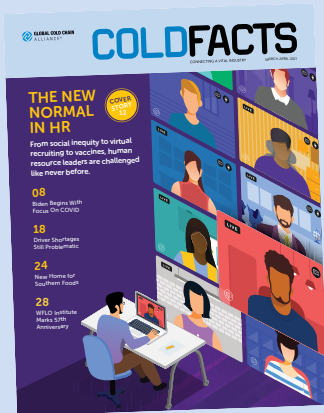


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Industry human resource leaders discuss small shifts and permanent trends that have emerged over the past year and impact how companies hire, how job seekers search, where people live and how much they earn. See the article on page 12.

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OUR ANNUAL

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Advocating for Our Industry

IN 2021, ONE OF THE MOST IMPORTANT GOALS OF THE IARW-WFLO LEADERSHIP, IN CONJUNCTION WITH OUR GCCA TEAM, IS TO ENSURE MEMBERS see value in all the initiatives GCCA devotes time and attention to. While some programs and initiatives members derive great value from already, the work continues to constantly evolve.

In our Leadoff message as incoming chairs one year ago, with the pandemic not yet the global catastrophe it would become in a matter of weeks, we were excited to launch the new 2020-2022 IARW-WFLO Strategic Plan. We noted the Strategic Planning Task Force was busy creating strategies and initiatives to achieve goals in workforce innovation, market intelligence, industry promotion and global advocacy.

And despite unforeseen pandemic-related work undertaken in support of the membership, those Strategic Plan initiatives moved forward.

One of those new strategic initiatives in 2021 is the Advocacy Fund.

We believe the best way to proactively serve as a voice for all members is to expand advocacy efforts on behalf of our industry. With a new administration and new Congress, our industry is faced with many challenges, but also opportunities. The Advocacy Fund will support increased efforts to promote and protect our industry and the cold chain. To learn more, see the article on page 8.

An existing initiative that members continue to derive great value from is our WFLO Institute program. As the core provider of temperature-controlled warehousing and logistics education and training, the WFLO Institute has been the capstone in GCCA's educational program for nearly 60 years.

An immersive, multi-year training experience delivered in-person by industry thought leaders and subject matter experts, students get an added benefit of networking with industry peers and developing relationships with mentors while taking their professional, leadership and cold chain skills to the next level. The 57th WFLO Institutes West and East are currently scheduled for this May (with backup dates in September), in Tempe, Arizona, and Atlanta, Georgia, respectively. Traveling south, WFLO Institute Latin America, on the books for July with backup dates in September, will be held in Mexico City, Mexico, and all the way to the south, the WFLO Institute Australia is scheduled for October in Melbourne.

GCCA is a member-led organization and our vision is to forge a universally strong cold chain where every product retains quality and safety through each link. With your continued support, and through the innovative IARW/WFLO programs and initiatives that bring value to all of us, we can continue to work towards doing just that. 🌐



RON BUFORD
IARW CHAIR



BRIAN BEAZER
WFLO CHAIR

COLDFACTS

COLD FACTS magazine is published every other month by the **Global Cold Chain Alliance (GCCA)**, an organization that unites partners to be innovative leaders in the temperature-controlled products industry. The GCCA Core Partners are:

The **International Association of Refrigerated Warehouses (IARW)**, which promotes excellence in the global temperature-controlled warehouse and logistics industry.

The **World Food Logistics Organization (WFLO)**, which delivers education and research to the industry and empowers economic development by strengthening the global cold chain.

The **International Refrigerated Transportation Association (IRTA)**, which cultivates, fosters and develops commercial and trade relations between all those engaged in the transportation and logistics of temperature-controlled commodities.

The **Controlled Environment Building Association (CEBA)** represents the design and construction industry specializing in temperature-controlled facilities that prioritize product safety best practices. We are the source for best practices of building and maintaining the thermal envelope.

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BIDEN BEGINS WITH FOCUS ON COVID

GCCA expands government relations program and launches Advocacy Fund.

By Lowell Randel

Joe Biden began his presidency on January 20, 2021, by signing a series of Executive Orders impacting a wide range of policy issues. In the first 10 days of his administration, Biden took 42 individual executive actions, many of which reversed policies instituted by former President Trump.

Response to the COVID-19 pandemic is one of the major areas of actions that will have an impact on companies in the cold chain.

National COVID Strategy

President Biden made the COVID-19 response a signature issue on the campaign trail, and since taking office, has moved quickly to take actions related to the pandemic. On January 21, President Biden released “The National Strategy for the COVID-19 Response and Pandemic Preparedness.” The 200-page document outlines a series of policies and actions intended to accelerate the nation’s response to COVID by pursuing the following goals and key actions:

Goal 1: Restore trust with the American people.

Key Actions:

- Establish a national COVID-19 response structure where decision-making is driven by science and equity.
- Conduct regular expert-led, science-based public briefings.
- Publicly share data around key response indicators.

- Engage the American people.
- Lead science-first public health campaign.

Goal 2: Mount a safe, effective, comprehensive vaccination campaign.

Key Actions:

- Ensure the availability of safe, effective vaccines for the American public.
- Accelerate getting shots into arms and get vaccines to the communities that need them most.
- Create as many venues as needed for people to be vaccinated.
- Focus on hard-to-reach and high-risk populations.
- Fairly compensate providers and states and local governments for the cost of administering vaccinations.
- Drive equity throughout the vaccination campaign and broader pandemic response.
- Launch a national vaccinations public education campaign.
- Bolster data systems and transparency for vaccinations.
- Monitor vaccine safety and efficacy.
- Surge the health care workforce to support the vaccination effort.

Goal 3: Mitigate spread through expanding masking, testing, treatment, data, workforce and clear public health standards.

Key Actions:

- Implement masking nationwide by working with governors, mayors and the American people.
- Scale and expand testing.
- Prioritize therapeutics and establish a comprehensive, integrated COVID-19 treatment discovery and development program.
- Develop actionable, evidence-based public health guidance.
- Expand the U.S. public health workforce and increase clinical care capacity for COVID-19.
- Improve data to guide the response to COVID-19.

Goal 4: Immediately expand emergency relief and exercise the Defense Production Act.

Key Actions:

- Increase emergency funding to states and bolster the Federal Emergency Management Administration (FEMA) response.
- Fill supply shortfalls by invoking the Defense Production Act.
- Identify and solve urgent COVID-19 related supply gaps and strengthen the supply chain.
- Secure the pandemic supply chain and create a manufacturing base in the United States.
- Improve distribution and expand availability of critical materials.

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Goal 5: Safely reopen schools, businesses and travel, while protecting workers.

Key Actions:

- Implement a national strategy to support safely reopening schools.
- Support safe operations at child care centers and at-home providers.
- Support equitable reopening in higher education.
- Protect workers and issue stronger worker safety guidance.
- Provide guidance and support to safely open businesses.
- Promote safe travel.

Goal 6: Protect those most at risk and advance equity, including across racial, ethnic and rural/urban lines.

Key Actions:

- Establish the COVID-19 Health Equity Task Force.
- Increase data collection and reporting for high-risk groups.
- Ensure equitable access to critical COVID-19 PPE, tests, therapies and vaccines.
- Expand access to high-quality health care.
- Expand the clinical and public health workforce, including community-based workers.
- Strengthen the social service safety net to address unmet basic needs.
- Support communities most at risk for COVID-19.

Goal 7: Restore U.S. leadership globally and build better preparedness for future threats.

Key Actions:

- Restore the U.S. relationship with the World Health Organization and seek to strengthen and reform it.
- Surge the international public health and humanitarian response.
- Restore U.S. leadership to the international COVID-19 response and advance global health security and diplomacy.
- Build better bio-preparedness and expand resilience for biological threats

As a part of the national strategy, Biden has signed the Executive Order on Protecting Worker Health and Safety. The order directs the Occupational Safety and Health Admin-

istration (OSHA) to issue revised guidance to employers on workplace safety during the COVID-19 pandemic as well as consider whether OSHA should issue an emergency temporary standard (ETS) on COVID-19. OSHA has until March 15, 2020, to determine whether to institute an ETS. The order also includes a review of OSHA's enforcement efforts and the launch of a national program to focus OSHA enforcement efforts related to COVID-19 on violations that put the largest number of workers at serious risk or are contrary to anti-retaliation principles.

OSHA released its updated guidance on January 29, 2020, and provides stronger direction for employers to take to protect employees from COVID in the workplace. The guidance describes several essential elements in a prevention program, such as conducting a hazard assessment; identifying control measures to limit the spread of the virus; adopting non-punitive absence policies that allow potentially infected workers to stay home; communicating COVID-19 policies and procedures in a language workers understand; and implementing protections from retaliation for workers who raise COVID-related concerns.

The guidance builds on existing recommendations developed by OSHA and the Centers for Disease Control (CDC) but does not constitute an enforceable standard. However, it is expected that this guidance will likely be the basis of an ETS that would establish enforceable regulatory requirements that employers must follow.

GCCA members are strongly encouraged to review the new guidance and be prepared to document and demonstrate the actions they are taking to protect workers from COVID-19.

GCCA Launches Advocacy Fund

With the inauguration of President Biden and Congress newly installed, GCCA is moving to expand its government affairs program. In January, GCCA welcomed the addition of Jordan Bonfitto as Director of Government Affairs. Bonfitto comes to GCCA from the United States Department of Agriculture (USDA) where he most recently served as Director of External and Intergovernmental Affairs. He also served as a policy advisor on agriculture issues at the White House's National Economic Council. Bonfitto will play a key role in GCCA's expanded legislative advocacy.

GCCA has also added key positions in marketing and communications that will assist in the association's overall efforts in advocating on behalf of the industry. Rodgers will serve as the new Vice President of Public Relations & Industry Affairs. Rodgers most recently held the position of Deputy Communications Director at USDA, where she worked closely with the Secretary of Agriculture. Rachael Oury joins GCCA as Senior Manager of Industry Promotion and comes to the association from the Department of Energy, where she was Senior Communications & Digital Specialist. Oury also worked for the Transportation Intermediaries Association, so she brings industry and association experience to GCCA.

In addition to bringing in new team members, GCCA is also launching a strategic initiative – the Advocacy Fund – that will enable the association to expand advocacy efforts on behalf of the industry. The Advocacy Fund will support increased efforts to promote and protect the cold chain including:

- Creating a new virtual platform for communications with elected officials in the United States, Canada and Australia.
- Expanding GCCA participation and leadership in coalitions.
- Participating with partners in legal challenges to problematic regulations.
- Expanded GCCA presence on Capitol Hill.
- Setting up facility tours for members' congressional representatives.
- Developing economic impact studies to better communicate the importance of the industry to policy makers and the general public.

GCCA is excited to bring these new resources to bear in light of the opportunities and challenges presented with the new administration and Congress. For more information about GCCA's expanded government affairs program or to participate in the new Advocacy Fund, please contact me. ☎

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By Alexandra Walsh

THE NEW NORMAL IN HR

From social inequity to virtual recruiting to vaccines, human resource leaders are challenged like never before.



The outlook for the labor market in 2021 hinges on the path of the COVID-19 virus, the expediency of vaccination dissemination, politics and policy, and the extent to which pandemic-era behaviors, like remote work, become permanent.

Even small shifts in these trends, if permanent, could cause big changes in how businesses hire, how job seekers search, where people live, and how much they earn.

A full year into the global pandemic, human resource leaders from the cold chain industry are confronting these changes as they continue to obsess over team safety. And all while grappling with issues that range from supporting at-risk employees living in multi-generational households, to

confronting diversity and inclusion gaps, to integrating thousands of new employees in 11 countries – virtually.

Vaccination Policies

“In a climate where health and safety measures, like wearing a mask, can become politicized, human resources, along with everything else, becomes harder,” admits Ashley Albers, Vice President of Human Resources, Nor-Am Cold Storage. “We don’t want to infringe

on our team members’ personal freedoms or opine about the level of personal risk in their lives, but when those personal freedoms impact hundreds of people they work with every day, and politics enter the picture, everything is heightened.”

Albers says the company’s approach to the COVID vaccination will be similar to how they promote flu shots to their teams. “We want our teams to be aware of insurance coverage and encourage vaccination as a healthy choice,” says Albers. “It is always better to counsel in the spirit of education.”

“Since the pandemic started, we’ve been very explicit with our people about the value of the work they do and how essential it is to our communities,” explains Michele Huffman, Vice President of Human Resources, Americold. “If based on that criteria we were able

COVER STORY



to provide a vaccine sooner to our employees who want it, we would be very proud and pleased to be able to do that.”

“We are not making vaccines mandatory for now, but we’re trying to take the lift off of our workers who do want to get vaccinated, by helping them get scheduled,” says Lori Cogit, Vice President, Human Resources, RLS Logistics. “It’s important because some team members don’t have the ability, or information needed, to do so themselves at this point.”

Cogit says she is in constant communication with teams through a texting app. “We use team chat to educate and communicate – not push. We provide CDC metrics and make sure they know that in addition to HR, they have other resources such as our occupational health provider.”

“We have elected to encourage the vaccine, not mandate it, however we are exploring an incentive bonus to allow team members to get the vaccine on their own time,” says Darcee Scavone, Vice President, Talent, Culture & Community Engagement, Lineage Logistics.

Rick Vine, Human Resources Director – Asia Pacific, Lineage Logistics, notes there has been a lot of discussion and legal advice as they move into the next phase of the pandemic. “Following social norms that vaccinations will be encouraged but not mandatory, can an employee refuse to work with a non-vaccinated employee or can they sue the workplace if they catch COVID from a colleague?”

Vince Vanderlaan, Regional Human Resources Director, NewCold, reports from Europe that employees are encouraged to get vaccinated as they become available, but they are carefully watching the legal landscape around mandated vaccinations. “Right now, we are staying aware of vaccination distribution across all our locations globally so we can openly communicate to employees when they may be eligible.”

Telework and Other Trends

Scavone says they continue to have administrative staff work from home and do not have a timetable to return to the office. “We conducted a team member survey earlier in the pandemic and the feedback we received is, going forward, our administrative employees would like a hybrid telework/in-office model.”

“Working from home will continue without a doubt, and I, for one, don’t miss the bumper-to-bumper traffic of Melbourne, Australia,” says Vine. “Leaders who may have held some reservations on the value of working from home and achievement of workloads now recognize that people will deliver, and work does get done.”

Vanderlaan says telework is an ongoing process and has made the company rethink its business practices. “We were lucky to already have a strong technology infrastructure that allowed us to shift to remote work for all employees that could do their work from home,” he says. “Regarding permanence, it’s possible, but we really value the casual collaboration that can happen in between conversations at the office, for instance. With that said, one of our focuses right now is how can we replicate that col-

laboration in a virtual environment.”

“We have 42 locations but one of the things I’ve noticed is certain departments are doing better working from home, such as IT, logistics and billing,” notes Nicole Janeczek, Director, Human Resources Operations, United States Cold Storage. “Moving forward, we might be more flexible with certain departments or positions within departments. It’s a benefit to the worker as well as a benefit to the company.”

Janeczek says the company is also looking at sustaining some hybrid solutions as they open up. “Even now in some locations employees come in voluntarily, it’s working quite well and it gives us the ability to rotate teams. Employee flexibility moving forward has been one of our biggest lessons.”

“We bought another company in 2020, and if not for COVID, I’d be one of 10 to 20 employees making multiple trips to Europe now for integration and to meet new counterparts – that’s how you come together as one global company,” Huffman points out “Now global company integration is happening in Atlanta, Georgia, via Webex.”

Huffman says that is an example of a remote working opportunity the company will continue to explore as it affords employees greater balance between quality of life and work. She adds that adversity like the pandemic provides the opportunity to rethink everything and to be more efficient and cost effective. “We used to fly employees from the same region to Atlanta for our leadership development program, but now we’re doing it all digitally on a platform that allows for small breakout sessions,” Huffman acknowledges. “My epiphany – not only is it cost effective, but now we can have folks from all over the world come together for development.”

Cogit concedes that telework opens up a whole new geographic area from which to recruit. “It’s especially valuable in an area like southern New Jersey, where our biggest facility is located, because everyone heads to more urban areas for work. We are going to be forced to be comfortable with telework, whether we want to or not, because otherwise we lose candidates to other companies offering hybrid or full telework opportunities.”

Albers notes one change that will carry on permanently after the pandemic – no coming to work sick. “Personal time off and attendance policies will permanently change with more flexibility and no judgements or conse-

quences for taking sick leave. There has been a whole culture shift around the perception of the resilient warehouse teams who tough it out – now they stay home when they're under the weather." She adds it hasn't cost the company anything to relax the policy and the benefits are already evident in how fewer team members missed work because of the flu this past winter.

Another practice that will become permanent is employees using a mobile phone app to clock in and out, says Albers. "It works great with geo-fencing, you know where your team members are, and doing away with a communal pad eliminates a high touch point and crowded lines of workers waiting to punch in."

Recruiting and Retaining

"Cold is the new hot – we did see an uptick in interest in working in the cold chain but not so much because of media coverage of our industry, but because of layoffs at other companies," Huffman explains. "We were proactive about connecting with our HR counterparts at companies that were forced to lay off employees – such as companies that load food for the airlines – and were able to attract candidates that would have not previously considered working in the cold storage industry. It's redeploying the supply chain."

Huffman adds that not only is virtual recruiting here to stay, but the flexibility of working from home proved to be extremely successful for both the company's internal and external recruiters.

Albers says recruiting was tough before the pandemic as most of the company's warehouses are located in areas with low unemployment, and it only got tougher over the past year. However, the company managed to hire enough team members to bring a new facility into operation. "We hired 80 people during a global pandemic," she says. "It wasn't always pretty, but we got it done."

Albers notes that in the middle of recruiting for the new facility, local meatpackers raised their starting rates, which affected the hiring pool. "We used temporary appreciation bonuses to recruit and retain, but eventually we had to increase our starting rate as well. We're a small community and we have to remain a competitive recruiter."

As the public is more aware of the cold chain industry since the pandemic began, Albers says they put "essential employer" in most job ads. "We want to make clear that

"In a climate where health and safety measures, like wearing a mask, can become politicized, human resources, along with everything else, becomes harder."

ASHLEY ALBERS, Nor-Am Cold Storage

with a job in an essential industry comes consistency, stability and growth."

For Scavone, recruiting talent also became more difficult during the pandemic, but because of the incremental explosion of e-commerce. "While there is a much broader awareness of the importance of the cold chain industry, the competition is fierce," she says. "We have been forced to carefully monitor, and sometimes adjust, wages in key markets."

To help stay competitive, Scavone says they have invested in a new applicant tracking system, explored new advertising and app strategies and are measuring their ROI carefully. "We completed an engagement survey last fall and are in the process of developing actions plans," she says. "We have also worked with a third-party consultant to develop a comprehensive attract, engage and retain playbook that we expect to roll out this year."

"One of the strategies we're looking into is hiring people using the occasional and part-time worker model – there are 57 million occasional and part-time workers in the United States, and half of them are doing their gig jobs on top of fulltime employment," Janeczek points out. "This past year has taught us the value of flexibility – both for us and our team members. It's a smart strategy to differentiate your company from all the other warehouses you're competing with in these smaller towns by offering flexibility to work on an occasional basis – especially during our peak times."

Janeczek adds flexible warehouse jobs are attractive to students who have to work around class schedules. "You can continue grooming these part-time workers as potential management candidates."

Vanderlaan says one key area focus of focus for the company globally is employee onboarding. "We believe it's critical to engagement, retention and setting our employees up for success," he says. "Onboarding has always been important, but now we need to ensure that our onboarding is enabled both

for in person (once all employees are able to return to the office) and virtually."

Diversity and Inclusion

Events in the United States in the summer of 2020 brought the issue of social equity front and center for companies around the world.

"We have a renewed focus, both at the regional and global level, and continue to be invested in growing and maintaining a diverse and inclusive workforce," remarks Vanderlaan. "We want to make sure our employees are supported by not only words, but actions and practices that anchor us as an inclusive workforce. There have been many internal conversations on how we can best support our employee base and ensure our workplace is diverse, equitable and inclusive."

Huffman notes diversity is a very prominent conversation all the way to the board level. "Broken paradigms let you look at things differently and offer an opportunity to self-reflect and be honest about where you can be stronger." She says the company is creating a Global Culture Council to ensure the voices of its employees around the world are heard and part of the solution. "It all begins with listening to what our people are saying about working at our company, from a diversity and inclusion standpoint, what does good look like to them, and then determining what would be best for our people."

In 2020, Scavone reports her company hosted virtual inclusion and diversity awareness training for all its leaders, invested in blind slate resume redaction and job optimization/bias elimination technologies and incorporated these tools in standard recruiting processes. "Lineage has committed to invest further in our DEI (diversity equity inclusion) journey by working with third party consultants to understand our team members' DEI experiences, synthesizing feedback and creating a DEI strategic roadmap to be shared with team members later this year."



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“We looked into what we could be focusing on, looked at our human resource numbers and data and confirmed we had a well-rounded and diverse workforce by any criteria,” Cogit explains. “What we weren’t doing a good job on was inclusion. In the summer of 2020, we started to look into unconscious bias, and that’s where we want to focus on educating ourselves and our workforce.” She says they have added unconscious bias training to their onboarding process and added courses on inclusion and unconscious bias to L.E.O. Academy, the company’s internal training and development program.

The New Normal

“During this pandemic, we have had to advocate for our employees every step of the way,” Albers says. “We learned early on, the squeaky wheel gets things done. Individually, our people don’t have a loud voice, but collectively they do. Who will fight for them if not us?”

“This pandemic has made us feel like we’re questioning who we want to be when we grow up, and now we’re in a new adolescent phase as we explore how to operate in the future norm,” suggests Huffman. “Being such a global company with so many locations, we try to stay fluid and not make blanket decisions but rather think about our folks around the world – there’s no cookie-cutter approach to this.”

“Working from home will continue at a higher participation rate than pre-COVID for quite some time, telecommuting and teleconferencing are becoming the new norm,” Vine says. “The cold chain is now known to people who would normally not have considered how their food arrives in the store, and our people are recognized as vital to the food chain.”

“I don’t believe we’re ever fully going back to living our lives as they were before – there will always be that hesitation about proximity to others, and it will have an impact on infrastructure as we build new workspaces,”

acknowledges Cogit. “The ability to have people working remotely is going to grow along with workplace practices and policies. There are different definitions of normal and we need feedback from our employees about what they would want a new sense of normalcy to look like.”

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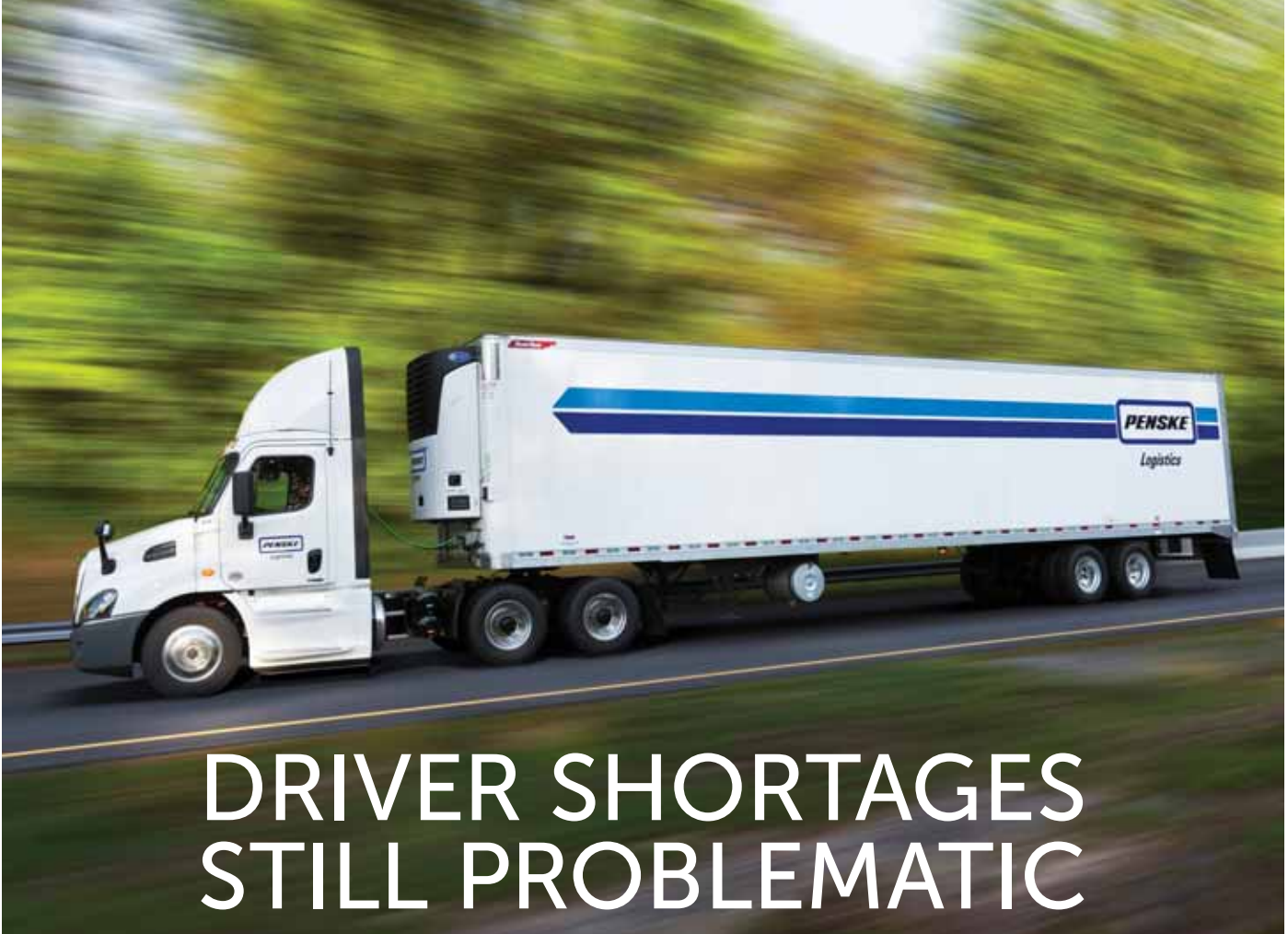
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DRIVER SHORTAGES STILL PROBLEMATIC

Companies find innovative solutions to recruiting and training.

By Karen E. Thuermer

The trucking industry already faced human resource issues prior to COVID-19. A shortage of drivers was the big one with industry experts estimating a shortfall of between 50,000 and 90,000 drivers.

With the pandemic, Travis McCain, Vice President of Sales, FFE Transportation, sees the current situation as “about as rough as it’s ever been.”

Jeff Jackson, Senior Vice President Operations – Dedicated Contract Carriage, Penske Logistics, attributes the surge in demand to the growth of e-commerce and other supply chain disruptions. Compounding the problem, the majority of truck drivers are above 50 years old.

“The worries of being away from home or being exposed to the pandemic drove many to retire from the profession altogether,” says McCain.

At the start of the pandemic, some companies had problems recruiting over uncertainty regarding the virus and overall concerns for health and safety. “Along with that, our driver positions require some overnights, and with lifestyle changes caused by the pandemic, drivers needed to be home daily to help with their family situations,” comments Michele Burke, Regional Transportation Recruiter at KeHE.

Another factor impacting recruitment: the pandemic has caused drivers to be less likely to change jobs, making it harder for firms to recruit from other companies.

All is not bleak, however. Jackson says,

“Because our drivers are more hesitant to leave, coupled with our associate engagement efforts, we have seen a 15% improvement in our turnover numbers.”

Lee Neal, Vice President of Business Development for Great Plains Transport, comments that his company is not seeing any driver shortages at all. “We actually have drivers on a waiting list when a truck becomes available,” he says.

Burke reports the company has not been short on drivers based on its applicant flow, but there has been a shortage of safety-minded drivers. “Many drivers do not qualify due to their driving history, which makes them uninsurable and not a good fit for KeHE Distributors,” she says.

Training and Recruitment

Companies are working around the challenges with innovative solutions. Penske Logistics, for example, implemented a comprehensive

(Photo courtesy of Penske Logistics.)

associate engagement plan across all its locations that focuses on communications, as well as reward and recognition. The company also launched a military apprentice program to bring in those that are transitioning out of the armed forces.

“We continuously do wage surveys to ensure our compensation and benefits packages are competitive,” Jackson says. In addition, the company launched a centralized driver hiring center (DHC) at corporate headquarters last year. The DHC handles all administrative functions in the hiring process such as advertising, interviews, background checks and drug screening. The only responsibility field leaders have is to execute the final road test, making it possible for the field leaders to focus their energies on customers and associate engagement.

“As a result of the DHC, we have also improved the onboarding experience and

“We treat our drivers with respect and utilize driver-friendly customers. We concentrate on shippers that value drivers – where drivers are loaded/unloaded, in and out with no detention, flexible appointment times, truck parking and driver waiting areas.”

LEE NEAL, *Great Plains Transport*

shortened our cycle time to hire by 15 days,” Jackson adds. “The company also employs a data science team that has developed, and is in the process of expanding, a nationwide pilot. Predictive analytics provide our field leaders with visibility to determine which drivers are most likely to leave and they engage those

drivers, work towards understanding their concerns, and often make changes to mitigate the turnover.”

Jackson says training ranks as a top priority at the company and much of the classroom training is now done virtually and digitally. He points out, however, that the most valu-

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able training is a ride-along with an experienced driver.

Jackson also emphasizes that Penske Logistics earned its GCCA Cold Carrier Certification in 2020, which allows the company to provide additional training to its drivers so that they can safely handle refrigerated food and beverage items.

"This certification underscores our commitment and provides our customers with an added layer of confidence and documentation that we are doing our utmost to ensure the safety and sanitation of their perishables shipments," Jackson says.

FFE Transportation provides a unique driver recruiting and training process and has taken steps to increase driver income.

"By reaching out to those who do not already hold a commercial driver's license (CDL), we offer the opportunity for free training and a professional driving position with one of the larger fleets in the industry," McCain says. "We offer some of the newest equipment and fixed schedules for drivers looking to be home nightly or weekly, with minimal disruptions."

McCain reports that in addition to providing its linehaul fleet with a 25% increase in pay in January 2020, the company has an on-site driver academy at three of its corporate offices. The facilities include housing for incoming training classes, computer labs, training rooms, physician offices, cafeterias and driving ranges.

"Through the curriculum set at our driver academies, and in partnership with local community colleges, we take great pride in providing a mix of classroom experience as well as simulation and hands-on training," McCain says.

"The preferred applicant that we target has a background in food distribution and operation of refrigerated trailers," says Greg Sikorski, Senior Director of Transportation Safety & Compliance, KeHE. "Therefore, the majority of drivers are already familiar with these requirements for the position."

The company's transparency in recruiting efforts, Burke says, is key to KeHE's success. "We inform and educate potential drivers on all the difficulties that are associated with the food delivery business," she says. "Our driver

candidates find our direct and candid communication refreshing. This is also crucial in retaining our drivers."

To ensure all drivers are well prepared to manage their designated load, KeHE pairs newly hired drivers with a driver trainer. "We also prescribe online training sessions to all new drivers and the training recurs annually for all drivers," say Sikorski. He says the company offers competitive pay, consistent work and health benefits on a driver's first day, as well as an opportunity to be an owner in the company through an Employee Stock Option Plan.

"KeHE also offers some incentives to accommodate the wait time between the driver's first day of work and their first paycheck," Burke adds. "Our motto is: We hire to retire."

Great Plains Transport succeeds in its hiring and retention efforts by offering drivers an annual salary instead of the traditional per mile pay, Neal says. "This gives them the same pay week in and week out. We also offer paid time off based on the same criteria as all employees, plus our insurance and matching 401K."

LATIN AMERICA OUTLOOK

Countries around the world also face issues related to driver recruitment – all of which are exacerbated by COVID-19. In Panama, for example, Galores Group Panama has been forced to reduce its fleet by 50% due to the pandemic. The fact the company has its own fleet allows it to be more flexible and offer services to clients such as loading and unloading and container transportation services to and from ports.

In Latin America, 3PLs commonly outsource transportation. Only a few companies have their own fleet.

Rafael Rocha, CEO, Galores Group, points out, "Dealing with drivers is tough, but having your own fleet reduces the theft problems. You can keep more control and offer more incentives like education."

Rocha emphasizes that the company has exceptionally low driver turnover primarily because it offers good incentives.

"We have an agreement that we do not pay overtime, but we pay for productivity,"

he adds. "The driver has a minimum wage, and the rest is earned by productivity. There is a table of payments for areas/zones and this way they manage to produce more and earn more than in other places. And for good attendance, they receive a voucher worth approximately \$75."

Other GCCA member warehouse operators in Latin America note that driver shortages are not a problem given high unemployment rates in the region. The larger problem is uneducated drivers may act irresponsibly when driving. "Drivers usually take wake-up pills to keep driving to deliver the product on time and unions demand long shifts typically – 10 to 12 hours long. Added to this is low pay and lack of fringe benefits. "therefore, the turnover rate is extremely high and precludes the options of offering good educational plans for the drivers."

In Brazil, Felipe Forestiero, owner of Sao Paulo-based Basilicata Transportes,

a full-service transportation and logistics provider that specializes in refrigerated truck load, says the problem is driver capacity and dedication.

Making matters worse right now is escalated demand for COVID-19 vaccine distribution.

Consequently, Forestiero finds that recruiting drivers places the greatest demand of time on his HR staff. "The turnover of these positions is absurdly high," he states. "Recruitment must involve psychological and technical tests to decrease it. Providing a healthy and safe environment is one of the factors that keep drivers, as well as fair wages and benefits linked to the well-being of the family."

Training also is essential if new employees are to adapt to company requirements and needs, Forestiero points out. "Drivers tend to have an aversion to theoretical classes, so training in the field with experienced employees is usually the best," he adds.

Neal notes the company also provides drivers the opportunity to make additional monthly bonuses up to \$800 per month if they qualify. "We treat our drivers with respect and utilize driver-friendly customers. We concentrate on shippers that value drivers – where drivers are loaded/unloaded, in and out with no detention, flexible appointment times, truck parking and driver waiting areas." ☎

KAREN E. THUERMER is a freelance writer based in Alexandria, Virginia, who specializes in economic and logistics issues.

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SOUTH AFRICA PERSPECTIVE

Trucking has been especially challenged in South Africa, due to the pandemic. With many companies closing, the country now faces an excess of good, experienced drivers. "These drivers now are seeking employment not only in the refrigerated sector but across all boards of transport," observes Afzal Hamed, Editor of SALT (SA Long-distance Truckers).

Driver training in South Africa comes from various sources: driver academies, of which few exist, driver trainer from the truck manufacturer, or in-house training from the trucking firm itself.

"All truck brands offer driver training to customers (for a fee) when they purchase a new truck," Hamed says. "This helps the driver get accustomed to the new vehicle."

The training not only helps trucking firms get the most out of their trucks, as

there is less wear and tear on the vehicles, but the drivers also learn skills that save fuel.

Manufacturers gain as well. "The manufacturer can refuse to pay a warranty claim if the driver was not adequately trained and the reason for mechanical damage was driver error," Hamed says. "This is the same with insurance companies."

He adds that driving a refrigerated truck requires specific skills depending upon whether the truck is hauling pallets of frozen goods or transporting a shipment such as meat carcasses hanging on hooks.

"This needs a very skilled driver as those frozen carcasses become top heavy and start swaying from side to side," he says. "It can be unstable. Some companies produce in-house training for this. Unfortunately, these drivers are paid like other drivers."



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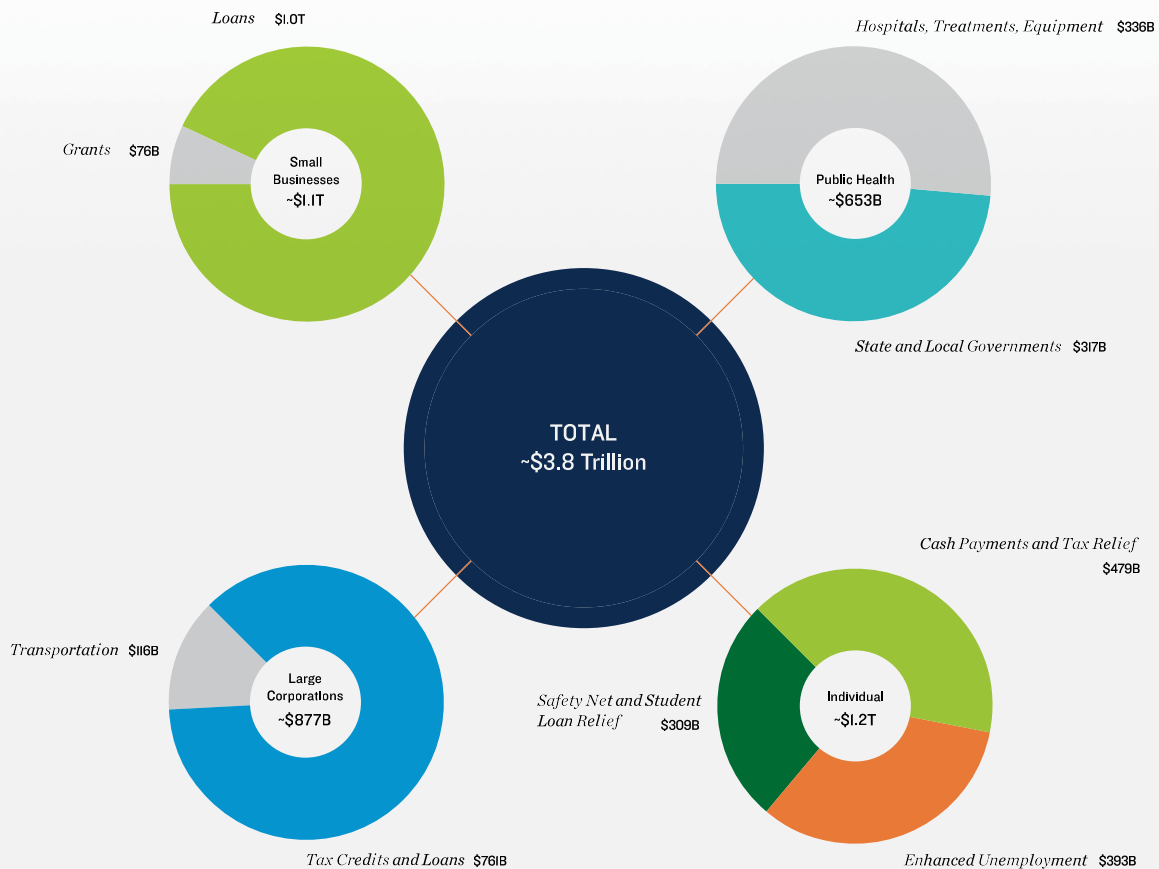
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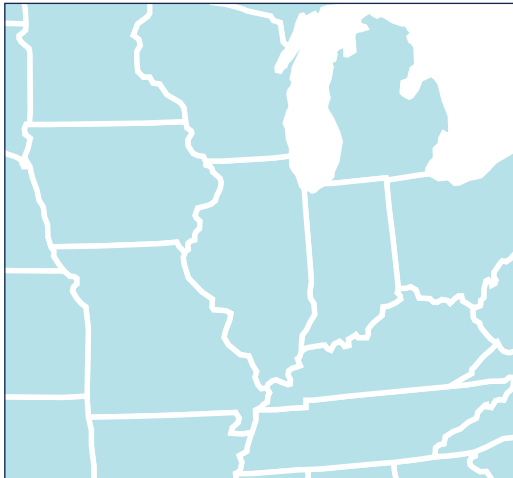
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NEW HOME FOR SOUTHERN FOODS

A M King transforms a shell into a state-of-the-art processing facility.

By Keith Loria

When Southern Foods, a full-service meats, seafood, artisanal cheese and global specialty goods supplier that performs custom processing, decided to expand in Greensboro, North Carolina, it reached out to design-build firm A M King. Their task? Convert an 88,000-square-foot spec shell warehouse into a one-of-a-kind, innovative, modern United States Department of Agriculture (USDA) regulated meat, seafood and cheese processing facility.

Matt Miller, Senior Project Manager for A M King says the project involved separate meat, fish and cheese processing areas, a dry age meat room, separate refrigerated dock and dry dock for inbound and outbound distribution, culinary center with commercial kitchen and first floor and mezzanine office space. And, they had to relocate all of the clients' existing equipment, plus new equipment, into

a much smaller building footprint with room to grow.

"The first thing we had to consider was what the existing building had to offer and what we would have to do to get it ready for everything we needed to put in it," Miller says. "An important goal of this project, for both Southern Foods and A M King, was to use as much of the existing building as

possible. We're extremely familiar with the complex nature of food facility design and construction, however, this particular process of adapting existing structures to meet USDA food facility requirements was exceptionally challenging."

Challenges of the Job

Since the original building was designed as a standard dry warehouse, it did not support the level of mechanical and fire protection systems required for a facility where 50 percent of the square footage of space would be refrigerated.

Jami Lloyd, Architectural Designer at A M King, notes in order to keep the existing precast walls, roof and supporting structure, the design needed to isolate the steel members and exterior walls from the interior spaces.

"We were able to do this with a system of insulated metal panel walls, liner panels, baffles and ceilings," she says. "This gave us the proper framework to both physically and thermally maintain the new systems that are



The original dry warehouse was converted to refrigerated storage and processing spaces with a system of insulated metal panel walls, liner panels, baffles and ceilings. (Photo courtesy of A M King.)

required to control refrigeration temperatures for processing and storage of food. In addition, we ensured that the fire suppression system would operate as required in the case of an emergency.”

Another challenge was getting the facility ready a month and a half earlier than scheduled, as Southern Foods was required to relocate from its previous facility sooner than initially planned.

“A coordination meeting was scheduled with the subcontractors, and it was determined that in order to achieve this new timeline, the construction team would require overtime for labor to expedite key pieces of

equipment and coordinate a plan with the city building officials,” Miller said. “Through the consolidated effort of all parties, the new project end date was achieved.”

Meeting Safety Requirements

Once the structure was addressed, the design team turned its attention to the food safety and sanitation concerns of the new facility.

Tackling the specialty floor, Lloyd explains the team utilized Stonhard Brand Stonclad UT flooring, a high-strength industrial floor coating with a polyurethane 4 component mortar system that combines a urethane-urea binder, pigments and quartz aggregates.

“This coating is known for its high impact resistance, abrasion, thermal shock and chemical resistance,” she says. “We installed this coating over all concrete slabs in the food processing area to provide a protective layer over our slab. Thus, we were able to prevent food particles from absorbing into the concrete slab and minimized the risk of bacterial growth. The aggregate is mixed in to provide a textured slip resistant finish for ensured safety.”

Additionally, the team installed numerous trench and floor drains and sloped floor slab to those drains so that when the processing rooms are washed down, the water self-drains until none remains.



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Since the room would have to be washed down so often, stainless-steel materials, best for corrosion resistance, were chosen for doors, hardware, equipment and exposed metals.

“Also, because these rooms are cleaned with high-temperature pressured water, we needed to ensure the light fixtures could withstand the extreme temperature changes and force from the pressurized water,” Lloyd says. “To solve this problem, we chose fixtures that had an IP65 rating. The 6 means the fixture is dust tight and the 5 means the fixture is protected against water jets from any angle.”

With all the equipment in this space, the design team wanted to make sure the conduit, water and refrigeration lines were sealed and off the walls to ensure proper cleaning processes could happen. Their solution was to seal standoffs for conduit and plumbing to assist with easy cleaning.

“One of the most common issues with food safety and sanitation is cross contamination,” Lloyd says. “Therefore, gowning rooms were provided as the main point of entry and exit into and out of the processing areas.”

Fulfilling Needs

Bill Mutton, President of Southern Foods, also had another request for A M King. He wanted a space that would encourage client interaction.

“Southern Foods doesn’t just sell you a product, we invite you to be a part of the selection process,” he says.

To fulfil this goal, Miller says they installed triple-paned viewing windows in the meat, fish and cheese processing rooms, as well as the dry aged meat room.

“These windows are thermally broken so they can withstand the different temperatures on either side, without fogging or condensation,” he says. “They allow for easy viewing so clients and guests can see the aged meat and cheeses, as well as the seafood, before the product is cut. The windows also provide a safe barrier between visitors and the raw product.”

Mutton championed sustainability measures whenever possible. Miller notes the main sustainability initiative implemented was the use of an existing building in lieu of a greenfield site.

“It was important to all parties to locate an existing project site that could be used and modified to meet the owner’s needs,” Lloyd says. “With exterior precast walls, minimally



A distinctive 34-degree, 4,200-square-foot dry beef aging room is fitted with high-tech temperature and humidity controls and large viewing windows for customers. (Photo courtesy of A M King.)

insulated roof and structural steel already in place, we were able to meet our goal to design a thermally isolated space within the bounds of an existing structure.”

The team lined the inside face of exterior walls with insulated metal wall panels. Insulated metal panel ceilings were suspended below the existing roof structure.

“We layered floor slabs with insulation and underslab glycol piping to create separation from the exterior elements,” Miller says. “This separation allowed us to create a thermally sealed interior space that could withstand the required temperatures ranging down to negative 20 degrees.”

HVAC systems were used to balance energy efficiency and economic viability. The facility’s first floor non-production spaces and the second floor office spaces were configured as a variable air volume (VAV) system comprised of a packaged rooftop air conditioner with modulating natural gas heating and a variable speed supply fan.

Additional green measures included installing LED lighting, adding mechanical DX cooling systems, efficient heat pumps, higher than required R-Values for wall systems in refrigerated areas and implementing a complete occupancy sensor control throughout the building spaces. Also, each rooftop unit had two compressors for staging capability and to reduce energy consumption at lower loads.

One of the biggest challenges the design team faced was organizing the spatial layout.

Southern Foods needed to have raw meat and fish remain at the required temperature from arrival, through the cutting/packing process and in storage until ready to be shipped.

“Our challenge was to make sure each space the product passed through met the refrigeration, thermal and finish requirements necessary for maintaining its integrity,” Lloyd says.

For example, A M King created easy access from the refrigerated dock to the -20-degree blast freezer and packaging area.

“The blast freezer, which is a vital part of the patty process, had to be centrally located in the building to ensure easy accessibility. However, that meant it had to withstand varying temperatures, sometimes extreme temperature differentials of 70 degrees or more,” Lloyd says. “The construction of this freezer had to be carefully considered to ensure that it would perform.”

To do this, 5-inch-thick IMP was used for the ceiling and walls, which were extended below the slab to prevent thermal transfer. Additionally, A M King’s design-build team installed a glycol piping system to heat the underslab and constructed a baffle ceiling to help direct the air flow from the refrigeration system to the product to help bring down the temperature as quickly as possible.

Work Complete

A M King finished the Southern Foods project under budget and on time in just 19 months.

The new facility now houses a 13,500-



A high-strength industrial floor coating over all concrete slabs in the food processing area prevents food particles from absorbing into the concrete slab and minimizes the risk of bacterial growth. (Photo courtesy of A M King.)

square-foot food processing area with a distinctive 34-degree, 4,200-square-foot dry beef aging room fitted with high-tech temperature and humidity controls and large viewing windows. In total, there are 11,585 square feet of freezers, 11,429 square feet for 32-degree coolers and loading docks, a refrigerated cheese processing area, a 14,250-square-foot

space for dry storage and a 12,660-square-foot office mezzanine.

And, with the new fish processing area, cheese processing room and express purchasing for the general public, the company can do more than it ever has.

The project was a finalist in the CEBA Built by the Best Competition in 2020. 🏆

KEITH LORIA is an award-winning journalist who has been writing for major newspapers and magazines for close to 20 years, on topics as diverse as sports, business and technology.

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WFLO INSTITUTE MARKS 57TH ANNIVERSARY

The world's best cold chain logistics training program, now in four global locations, continues with virtual learning.

This year marks the 57th anniversary of the very first WFLO Institute held in Norman, Oklahoma – the home of the University of Oklahoma.

This three-year, industry-specific program for professionals engaged in temperature-controlled logistics, offers more than 40 classes taught by leading experts in the industry. The curriculum takes students through cold chain management, customer service, employee safety, food safety, warehouse operations, transportation operations and professional development.

By 2009, the WFLO Institute had outgrown Norman and moved to a new home at the Georgia Tech Hotel & Conference Center

in Atlanta, Georgia, United States. This new facility allowed for more students to participate in the Institute and offered a connection to Georgia Tech's renowned Logistics and Supply Chain program. In recent years, WFLO has provided opportunities for Georgia Tech students to participate in the Institute as a way to generate broader interest in a career in the cold chain.

In 2014, due to interest from members in the region, WFLO launched the first Latin America Institute held in Costa Rica. The

WFLO Institute West
Tempe, Arizona, United States
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(back-up dates September 8-11, 2021)

WFLO Institute East
Atlanta, Georgia United States
May 23-26, 2021
(back-up dates September 26-29, 2021)

WFLO Institute Latin America
Mexico City, Mexico
July 14-16, 2021

WFLO Institute Australia
Melbourne, Australia
October 11-13, 2021

WFLO Latin America Institute is now held each year in Mexico City and has grown to host more than 65 students. While the 2020 Year 1 and Year 2 program had to be postponed to 2021, WFLO was able to run the Year 3 program virtually and graduate 12 individuals from the program.

Over the years, the growth of the program continued and by 2017, the Institute had grown so much that the WFLO Board made the decision to hold two Institutes in the United States to allow for a valuable onsite experience and more participation. Thus was born the East and West Institutes. The WFLO Institute East is continuing at Georgia Tech and the West Coast Institute is now running at the Tempe Mission Palms Hotel and Conference Center, adjacent to the campus of Arizona State University where the top ranked W. P. Carey School of Business is located. The East and West Institutes now host well over 500 students in total each year. And one trend that is hard to ignore is the number of women in the cold chain.



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The participation of female students at Institute has grown by over 300% in five years and all indications show that trend will continue, certainly in the United States.

In 2019, the first ever WFLO Institute was held in Melbourne, Australia, with over 35 students participating in Year 1 courses. WFLO planned to hold Year 1 and Year 2 of the Institute in Melbourne in 2020, but had to cancel the program due to COVID-19. WFLO intends to run Year 1 and 2 in Melbourne, in October 2021.

The WFLO Institute classroom experience continues to grow with these four global locations and more planned for the future. It is the world's best cold chain logistics training program to develop your company's most important asset – talent.



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- Hazard Analysis
- Leadership Development
- Risk Management
- Supply Chain Basics
- Transportation and Warehousing
- Warehouse Operation Essentials

Year 2 Courses

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- Budget and Financial Management
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- Introduction to Warehouse Law
- Managing Human Performance
- Self-Assess
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HIGH-BAY WAREHOUSE FOR DEEP FREEZE INTRALOGISTICS AT ITS BEST

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INTERNATIONAL DEVELOPMENT LEADERS TAKE AN INTEREST IN THE COLD CHAIN

This column features news about key projects of the World Food Logistics Organization (WFLO), a GCCA Core Partner, and its work with members, aid organizations and international development partners to help emerging economies and lower-income countries meet the challenges that arise when growing a safe and efficient global cold chain.



The World Food Logistics Organization (WFLO) has long interacted with international development initiatives through public and private donors. As of late, leaders in international development, such as the World Bank and International Finance Corporation (IFC), are recognizing the strong correlation between broad growth and a sophisticated cold chain. Due to this deepened interest, these groups are increasing efforts to promote and fund cold chain advancement projects in developing countries globally.

In 2018, WFLO supported an IFC-funded market assessment and demand assessment, and helped develop strategic recommendations to advance the temperature-controlled logistics sector in Kenya. The resulting research and market analysis provided in-depth information on the temperature-controlled logistics (TLC) sector.

Currently, WFLO is implementing an IFC-funded project in the Philippines with LixCap and the Cold Chain Association of the Philippines, Inc. The aim of this project is to develop an effective strategy for attracting third-party logistics players to the TCL sector in the Philippines, as well as to help the IFC identify leading operators in the sector that may be potential candidates for financing. The study will determine the existing supply and demand for temperature-controlled logistics services as well as make predictions about the future of the sector.

At present, WFLO is engaged in nine international projects promoting cold chain advancement around the world. The IFC and World Bank Group are continuing to advance new projects with Cambodia, Colombia, Egypt, Peru and Rwanda high on the list.

Q&A WITH HARSH GUPTA



Harsh Gupta is Principal Investment Officer, International Finance Corporation

COLD FACTS: What is the International Finance Corporation?

HARSH GUPTA: IFC (www.ifc.org) is a member of the World Bank Group and provides financial and other forms of support to private sector enterprises in emerging markets. Our financial support typically takes the form of medium to long term, commercially structured debt, equity or mezzanine financing, at market terms. In addition to requiring appropriate financial returns commensurate with the risk profile, we also focus closely on the develop-

ment impact of our investments. We can also work with partners to develop projects and/or create new markets with temperature-controlled logistics (TCL) being a particular area of focus.

CF: Have you worked with any projects that GCCA members may have heard about?

HG: In 2009, IFC invested US\$5.4 million for a 20% equity stake in Snowman Logistics, India's largest, integrated 3rd party TCL services provider. This was followed up with repeat investments in the form of two term loans in 2012 and 2013 aggregating US\$9.4 million. Subsequently, Snowman successfully concluded an IPO and remains the only listed company in the TCL sector across emerging markets. We have also since invested in TCL service providers in China, Bangladesh and Vietnam and continue to actively look for opportunities to support private sector players in other emerging markets.

CF: Why does the IFC fund projects related to developing the cold chain in emerging economies?


HG: As a development finance organization, one of the key objectives of IFC while making investments is to prioritize projects with greater development impact. In the context of the perishable food products sector, approximately 45% of total fruits and vegetables production globally is wasted every year. Most of this wastage (as well as deterioration in quality) in emerging markets occurs as the products move through the supply chain, post-harvest and prior to consumption. In addition to improving the quality as well as security of food supply, the development impact of a well-organized and efficient 3rd party TCL services sector can also include:

- Macroeconomic development through facilitation of international trade
- Reduction in GHG emissions
- Increase in availability of domestic food products, thereby reducing the need for imports
- Job creation



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In addition, there are several benefits of food producers/manufacturers outsourcing TCL services including freeing up their resources to focus on the core business and enhanced utilization of assets in a 3rd party service business model due to the ability to service multiple customers.

CF: What trends are you seeing for cold chain development in emerging economies?

HG: There is a clear trend towards increased demand for TCL services due to increasing disposable incomes as well as increasing urbanization levels, both of which drive changes to consumer behavior in terms of eating habits, which in turn drive demand for cold chain. In addition, increasing acceptance of the benefits of outsourcing TCL services is driving demand for credible, 3rd party service providers. We recently published a series on “Investment Opportunities in Temperature-Controlled Logistics” in which we outline why we need to invest in temperature-controlled logistics now, and the opportunities and challenges that lie ahead.

CF: What’s been the biggest lesson you’ve learned in supporting cold chain development?

HG: A key lesson, as highlighted above, is drivers of demand for TCL services are directly linked to changes in consumer as well as customer behavior, which is a slow process and requires a patient and persistent approach to developing and growing the business. A commercially viable cold chain business needs adequate demand from a good mix of customers and products, especially value-added products on which the increased costs associated with establishing and operating a cold chain have marginal impact.

CF: Where do you see the biggest opportunities?

HG: Emerging markets across the board require additional investments in cold

chain, given the high levels of wastage. Some markets, such as Africa, are underserved in terms of lack of credible 3rd party service providers, which forces customers to manage their cold chains largely inhouse. Other markets, like Asia and Latin America, are better served. However, they lack access to long-term capital for investments in modern infrastructure as well as the latest technologies that would enable 3rd party service providers to provide services more efficiently and effectively.

CF: What role do you see the private sector playing in cold chain development?

HG: Private sector has an essential role to play in the development of the cold chain across emerging markets. Governments of

developing countries are facing increasing fiscal constraints and need to focus their available resources to more pressing development and infrastructure-related issues (including public health in the current environment). The private sector has a well-established track record of providing 3rd party TCL services globally and is the best channel to transpose best practices from more advanced markets to the developing countries, as well as support local skills development.

For more on IFC’s work in supporting private sector investments in infrastructure, please visit: <http://ifc.org/infrastructure>. @



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SCIENTIFIC ANSWERS TO COLD CHAIN CHALLENGES

This column highlights a cold chain question and answer submitted through the GCCA Inquiry Service to the team of experts on the WFLO Scientific Advisory Council (SAC).

To get instant advice from a private, online community of over 4,000 cold chain professionals, simply post your inquiry in the GCCA Online Community. All GCCA Members and their employees can access the GCCA Online Community at community.gcca.org/home. There are active forums for Construction & Engineering, Government Affairs and Third Party Logistics.

If you are not a GCCA member, or are unsure how to post in the GCCA Online Community, contact the GCCA Inquiry Service at www.gcca.org/inquiry. GCCA Members can also browse the full archive of inquiries and responses in the GCCA Inquiry Service Archive. Access to previous inquiries is restricted to members of GCCA core partner organizations.

Q: We have a customer that brings us their shelled pecans in super sacks to store in the freezer. The super sacks are vented and on average weigh between 1,800 and 2,000 pounds per bag. Often, the pecans come straight from the shelling plant and the internal temperature is nearly 90 degrees Fahrenheit. If the super sacks of pecans are put into the freezer at this temperature, condensation and ice form, which may cause more issues later. Is there tempering advice or protocols available for pecans that could help alleviate this issue?

A: The issue seems to be excess moisture in the warm (90 degrees Fahrenheit) pecans and/or the air within the super sacks that is freezing. A slower cooling process should reduce, and hopefully eliminate, this problem. According to the Commodity Storage Manual (CSM), pecans can be stored fresh for a year at 32 degrees Fahrenheit and 65 to 70% relative humidity. The CSM also indicates that pecan moisture content should be 4.8%. I suggest first confirming with the customer, or on your own, that the pecans have been dried to the proper moisture content. Secondly, place the freshly delivered pecans in a cold room at 32 degrees Fahrenheit and 65 to 70% relative humidity until the nuts reach 32 degrees Fahrenheit, or very close to it. It may take a week or more to get the temperature down to near 32 degrees Fahrenheit. Then you can transfer the pecans into the freezer.

Answer provided by Dr. Jeffrey Brecht, University of Florida. ☎



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GCCA GLOBAL EDUCATION AND NETWORKING EVENTS (as of March 2021)

3–6 MAY, 2021

**GCCA South Africa: Virtual
Cold Store Operations Short Course**
www.gcca.org

16–19 MAY, 2021

57th WFLO Institute West
Tempe, Arizona, United States
(back-up dates September 8-11, 2021)

23–26 MAY, 2021

57th WFLO Institute East
Atlanta, Georgia, United States
(back-up dates September 26-29, 2021)

2–4 JUNE, 2021

**GCCA European Cold Chain
Conference & Expo**
Rotterdam, The Netherlands

14–16 JULY, 2021

WFLO Institute Latin America
Mexico City, Mexico

26–28 JULY, 2021

GCCA Cold Chain Policy Forum
Washington, D.C., United States

8–10 OCTOBER, 2021

130th IARW-WFLO Convention
Austin, Texas, United States

11–13 OCTOBER, 2021

WFLO Institute Australia
Melbourne, Australia

TBD OCTOBER

GCCA Brazil Symposium
Sao Paulo, Brazil

2–4 NOVEMBER, 2021

41st CEBA Conference & Expo
Las Vegas, Nevada, United States

TBD NOVEMBER, 2021

GCCA Latin America Cold Chain Congress
Mexico City, Mexico

*All events are subject to change due to
COVID-19. Visit www.gcca.org/events
for updates.

SAC MEMBER SPOTLIGHT



DR. CODY GIFFORD, PHD
Assistant Professor, Meat Science
University of Wyoming

Dr. Cody Gifford is the newest member of the WFLO Scientific Advisory Council, joining the group in 2019 to provide expertise in meat science. Gifford serves as an Assistant Professor of Meat Science at the University of Wyoming, a public land-grant research university. His research interests include areas impacting meat quality; meat flavor and flavor development; livestock management systems; and dietary impacts of muscle foods and dietary patterns.

Gifford, a registered dietician, earned a Doctor of Philosophy in Animal Science with an emphasis in meat science, from Colorado State University in 2019. His dissertation focused on “capabilities of rapid evaporative ionization mass spectrometry to predict lamb flavor and overview of feeding genetically modified grain to livestock.” In 2016, he earned both a Master of Science in Animal Science and a Master of Science in Food Science & Human Nutrition from Colorado State University.

His work has been published in several peer-reviewed journals including Advances in Nutrition, Nutrients, Meat Science, Animal Frontiers and Translational Animal Science. 🌀

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MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS

ALASKA CARGO AND COLD STORAGE

and the State of Alaska executed a 55-year lease agreement at Ted Stevens Anchorage International Airport, marking a major milestone in the development of a more than 700,000-square-foot, climate-controlled warehouse facility. With 32.5 million cubic feet of capacity, the facility will provide a critical piece of infrastructure at the world's sixth-busiest cargo airport.



COLMAC COIL MANUFACTURING

promoted Joe Fazzari, P.E., to the position of President, where he will oversee the company's operations and strategic direction. He has been with Colmac Coil since 2002, serving as Vice President for 13 years. Fazzari succeeds immediate former President Bruce Nelson, P.E. who has transitioned to a new role as Director of Innovation of Colmac Coil Manufacturing.



KARIS COLD STORAGE is building a 247,032-square-foot temperature-controlled facility in Denver, Colorado, United States. It has a 40-foot clear-height ceiling and can accommodate up to 10,000 pallet positions and incorporates a convertible freezer designed to operate at temperatures ranging as low as -10 degrees to plus 55 degrees Fahrenheit, which makes the facility suitable for a variety of users in need of freezer, cooler, processing or dry space.



LINEAGE LOGISTICS announced the launch of Lineage Link through a partnership with Turvo, a provider of collaborative logistics software designed for global supply chains. Lineage Link is a unified and fully integrated supply-chain technology solution that seamlessly connects the Lineage network, gives customers visibility across locations, orders, inventories, transportation and warehouse appointment scheduling. Lineage will deploy the technology at over 200 facilities in 2021.



(Photo courtesy of Cryo-Trans.)

LINEAGE LOGISTICS has acquired **CRYO-TRANS**, which owns North America's largest private fleet of 2,200 refrigerated and insulated cold chain railcars and manages more than 40,000 annual rail shipments. Cryo-Trans also uses its rail management program to provide real-time visibility on tracking, tracing and expediting rail shipments.



PIONEER COLD LOGISTICS SERVICES

has named Joseph McMahon as Executive Vice President, where he will be responsible for managing all aspects of the company's operations. He joined Pioneer in 2017, serving on the executive team in his most recent position as CFO/Controller.



PLM TRAILER LEASING now offers a net-zero emission refrigerated trailer as an alternative energy fleet solution. Through a partnership with Advanced Energy Machines (AEM), the zero emission AEM Solar Tech Transportation Refrigeration Unit (TRU) is a complete all-electric solution with an industry standard operating range. The Solar Tech electric TRU offers best in class design and operation, including full-range temperature control and performance and 30 plus hours of continuous use between charges.



(Photo courtesy of PLM Trailer Leasing.)

TIPPMANN INNOVATION is working with long-term partners Sierra Supply Chain Services and Penta Properties to build a state-of-the-art cold storage facility in Hamilton, Ontario, Canada. The new \$65 million, 65-foot-tall facility will contain nearly 250,000 square feet of storage space and 30,000 square feet of food processing space.



VERSACOLD LOGISTICS Services, with 31 temperature-controlled facilities across Canada, and an asset-based truck fleet, has been acquired by private equity firm TorQuest Partners. 🌐

ASSOCIATION NEWS

NEWS ABOUT GCCA CORE PARTNERS

Luca Quaresima with NewCold Advanced Cold Logistics was awarded the 2020 **GCCA** Global NextGen Award by Brian Beazer, General Manager and CEO of WCS Logistics and Chairman of the World Food Logistics Organization (WFLO), during a virtual competition in January 2020.

The Global NextGen Award recognizes outstanding young professionals in the world's cold chain industry. In the award's five-year history, Quaresima, the **GCCA** European Future Leader Award recipient, is the first recipient from Europe to be awarded this top honor.

Candidates for the 2020 **GCCA** Global NextGen Award were nominated by national refrigerated warehousing organizations to compete virtually for the global award. In addition to Quaresima, finalists included Demi Hiriaki, Iceland Cold Storage, Australia, and winner of the 2019 Frank Vale Award and Zeshan Hassan, Congebec Inc., Canada, and winner of the 2020 Don Schlimme Future Leader Award.



GCCA announced they are partnering with InHouse Physicians (IHP) to help essential workers in the food and agriculture industry get the COVID-19 vaccination. Through the program, **GCCA** members in the United States can work with IHP to submit applications to conduct worksite vaccinations for essential workers in the food and agriculture industry. This process will help U.S. members in navigating the varying state approaches to vaccinations and enable their essential employees to get vaccinated at a designated worksite. Other partnerships are being explored in other countries. See an interview with InHouse Physicians' CEO on page 42.



GCCA 2021 Global Education and Networking Calendar has been released along with the slate of sponsorship, exhibiting, and advertising opportunities. As a participant at a **GCCA** event, you can access meaningful and relevant learning experiences, quality

networking time, and opportunities to raise brand awareness. **GCCA** events bring together thought leaders and subject matter experts to not only discuss but solve issues facing the temperature-controlled supply chain. To maximize the safety of all participants and for planning certainty, adjustments have been made to the **GCCA** 2021 event schedule. See **GCCA** Global Education and Networking Events on page 36.



With the continual need to feed a growing global population, preserving food for extended periods of time is required, necessitating cold storage to prolong shelf life and help prevent spoilage of foods. In the **GCCA** White Paper, "Insurance Considerations for Cold Stores in South Africa," learn more about understanding the component design, the importance of a

sound Health & Safety Management System, staff training and more. This White Paper can be found in the resources section of the **GCCA** website.



Take Advantage of **GCCA's** 2021 Share Groups Program. Connectivity matters to essential industries. **GCCA's** Share Groups program provides cold chain functional leaders with opportunities to develop relationships and discover new ideas via open, peer-driven discussions.

Biannual meetings provide an intimate forum to share ideas and information on common challenges and opportunities with fellow cold chain warehouse operators in IT/technology, HR/talent, finance and marketing. Currently for members in the United States and Canada. 🌐

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The incoming Administration and Democratic controlled Congress could implement burdensome regulations and increase oversight over our industry in a number of ways. This includes:



OSHA COVID-19 STANDARDS

- Enacting a national emergency temporary standard for industry
- Sets the stage for permanent regulation on infectious disease control in the workplace



CLIMATE CHANGE

- Pursuing aggressive policies to address climate change, through both executive action and legislation
- Rejoining the Paris Climate Agreement, eliminating greenhouse gas emissions, and implementing the Green New Deal



TAXES

- Rolling back the Trump tax cuts
- Increasing the corporate tax rate from 21% to 28%, phasing out deductions for pass-through entities
- Raising the top marginal income-tax rate from 37% to 39.6%
- Less money in the pockets of businesses means less jobs available for hardworking employees

A Democrat controlled White House and Congress will only mean more rules, regulations and burdensome policies.



LABOR

- Strengthening worker organizing, collective bargaining and unions through executive action and legislation such as the PRO Act
- Labor initiatives, like 'micro-unit' organizations and joint employer policies could quickly be reinstated



ADDITIONAL REGULATIONS

- Revisiting EPA's Risk Management Program (RMP) regulation and making additional requirements
- Changes to Process Safety Management

THERE IS SOMETHING YOU CAN DO.

To learn more about how you can contribute contact
Lowell Randel (lrandel@gcca.org) or visit www.gccaadvocacy.org.
Visit ADVOCACY.GCCA.ORG for more information.

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JONATHAN SPERO, MD

Dr. Jonathan Spero, is CEO of InHouse Physicians, a company that has been protecting the health of employees for over 30 years with worksite clinic solutions.

CF: What is your experience with establishing on-site health clinics?

JONATHAN SPERO: One of InHouse Physicians' largest divisions is dedicated to worksite health care, where we offer occupational medicine to primary care to population health management. We have also delivered a national flu clinic program to corporate America for over 15 years.

CF: How would you describe vaccine delivery in the United States.

JS: It has been a challenge defined by lack of access to vaccine. In addition, distribution has also hampered the delivery of vaccines to vulnerable populations. It is encouraging that the new administration is supporting vaccine delivery with new distribution channels, such as national pharmacy networks. Hopefully by the beginning of March, the Biden Administration will have followed through on its promise to provide 6,500 pharmacies with access to the vaccines. However, I think we will still have problems with vaccine access for months to come.



I recommend that everyone who has access to the vaccine, and has no contraindications, get vaccinated."

CF: Given the varying approaches that states are taking regarding vaccinations, what recommendations do you have for companies trying to navigate the differing policies?

JS: The good news is that the cold storage industry is considered essential work. This gives the industry a head start over other employers. After healthcare and other frontline workers, the elderly and those with health conditions, cold storage warehouse workers will start to become eligible to be vaccinated.

If an employer wants an on-site COVID vaccination clinic at their facility, I recommend they immediately apply for their worksite with the state. Also, contact local public health officials to notify them that your company is an essential employer in their jurisdiction and that your intention is to offer an on-site vaccination clinic at your facility.

CF: What advice do you have for employers as they communicate with their teams about the COVID-19 vaccines?

JS: People are concerned about the potential safety issues around the vaccine. Most of these issues are not supported by science. So I believe the highest priority to drive employee engagement in a COVID vaccination program is to address these concerns head-on. A tactical plan may include a document dedicated to COVID Vaccine Myth busters.

Many people believe that because the vaccines were developed so quickly, the safety

data is not robust. However, it is actually the opposite. In order for the vaccine studies to deliver statistically significant efficacy outcomes over a short time period, the number of patients required in the studies was much larger than other past vaccine studies. This afforded the studies a large amount of safety data before the vaccines were even introduced to the public. And now tens of millions of people have been vaccinated and we have that safety data as well.

I recommend that everyone who has access to the vaccine, and has no contraindications, get vaccinated.

CF: What does an on-site vaccination clinic supported by IHP look like?

JS: The application process for a worksite COVID vaccination clinic is different in every state. In general, each site requires a new application. The information requested on the application is granular and there are multiple rounds of paperwork, thus, it's time consuming. Our clients tend to ask us to manage this process. Keep in mind, the most challenging part of the on-site vaccination clinic is getting access to the vaccine.

Once the facility has access to the vaccine, the administration process is very similar to a flu clinic with a couple of exceptions. Unlike the flu vaccine, the COVID vaccine requires that the recipient be monitored for 15 minutes after administration. The clinic operation also needs to take into consideration varying temperature storage specifications based on the specific COVID vaccine. ☞



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