

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

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February 2, 2010

Mr. Charles Banks
Clayton, Dubilier & Rice, LLC
375 Park Avenue, 18th Floor
New York, New York 10152

Dear Mr. Banks:

As you progress in your search for a new CEO of U.S. Foodservice, I would like to share with you a letter that we received from one of our members regarding the role of the CEO. I do hope that you will share this with your search committee and new CEO and that your team will consider a more collaborative management approach.

Sincerely,


John A. Williams
Director
Warehouse Division

JAW/
Attachment

"I have been a driver with US Foodservice for almost 25 years. My advice to the new CEO of the company would be to consider a truly new way for management to operate.

In the past the management has been a top-down kind of relationship that develops solutions from an Ivory Tower without consulting those involved in the day-to-day practical work. Not only that, when the management's plans start to run into problems they refuse to listen (or even shoot the messenger) to those of us trying to point that out.

Over the years each management team claims they are "open" to receiving input from those of us on the front lines, but this always seems to be just lip-service.

I have never met, or even talked to, the president of our branch. I have never seen a manager ride with a driver to get an on-hands experience of what is going on. There are so many ways the bottom-line could be improved for the company as a whole---- in some situations the adjustments could be very easily accomplished.

It should be mandatory that the CEO at least once in his life get out in a truck and ride with a driver and see what goes on. This should be done right on down the management chain of command on a regular basis. They should actually be responsive to what they see and learn from their ride-along and report back to all drivers (via memo) as to the actions they will take.

If these actions they suggest don't seem to be taking hold there should be a continuing "open door" (a real one) that allows for the drivers to provide this feedback.

Enough with the dishonest kind of rhetoric that promotes "Our Values", while the real "culture" operates outside of them. We all know the chief value for the company is profit (nothing wrong with that) and to achieve that goal we need a truly cooperative effort that "values" the efficiency of the transportation dept.

As it stands now, the worst enemy US Foodservice drivers have in trying to do their jobs is the management themselves. Daily I try to bring order out of the chaos that comes from routing, loads, and unsafe working conditions."