

# The Drive to Excellence

Best practices in HR by  
Canada's Top Fleet Employers



Program partners



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Trucking HR Canada's Top Fleet Employers program recognizes the importance of having sound HR policies and practices in the trucking industry. Launched in 2014, Top Fleet Employers is a national program. It recognizes fleets that offer the best workplaces in Canada's trucking industry, as reflected in the broad range of human resources policies and programs that they have in place. Top Fleet Employer is not a competition – it's a recognition of meeting HR standards of excellence. This report recognizes best practices.





“As a program partner it’s wonderful to be part of a program that looks at one of the most fundamental aspects that contribute to the success of companies in the service industry: its people. We’d like to congratulate the 10 fleets who demonstrate what it takes keep an engaged workplace, plus display leadership and vision to recruit and retain employees.”



“Truck News, a Transportation Media publication, celebrates successful trucking operations across Canada. We support Trucking HR Canada’s Top Fleet Employers program because we strongly believe innovative HR practices are key to success. Congratulations to all the recipients. Your efforts are an example and inspiration for the industry.”







# The Drive to Excellence

## Best practices in HR by Canada's Top Fleet Employers

**T**he trucking industry is the backbone of the Canadian economy and it is facing a significant labour challenge.

The Conference Board of Canada's 2013 report, *Understanding the Truck Driver Supply and Demand Gap and Its Implications for the Canadian Economy*, states that trucking is the country's largest transportation segment. It accounts for an estimated 33 per cent of real GDP in the transportation sector. Trucks move 90 per cent of all consumer products and foodstuffs within Canada and about 60 per cent, by value, of Canada's trade with the United States.

In 2011, the real GDP in the for-hire trucking industry had a value of \$17 billion. This is the largest of any of the freight transportation modes.<sup>1,2</sup> According to one estimate, the for-hire trucking industry generates GDP that is three times that of rail, sea and air combined.<sup>3</sup>

The direct and indirect impacts of the truck industry had a

total economic footprint of \$36.7 billion in 2011.<sup>4</sup> However, this continued productivity is threatened. The trucking industry is only as good as its people and Canada's trucking industry is facing increasing shortages of employees and job candidates. A large number of drivers are approaching retirement age and a very small number

of young drivers are taking their place. The Conference Board predicts a driver gap of 25,000 drivers by 2020 in a business-as-usual scenario.<sup>5</sup> This is a significant labour challenge that the trucking industry must address – it's a challenge that requires a comprehensive range of strategies and actions (Gill & Macdonald, 2013).

Sound human resources (HR) policies and practices in every trucking company are a first and fundamental step if the industry is to be successful in recruiting and retaining the qualified people it needs to maintain and sustain its productivity.

**“There'll be a driver gap of 25,000 drivers by 2020 if business as usual continues.”**

**- The Conference Board of Canada**

In this report, you'll find:

- An overview of Trucking HR Canada's Top Fleet Employers Program
- Profiles of the 2014 Top Fleet Employers and an overview of their HR operations
- A summary of the emerging HR trends in the trucking industry
- Resources on how fleet employers, regardless of their size, can strengthen their human resources programs

We hope you enjoy reading the Top Fleet Employers' profiles and we look forward to increasing the numbers of fleets that meet the standard next year.

## Trucking HR Canada's Top Fleet Employers Program

Trucking HR Canada's Top Fleet Employers program recognizes the importance of having sound HR policies and practices in the trucking industry. Launched in 2014, Top Fleet Employers is a national program. It recognizes fleets that offer the best workplaces in Canada's trucking industry, as reflected in the broad range of human resources policies and programs that they have in place. Top Fleet Employer is not a competition – it's a recognition of meeting HR standards of excellence.

The Top Fleet Employer program is open to fleets of every size. A panel of trucking industry experts and a Certified Human Resource Professional (CHRP) validated the Top Fleet Employer Program's rating criteria. The rating criteria reflect Canadian human resources issues, trends and working environments, and Trucking HR Canada's standards of excellence.

The criteria consider every position in a fleet. They also take into account special considerations affecting different types of fleets. For example, the criteria applied to for-hire fleets

are firmly rooted in the core values of the Canadian Trucking Alliance's Blue Ribbon Task Force on the Driver Shortage. The rating of private fleets used a system that reflects their unique working environments and requirements.

### The Review Process

Fleet employers self-nominate and participate in a rigorous three-part review of their human resources policies and programs. The review includes the completion of a comprehensive online application that is supported by a hard-copy submission, a Trucking HR Canada survey of the company's employees and follow-up discussions with the company. The review assesses the scope of an employer's formal HR policies and programs in four key categories:

- **Basics** – compensation and benefits, income levels, leaves of absence and time off, pay research, and recognition and rewards programs
- **Respect** – job descriptions, diversity, hiring standards, recruitment, reference checking, and turnover and retention rates
- **Training** – assessments of prospective employees, coaching or mentoring programs, disciplinary policies, English language proficiency assessment, internationally acquired credential assessment, performance management programs to assess and evaluate employee performance, professional development opportunities and policies, and relationships with driving schools
- **Family** – amenities for drivers, collision and incident investigation, communications, Employee Assistance Programs, employee harassment policy, employee conflict handling policy, employee surveys, exit interviews, orientation, preventable accident number tracking, safety training, safety record and social events for drivers



# The Honourees

In 2014, Trucking HR Canada recognized 10 companies as Canadian “Top Fleet Employers,” based on their broad portfolios of HR initiatives.

Bison Transport Inc.

The Erb Group of Companies (Erb Transport)

Home Hardware Stores Limited

J & R Hall Transport Inc.

Kindersley Transport Ltd.

Kriska Holdings Limited

Logikor Inc.

MacKinnon Transport Inc.

SLH Transport Inc.

TransPro Freight Systems Ltd.

The following pages of this report provide an overview of the fleets’ HR policies and programs. The pages also include each company’s perspectives on what fleet employers can do to strengthen HR capacity.

The application form for the 2015 Top Fleet Employers

program will be available at [www.truckingHR.com](http://www.truckingHR.com) in December 2014.

Our thanks to all of the fleets which participated in this year’s program, and to program partners [driverlink.com](http://driverlink.com) and Truck News.

# Bison Transport

## Driver referral program grows the driver and contractor pool

**B**ison Transport is North America's Safest Fleet and has been providing 45 years of award winning transportation solutions. Bison is one of the largest carriers in Canada, with an extensive terminal network in major cities across Canada. They offer an expansive portfolio of services within their Truckload, Intermodal, Logistics and Special Services divisions.

Bison Transport is well known as a high service, dependable and value creating supply chain partner, with "a culture defined by a genuine interest in our employees' success."

**"Bison cares...because we are people driven."**

### What Makes Bison Transport a 2014 Top Fleet Employer

Bison has the following formal HR policies and programs:

#### Basics

- Compensation package for drivers includes pay-by-kilometre/mile, base pay, variable pay, benefits, retirement savings plan, professional development, additional vacation time, deliver-direct premiums, clean inspection pay, Drive-To-The-Finish bonus, Safe Driver Rewards Program, reefer bonus, and weekend and night premiums
- Driver pay research information obtained from Employment and Social Development Canada, industry colleagues, the industry association, the company benchmarking process and a company Pay Committee
- Leave-of-absence and time-off policy
- Raise and promotion administration process
- Recognition and rewards programs
- Starting pay level linked to a driver's experience level
- Total Rewards Statement <sup>1</sup>

#### Respect

- Recruitment:

- Commitment to diversity
- Hiring standards for professional drivers
- Job description for the driver occupation
- Recruiting drivers using social and traditional media job advertisements, the company website, referrals (with financial incentives) from current employees and relationships with driving schools
- Recruiting non-drivers using social and traditional media job advertisements, including the company website, referrals (with financial incentives) from current employees and relationships with educational institutions
- Reference checks conducted by the person responsible for hiring or an HR representative
- Retention improvement program
- Turnover and retention rate tracking

#### Training

- Assessments: road, aptitude, internationally acquired credentials and English language proficiency
- Coaching and mentoring
- Employee discipline policy
- Performance management program:
  - Communication of performance expectations to drivers and other employees using annual one-on-one meetings, group meetings, six-month and annual reviews, and discussions as required
  - Performance evaluation of drivers using electronic logs, safety records, on-time performance, customer satisfaction levels, colleague feedback, supervisor feedback, safety performance program and discussions on safety related to all incidents
- Professional development opportunities





Bison 2014 Drivers of the Year, left to right: Mark Tricco, Rob Wells and Jack Fielding (In-cab Instructor). Photo © Bison Transport Inc.

- Relationship with driving schools

## Family

- Amenities for drivers: gyms, internet access, kitchen, laundry, lunch rooms, quiet area, separate women's facilities, showers and television
- Collision and infraction handling: formal documentation of all accidents, moving violations and incidents in DIMS (electronic driver file) with a review to determine preventability and further training requirements, and the use of a progressive discipline process
- Communication with drivers and other employees using email, regular meetings, communication boards in break rooms, personal letters, intranet, message centre, satellite, monthly newsletter (The Bison Trail), social media, push notifications, memos and information panels in drivers' lounges
- Employee Assistance Program
- Employee conflict handling policy
- Employee harassment policy

## Top Fleet Employer Tip

**“Understand the flow of your internal recruitment process and ability to streamline. Reducing the time to process an application is important to not lose quality candidates.”**

**—Stephanie Fensom  
Manager Driver Services  
Bison Transport Inc.**

## Best Practices at Bison

Stephanie Fensom, Bison's Manager of Driver Services says, "Bison has been very successful in growing our Driver and Contractor pool through our Driver Referral program.

"With this program, referred Drivers and Contractors are on boarded with their peers within our business. Those making the referrals can speak to our processes and provide guidance as well as direct them to the correct departments if they face struggles. It creates more of a family feel since friends have the ability to work and network together. This aids in retention because the individual who made the referral cares about the new hire's success and helps ensure a smooth onboarding for long-term success. We feel this says a lot about our programs."

- Exit interviews
- Orientation program
- Regular employee surveys
- Social activities: company BBQ's, holiday party, Driver Appreciation days, Annual Dinner and Awards Celebrations in all six terminal locations, Social Committee events, Family Day in all six terminal locations, NAOSH (North American Occupational Safety and Health) week, National Trucking Week and Drive-To-The Finish events
- Tracking of preventable accidents

### Contact information:

**Bison Transport Inc.**

**1001 Sherwin Road**

**Winnipeg, MB R3H 0T8**

**Toll Free: 1-800-GO-BISON**

**[www.bisontransport.com](http://www.bisontransport.com)**

**Email: [sfensom@bisontransport.com](mailto:sfensom@bisontransport.com)**



## What Bison Employees Say:

**"I have never worked for a company that has respected the driver as well as Bison does."**

**"Bison Transport has a big heart. They care about the people that work here as well as those that do not...The investment they make in people both driving and [other employees] is wonderful."**

**"They also are involved in volunteer activities, i.e., Habitat for Humanity or setting up a fund for those affected by the AB Flood. They also get involved with Health and Wellness programs to get the employees thinking about diet, exercise and disease prevention. Bison also provides further links on where to get help if needed for personal or family issues."**

# The Erb Group of Companies (Erb Transport)

Open, approachable, honouring employees at all stages of their careers

The Erb Group of Companies developed from a one-man operation in 1959 to becoming an industry leader with owner-operators and staff working across its network of 10 terminals. Erb smoothly transports time- and temperature-controlled products to over 24,000 consignees, throughout most of Canada and all 48 continental states. Its head office is in New Hamburg, Ontario.<sup>6</sup>

What Makes Erb Transport a 2014 Top Fleet Employer

Erb has the following formal HR policies and programs in place:

## Basics

- Compensation package for drivers includes variable pay, benefits, retirement savings plan, professional development, additional vacation time, Group TFSA/RESP, Pro-Drive bonus, Safe Worker Bonus and Years of Service Awards
- Driver pay research information obtained from industry colleagues and participation in third-party compensation surveys
- Leave-of-absence and time-off policy
- Raise and promotion administration process
- Recognition and rewards programs
- Starting pay level linked to a driver's experience level
- Total Rewards Statement

## Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for the driver occupation



Erb Thunder Bay Driver, Rick Liddicoat. Photo © The Erb Group of Companies

- Recruiting drivers using social and traditional media job advertisements, the company website, referrals (with financial incentives), relationships with driving schools, word of mouth
- Recruiting non-drivers using job advertisements in social and traditional media, the company website and referrals (with financial incentives) from current employees
- Reference checks conducted by the person doing the





## Top Fleet Employer Tip

hiring, HR or outsourcing to a third-party reference-checking company

- Retention:
  - All driver supervisors promoted from driver positions
  - Promote-from-within policy
- Turnover and retention rate tracking

### Training

- Assessments: road test and behavioural testing
- Coaching, mentoring and road evaluation
- Employee discipline policy
- Performance management program:
  - Performance expectations of drivers and other employees communicated through annual one-on-one meetings, group meetings, and six-month and annual reviews and discussions, as required
  - Performance evaluation of drivers using electronic logs, safety records, monthly performance reports (e.g., hard brakes, idling, overspeed)
- Professional development opportunities policy and tuition assistance
- Relationships with driving schools
- Signing authority from the Ontario Ministry of Transportation to license Erb drivers

**“Be visible and listen to your employees.**

**Visit terminals, meet with employees, listen to their concerns, comments and suggestions and respond in a timely manner. Conduct employee engagement surveys to measure areas that require improvement.”**

**- David Dietrich  
Vice-President,  
Human Resources  
Erb Transport**

### Family

- Amenities for drivers: fitness equipment, internet access, laundry, lunch rooms, separate facilities for women, showers, television and vending machines
- Collision and infraction handling: offer additional training; conduct driver interview, collision analysis and review
- Communication with drivers and other employees using regular meetings, communication boards in break rooms, personal letters, ErbVision TV, ErbEngine intranet website, Erb Facebook and satellite messaging
- Employee Assistance Program (EAP), including related policy on the required credentials for EAP counsellors and confidentiality
- Employee harassment policy
- Exit interviews
- Orientation program
- Regular employee surveys
- Social activities: company BBQ, annual general meetings and Erb Excellence Recognition Day
- Tracking of preventable accidents

## Best Practices at Erb

David Dietrich, Erb's Vice-President of Human Resources says, "Our Executive team and senior management lead by example."

"Many of our senior team have driven and still drive when required. We have received comments from employees who appreciate seeing managers drive, help on the dock, pitch in with Dispatch, etc. Furthermore, by performing these functions, it provides managers with a deeper understanding and empathy for the challenges our team members have on a daily basis."

### Contact information:

The Erb Group of Companies (Erb Transport)

290 Hamilton Road

New Hamburg, ON N3A 1A2

Tel: 519- 662-2710

[www.erbgroup.com/](http://www.erbgroup.com/)

Email: [transport@erbgroup.com](mailto:transport@erbgroup.com)



## What Erb Employees Say:

"Erb Transport has been a wonderful company to work for... Upper management is very approachable and available."

"Company...moving in a forward direction to improve the quality for each employee."

"Very fair... promotes team work."

"By far, the best place that I've ever worked in my 25+ year career."



# Home Hardware Stores Ltd.

## Recognizing, celebrating and communicating milestones and achievements

**H**ome Hardware Stores Limited is 100 per cent Canadian owned and operated with a presence in every province and territory. As Canada's largest independent, Dealer-owned cooperative, it was founded in January 1, 1964 by 122 independent hardware dealers. The cooperative now includes more than 1,080 stores, under the Home Hardware, Home Building Centre, Home Hardware Building Centre and Home Furniture banners, with annual collective retail sales of more than \$5 billion.

The Home Hardware fleet operates in all 10 provinces, travelling across Canada to deliver product to more than 1,080 Home Hardware Dealers. Covering approximately 17 million kilometres a year (almost 50,000 kilometres per day), the fleet is based in the company's four distribution centres in St. Jacobs and Elmira, Ontario, Debert, Nova Scotia and Wetaskiwin, Alberta.<sup>7</sup>

### What Makes Home Hardware a Top Fleet Employer

Home Hardware has the following formal HR policies and programs in place:

#### Basics

- Compensation package for drivers includes pay-rate-per-kilometre, hourly, delivery, pickup, switch, pension, group insurance benefits, short-term disability, personal day plan, vacations, public/statutory holiday pay, leaves (bereavement, emergency, pregnancy, parental/adoption, jury duty, leave of absence), educational assistance program, staff purchase discounts, employee assistance program, staff events, community charity participation support, travel, mileage, Canada Savings Bonds, Registered Retirement Savings Plan (RRSP) and

Programmed Insurance Brokers Services

- Driver pay research information obtained from the company benchmarking process
- Recognition and rewards programs: (e.g., after 10 years, they receive a gold Home Hardware ring; after 25 years, staff members have a choice of a range of awards with presentations at the annual Staff Holiday Dinner)

- Total Rewards Statement

#### Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for the driver occupation
  - Recruiting drivers using social and traditional media job advertisements, the

company website, referrals (with financial incentives) and relationships with driving schools

- Recruiting non-drivers using social and traditional media job advertisements, the company website, referrals (with financial incentives) and relationships with educational institutions

- Reference checks conducted by the person hiring or an HR representative

- Retention:
  - Turnover and retention rate tracking

#### Training

- Assessments: road test, log book test, pre-trip



### Top Fleet Employer Tip

**“Hire Staff who have positive attitudes that fit your Corporate Culture.”**

**—Dennis Shantz, Director of Fleet Services, Home Hardware Stores Limited**



Home Hardware fleet drivers, (left to right) Dennis Shantz Director Fleet Services, Joe Ament Corporate CSA/CSMS Coordinator, Chris Sauer Dispatch Supervisor, Dave Weishar Truck Driver, Dan Hutchinson Mechanic, Jeff Verwey Mechanic, Darryl Weber Mechanic and Eldon Gerber Maintenance Supervisor. Photo © Home Hardware Stores Limited

inspection test and B-Train test

- Dispatcher training
- Employee discipline policy
- Performance management program:
  - Communicate performance expectations to drivers and other employees using annual one-on-one meetings and group meetings
- Relationships with driving schools
- Self-directed learning (Home Hardware U-study)

## Family

- Collision and infraction handling: offer additional training; potential for driver suspension based on degree of severity of collision or infraction

- Communication via communication boards in break rooms
- Driver performance evaluation using safety records, on-time performance, customer satisfaction levels and feedback from colleagues, dealers and supervisors
- Employee Assistance Program
- Employee harassment policy
- Exit interviews
- Orientation program
- Social activities: company BBQ, holiday party
- Technology to improve fleet safety: log auditing, stability control, ABS brakes, snow removal system and on-board tracking systems

## Best Practices at Home Hardware Stores Limited

Dennis Shantz, Home Hardware's Director of Fleet Services says, "Ensure compensation and benefits are competitive and engage staff by recognizing, celebrating and communicating personal and company milestones and achievements."

### Contact information:

Home Hardware Stores Limited  
35 Henry Street  
St. Jacobs, ON N0B 2N0  
Tel: 519-664-4977  
[www.homehardware.com](http://www.homehardware.com)  
Email: [dennis.shantz@homehardware.ca](mailto:dennis.shantz@homehardware.ca)



## What Home Hardware Employees Say:

**"The programs here are more and better than I expected."**

**"We have annual meetings on defensive driving/safe driving and get drivers involved in [the] annual drivers' rodeo."**

**"Most importantly to me, I feel like they care about me as a person. They understand that family is important."**



Fleet Category: Small, For Hire

# J&R Hall

Defined by honesty,  
integrity, respect and  
recognition



J & R Hall Head Office employees with The Stanley Cup and Stanley Cup winner Kyle Clifford (middle row, third from left) of the L.A. Kings on a visit to his hometown (and J & R head office location) Ayr, Ontario. Photo © J & R Hall Transport Inc.

**T**he Hall family began in the transportation industry in 1947 when John T. Hall transported livestock and farm products around South Western Ontario. In 1959, Robert E. Hall joined his father and the company expanded into the transportation of aggregate products throughout South Western Ontario. In 1969, the business expanded again by adding dry vans.

In 1982, the third generation, Jeff Hall, joined the company. It continued to expand through the 80s and 90s specializing in LTL and transporting high value products to and from Western Canada. In the early 90s, brother Andy and sister Lynn joined the team and they went on to build their first terminal in Vancouver, BC in 1994. Five years later, they built a similar structure in Calgary, Alberta and in 2006, they built in Edmonton, Alberta.

In the fall of 2013, it was decided to open the fifth and final terminal in Winnipeg, MB as a central switching point for drivers from every direction to maximize their hours on the road while creating more home time. The company terminals are a bonus feature to the drivers with all the comforts of home.

From its head office in Ayr, Ontario, J & R Hall continues to grow and adapt to the ever-evolving, competitive environment of the trucking industry.<sup>8</sup>

**What Makes J & R Hall Transport Inc.  
a Top Fleet Employer**

J & R Hall has the following formal HR policies and programs in place:

## Basics

- Compensation package for drivers includes pay-by-kilometre/mile, base pay, driver incentive pay and benefits
- Driver pay research information obtained from Employment and Social Development Canada, industry colleagues and the industry association
- Leave-of-absence and time-off policy
- Raise and promotion administration process
- Recognition and rewards programs
- Starting pay level linked to a driver's experience level

## Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for the driver occupation
  - Recruiting drivers and non-drivers using employee referrals and job advertisements
  - Reference checks conducted by the person responsible for hiring or outsourcing to a third-party



Photo © J & R Hall Transport Inc.

## Top Fleet Employer Tip

**“Maintain an ‘open-door policy’ as often as possible and really take time to hear your staff’s concerns, suggestions and ideas. They are the best resource for trying to improve productivity, customer service, company morale, etc.”**

**—Lynn D’Aguilar,  
Vice-President, J & R Hall  
Transport Inc.**

reference-checking company

- Retention:
- Turnover and retention rate tracking

### Training

- Assessments: road test, pre-employment drug and alcohol testing
- Coaching and mentoring, including experienced drivers mentoring new drivers
- Employee discipline policy
- Professional development opportunities
- Performance management
- Performance expectations of drivers and other employees communicated using annual one-on-one meetings, semi-annual driver meetings, monthly newsletter and email communication
- Performance evaluation of drivers using electronic logs, safety records, on-time performance, customer satisfaction levels and feedback from dispatchers
- Professional development opportunities

### Family

- Amenities for drivers: “proud to offer all the comforts

of home in our terminals with bedrooms, kitchen, BBQ, laundry, gym, shower facilities, internet access and satellite television”

- Communication with drivers and other company employees using email, monthly newsletter, regular meetings and communication boards in the break room
- Employee Assistance Program, in-house Flex Benefit for all staff members and families, Group RRSP available
- Employee conflict handling policy
- Employee harassment policy
- Exit interviews
- Job Flexibility to care for children, parents, family or friends
- Orientation program
- Preventable accident tracking
- Social events: company BBQ, Driver Appreciation days, and season ticket give-aways to employees for local junior hockey league games



## Best Practices at J & R Hall Transport Inc.

J & R Hall's Vice-President, Lynn D'Aguiar says, "Honesty and integrity are the two reasons we have so many long-term employees that are loyal to J & R Hall Transport Inc.

"Respect' is also very key in this industry and it does not exist at all employers. 'Recognition' is becoming more and more important in this industry. If people work extra hard, they want to know that someone noticed. It doesn't always require money or gifts. It requires appreciation and somebody patting them on the back and saying 'thank you'...a t-shirt, a hat...just recognize their efforts.

"Accommodating time-off requests...promotes long-term loyalty. We have some long-term drivers who like to take Jan/Feb off and go to Florida and we do our best to accommodate their requests because we know the kind of hard work and dedication they provide us the other 10 months of the year.

"Incentive Programs are the way of the future."

### Contact information:

J & R Hall Transport Inc.

552 Piper Street

RR#3

Ayr, ON N0B1E0

Tel: 1-866-632-7429

[www.jrhall.ca](http://www.jrhall.ca)

Email: [lynn@jrhall.ca](mailto:lynn@jrhall.ca)

## What J & R Hall Transport Employees Say:

**"I like the fact that everyone is treated with respect."**

**"They are a great company to work for, that's why they have drivers that have been there for years with no intentions on leaving."**

**"Company consistently lives by its stated values of honesty, integrity and loyalty. I have a deep trust in my employer and the people I report to..."**

**"...excellent incentives for achievement of attainable goals; they challenge their employees to better themselves in all facets of their jobs; they are a phenomenal company – one that cares for the personal and financial growth of its employees."**

Fleet Category: Large, For-Hire

# Kindersley Transport Ltd.

A variety of programs recognize individual and team achievements

**E**rwen Siemens established Kindersley Transport Ltd. in 1962, starting with a single truck and seven employees. The company began with a commitment to quality and dedication to service, as shown by their slogan, “We will do it right the first time.”

Since then, Kindersley Transport Ltd. has celebrated its 50th Anniversary, and the operations have expanded internationally. Kindersley Transport Ltd. is the largest of the nine divisions of Siemens Transportation Group Inc. The company still keeps its head office in Saskatoon, staying true to its prairie roots.

Now, they're moving forward together with a rebranding initiative that includes a new, cohesive look and approach to their business.

## What Makes Kindersley Transport Ltd.

### a Top Fleet Employer

Kindersley Transport Ltd. has the following formal HR policies and programs in place:

### Basics

- Driver compensation package that includes diverse pay (pay-by-the mile/hourly, professional development, accessorials, safety bonus, safety meeting participation, wait-time and breakdown pay), benefits and pension plan
- Benchmarking strategies to ensure the company remains competitive within the industry
- Complete Employment Program including a wage system, key activities, training, progress reports and performance appraisals and promotions
- Corporate Recognition Program that recognizes and rewards individuals and teams for going above and beyond
- Formal Quality Improvement Process – quality is a continuous process that requires dedication and co-operation

- Green Mile Program – clean air initiative focused on environmental change
- Training and development opportunities

### Respect

- Recruitment:
  - Equal opportunity employer with a commitment to diversity and a policy on equal employment
  - Formal Employment Equity Committee
  - Going Global program that has successfully recruited from 28 countries
  - Hiring standards for professional drivers
  - Job description for driver occupation
  - Formal onboarding process
  - Recruiting drivers using relationships with driving schools, referrals, job advertisements, driver training program, lease-to-own program, welcome back letters to former drivers and career fairs
  - Reference checks conducted by the person responsible for hiring or by an assigned Driver Recruitment Administrator
- Retention:
  - Formal Retention Strategy
  - Open-door policy that encourages drivers and employees to voice their opinions in a welcoming setting
  - Exit interviews with drivers
  - Annual Driver Surveys

### Training

- Annual performance appraisals



Photo © Kindersley Transport Ltd.

- Coaching and mentoring
- Corrective behaviour policy
- Education and tuition reimbursement
- Onboarding and orientation for all new drivers and employees
- Online safety training modules available 24/7 on the company Intranet
- Online training based on performance trending
- Performance evaluation of drivers using safety records, on-time performance, customer satisfaction levels, logs and driving efficiency through the Green Miles Program
- Professional development opportunities
- Progress reviews

- State-of-the-art driving simulation machine
- Training fair

### **Family**

- Amenities for drivers: coffee, internet access, separate facilities for women, showers and vending machines
- Communication with drivers and other employees using email, regular meetings, communication boards in break rooms, satellite messages and intranet
- Employee harassment policy
- Frequent social events that include company BBQs, pancake breakfasts and National Trucking Week recognition
- Vacation, leave-of-absence and other time-off leaves

## Best Practices at Kindersley Transport Ltd.

The company's Going Global Program is an additional means to its current recruitment strategy and has been one of its most successful tools to recruit and retain.

The program was designed to recruit professional quality Class 1A Truck Drivers and Mechanics and to retain them through extensive settlement efforts and by providing employees and their families assistance to transition their status from temporary to permanent residence.

### Contact information:

Kindersley Transport Ltd.

2411 Wentz Avenue

Saskatoon, SK S7K 3V6

Tel: 306-934-1911

[www.kindersleytransport.com](http://www.kindersleytransport.com)



## What Kindersley Transport Ltd. Employees Say:

**“I have been in this business for 20 years and I’ve never been happier at a company. These people really seem to try hard to accommodate drivers and treat them with respect. Awesome outfit.”**

**“Safety programs and the completion of such are linked to bonuses. These are offered online and on site and range from manual handling to winter driving chaining, etc.... a great degree of flexibility for [drivers] wanting to be out longer or at home on a specific date.”**

**“Family-owned company that takes pride and understands family does come First...very Goal and Target minded.”**





Jag Kular, Owner-Operator. Photo © Kriska Holdings Limited

Fleet Category: Large, For Hire

# Kriska Holdings Ltd.

Investing time in applicants, pre-hire, to attract people who'll do well and stay with the company

**S**tarted in 1978, the Kriska Group of Companies is a privately held, family-owned Canadian corporation. Its head office is in Prescott, Ontario.

Kriska's inside employees, mechanics and planner/dispatcher team provide 24/7 coverage, with delivery by the company and owner-operators.

The company's core specialty is its specialized Transborder Service to serve Canadian/US freight distribution needs and the Kriska Corridor asset-based truckload service, operating between Ontario and Quebec.<sup>9</sup>

## What Makes Kriska Holdings Limited a Top Fleet Employer

Kriska has the following formal HR policies and programs in place:

### Basics

- Compensation package for drivers includes payment by the kilometre/mile, base pay, benefits, retirement savings plan, professional development, safety bonuses, paid wait and delay time, additional vacation time and a deferred profit-sharing plan





## Top Fleet Employer Tip

- Driver pay research information obtained from industry colleagues and the company's benchmarking process
- Leave-of-absence and time-off policy
- Raise and promotion administration process
- Recognition and rewards program
- Starting pay level linked to a driver's experience level
- Total Rewards Statement

### Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for the driver occupation
  - Recruiting drivers using relationships with driving school, referrals and job advertisements
  - Recruiting non-drivers using referrals and job advertisements
  - Reference checks conducted by HR representative
- Retention:
  - Retention improvement programs
  - Turnover and retention rate tracking

### Training

- Assessments for drivers: road testing and English language proficiency
- Performance management:
  - Communication of performance expectations of drivers and other employees using annual, quarterly and one-on-one meetings

**“Strengthen HR capacity. HR individuals need to be able to see all sides – nothing is ever black and white – people are involved. Ultimately, however, our function is to make sure that the company has the best people for the jobs within the business and to do that HR professionals need to be very knowledgeable of a wide variety of areas. We often need to make tough (but extremely fair) decisions.**

**“Have clear HR policies and programs and communicate them (e.g., job descriptions, performance management system).”**

**—Mary Langer  
Human Resources  
Manager Kriska Holdings  
Limited**

- Performance evaluation of drivers using electronic logs, safety records, on time performance, supervisor feedback and the Kriska Stars Board

- Professional development opportunities
- Relationships with driving schools

### Family

- Amenities for drivers: coffee, internet access, laundry, separate facilities for women, showers, television and vending machines
- Collision and infraction follow up: offer driver additional training; incident review and action consistent with the formal Safety and Performance policy
- Communication with drivers and other employees using email, regular meetings, communication boards in break rooms, town hall CDs, safety newsletters, annual refresher training, satellite, health and safety bulletin boards, posters in drivers' lounge, plasma TVs, drivers' mailboxes and pay statements
- Employee Assistance Program
- Employee conflict handling policy
- Employee harassment policy
- Exit interviews
- Orientation program
- Preventable accident tracking
- Regular employee surveys

- Social events – holiday party, Driver Appreciation days, adult and children's holiday parties, golf tournament, boat cruise and National Trucking Week observation

## Best Practices at Kriska Holdings Limited

Caroline Blais, Kriska's Recruitment Manager says, "Our discipline in adhering to our standards has been the most important piece of our recruiting strategy.

"By focusing our efforts on attracting drivers that believe strongly in a culture of safety and service excellence we are able to hire and retain drivers that have the same set of values that we have as an organization.

"Our extensive commitment to training allows us to hire drivers purely based on fit as opposed to previous industry experience. Recognizing that skills can be taught allows us access to a larger pool of potential hires and our comprehensive training programs ensure that all of our hires, regardless of experience, meet our standards before they start working on their own. By investing time in each applicant, pre-hire, we are confident that we are not only selecting those applicants most likely to do well in our operation but ensuring that our driving retention levels remain high."

Adds HR Manager, Mary Langer, "Kriska has very clear job descriptions and makes sure that everyone has clear knowledge of what their roles are in the organization and how what they 'do' impacts other areas of the company. Our Performance Management system sets out goals that are all tied together for our employees and are centered on both the individual and the company. Each staff member is reviewed quarterly to see how their goals are progressing."

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**Email: mlanger@kriska.com**



## What Kriska Employees Say:

**"Kriska was, is and will be the best truck company to work for. It is a company which values its employees and their families. Kriska cares about safety, skills, communications, customer service. Management and administration have (a) unique combination of professional behaviour and human touch."**

**"Very driver friendly and also listens to employees and, whenever possible, will make changes to policies from drivers' suggestions."**

**"A company that cares about their employees' well-being...when you have a crisis in your family they are there to support [you] in any way they can."**

# Logikor Inc.

## Striving to act with honesty, integrity and fairness

Formed in 2005, Logikor Inc. facilitates the development of lean logistics using the standards and processes found within the Toyota production environment. Logikor's goal is to provide its customers with the benefits of nimble, efficient customized supply chain solutions. Its customers include companies of all sizes: from Fortune 500 to small- and medium-size enterprises.

The company has achieved an aggregate growth since 2005 of nearly 3000 per cent – a success it attributes to its people – “our most important asset.”

Logikor's head office is in Cambridge, Ontario.<sup>10</sup>

### What Makes Logikor Inc. a Top Fleet Employer

Logikor has the following formal HR policies and programs in place:

#### Basics

- Compensation package for drivers includes salary, base pay, variable pay, benefits, retirement savings plan, professional development, compliance benefits, uniform allowance and preferential discounts
- Driver pay research information obtained from the company benchmarking process
- Recognition and rewards program
- Leave-of-absence and time-off policy

#### Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for driver occupation
  - Recruiting drivers using referrals and job advertisements and agency placements that lead to full-time placements

- Recruiting non-drivers using relationships with educational institutions, referrals and job advertisements
- Reference checks conducted by the person responsible for hiring or the safety manager
- Retention:
  - Retention improvement program
  - Turnover and retention rate tracking

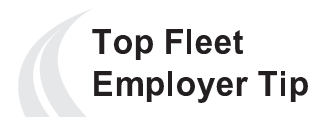
#### Training

- Assessments: road test, aptitude test and English language proficiency
- Coaching and mentoring
- Employee discipline policy
- Performance management:
  - Performance expectations communicated to drivers and other employees using annual one-on-one meetings, group meetings and job descriptions with specifics that are provided at the time of hiring

- Performance evaluation of drivers using safety records, customer satisfaction levels, supervisor feedback and monitoring of ongoing compliance requirements that include maintenance records
- Professional development opportunities

#### Family

- Amenities for drivers: separate women's facilities



### Top Fleet Employer Tip

**“Do your staff recommend friends apply to your company? If not, then find out why, and plan a path to address the issues.”**  
—Rick Morgan, Quality and Compliance Manager, Logikor Inc.



Logikor driver, Darcy Kells (left) and Rick Morgan, Quality & Compliance Manager. In 2014, Logikor recognized Kells for six years of accident-free driving. Morgan joined Logikor in 2008. He is a member of the Workplace Safety Committee and has filled the roles of Operations Manager and Safety & Compliance. Photo © Logikor Inc.

- Collision and infraction handling: decisions are based on incident investigation results, with the driver completing an incident report and calling or seeing a safety representative prior to the next dispatch (no overnight runs)
- Communication with drivers and other employees using email, regular meetings, communication boards in break rooms, personal letters and including important information with dispatch papers
- Employee Assistance Program
- Employee conflict handling policy
- Employee harassment policy
- Employee orientation program
- Preventable accident tracking
- Regular employee surveys
- Social events: Company Social Committee, holiday party and Driver Appreciation days, and tickets to sporting events such as Blue Jays and Kitchener Rangers

## Best Practices at Logikor Inc.

Rick Morgan, Logikor's Quality and Compliance Manager says, "There's no one policy or program that holds the solution to the HR puzzle.

"At the most basic level, we strive to act with honesty in our communications, expectations and actions; integrity in the application of all policies; fairness in the resolution of concerns, complaints and transgressions.

"We believe in training, education and employee development as opposed to discipline and documentation as a method of correction whenever possible. We strive to provide the environment, equipment and schedules that permit our team to meet our expectations and demands. We strive to communicate clearly and intentionally our expectations and we strive to listen and respond to our team members' expectations and needs."

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## What Logikor Employees Say:

**"Only a phone call away when needed."**

**"[It's] a people-based company that cares for and welcomes any or all suggestions...by its employees."**





MacKinnon Transport Inc.'s current executive team, from top left: Alex MacKinnon, Richard Sharpe, William MacKinnon & Evan MacKinnon  
Photo © MacKinnon Transport Inc.

Fleet Category: Small, For Hire

# MacKinnon Transport Inc.

“Open-Door” policy welcomes all information from employees — positive or negative

**M**acKinnon Transport Inc. has over 85 years of experience in flatbed transportation logistics. On June 4, 1929, Leslie MacKinnon purchased a 1928 Chevrolet Straight truck and began hauling livestock to the Toronto Stockyards for the local farmers. On his return trips, he brought back coal, fertilizer, and other farm supplies. Over time, Les’s son Bill and grandson Evan joined the business. Today, the fourth generation of MacKinnons (Les’s great

grandchildren) are actively involved in the family-owned business.

The company’s head office is in Guelph, Ontario.

MacKinnon Transport’s Tandem Flatbed Team currently offers its premier service to New England, the Eastern US Seaboard, South to Florida, and as far West as Texas — hauling extensively between Ontario, Quebec and Pennsylvania, Ohio,

Illinois, Indiana, and Kentucky.

Its Heavy Flatbed Team services Ontario/Quebec and Michigan/Indiana.<sup>11</sup>

### What Makes MacKinnon Transport Inc. a Top Fleet Employer

MacKinnon has the following formal HR policies and programs in place:

#### Basics

- Compensation package for drivers includes pay-per-kilometre/mile, variable pay, benefits, retirement savings plan, professional development and annual bonus
- Driver pay research information obtained from industry colleagues, industry association and company benchmarking process
- Leave-of-absence and time-off policy
- Raise and promotion administration process
- Recognition and rewards programs
- Starting pay level linked to a driver's experience level

#### Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for the driver occupation
  - Recruiting drivers using relationships with driving schools, referrals, job advertisements and sign-on bonuses
  - Recruiting non-drivers using referrals and job advertisements
  - Reference checks conducted by HR representative
- Retention:
  - Retention improvement programs

- Turnover and retention tracking

#### Training

- Assessments: road, behavioural and aptitude tests
  - Coaching and mentoring
  - Performance management:
    - Performance expectations communicated to drivers and other employees using group meetings, emails, expectation sheets and true open-door policy
    - Performance evaluation of drivers using electronic logs, safety records, on time performance, customer satisfaction levels and supervisor feedback
  - Professional development opportunities
  - Relationships with driving schools

#### Family

- Amenities for drivers: internet access, laundry, phone, printer, separate facilities for women, showers and television
- Collision and infraction handling: offer support through the Employee Assistance Program; offer additional training; officially review each situation
- Communication with drivers and other employees using email, regular meetings, communication boards in break rooms, personal letters and summer BBQs
- Employee Assistance Program
- Employee conflict handling policy
- Employee harassment policy
- Exit interviews
- Orientation program
- Preventable accident tracking
- Regular employee surveys and suggestion boxes
- Social events: company BBQ, holiday party, Driver Appreciation days and Family Fun day

### Top Fleet Employer Tip

“Listen to and engage your employees. Not only do they have a lot of great ideas and thoughts, but they also need to be a part of the whole picture, they need to help paint it.”

—Alex MacKinnon,  
Vice-President, Finance  
and Administration,  
MacKinnon Transport Inc.

## Best Practices at MacKinnon Transport Inc.

Alex MacKinnon, MacKinnon's Vice-President, Finance and Administration says, "We take pride in our True Open-Door Policy. At any time, any employee can speak with the Chairman, President or either VP. Whether the information is positive or negative, it is always welcomed."

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## What MacKinnon Employees Say:

"An Open-Door Policy. You can speak with any Senior Person, without an appointment. They are responsible and accountable."

"I love the Open-Door Policy. I can speak with anyone, even the VPs and Chairman, whenever I want. They take time and listen."

"Good family people."



Robert Hume, 2011 Ontario Trucking Association/Volvo Driver of the Year, 2011 Canadian Trucking Alliance Driver of the Year Award. Photo © SLH Transport Inc.

Fleet Category: Large, For-Hire

# SLH Transport Inc.

An “Open-Door” environment means all employees can share their ideas and concerns

**F**ounded in 1985, SLH was initially created to bring efficiency and innovation to the transportation segment of the Sears supply chain, serving the wide range of Sears’ vendors and retail outlets throughout Canada and the United States.

SLH maintains its long-standing relationships with its original customers, and has added hundreds of other customers, multiple service and freight management offerings and a variety of equipment types and configurations for its customer base.

From its head office in Kingston, Ontario, SLH complements its domestic and cross-border truckload services with a full menu of freight management services such as LTL and Intermodal operating across North America. SLH specializes in the full-load intermodal and truckload markets.<sup>12</sup>


## **What Makes SLH Transport Inc. a Top Fleet Employer**

SLH has the following formal HR policies and programs in place:

### **Basics**

- Compensation package for drivers includes pay-by-the-kilometre/mile, base pay, variable incentive and performance pay based on safe driving, health and dental benefits, retirement savings plan, professional development, additional vacation time, corporate discounts, safety awards and partner perks
- Breadth of driver positions to suit lifestyle changes; city, shunt, regional domestic linehaul, cross-border and team driver opportunities
- Leave-of-absence and time-off policy
- Recognition and rewards programs
- Safety-focused culture, member of Transportation Safety Group (TSG)
- Starting rate of pay based on experience/skill level
- Step progression model for a number of positions





## Top Fleet Employer Tip

“Recruit HR employees that not only have a broad understanding of HR policies but an in-depth knowledge of the transportation industry.”

— Ken Cross  
Human Resources  
Manager  
SLH Transport Inc.

### Respect

- Recruitment:
  - Commitment to diversity
  - Hiring standards for professional drivers
  - Job description for the driver occupation
  - Recruiting drivers using relationships with driving school, in-house referrals and job advertisements
  - Recruiting non-drivers using referrals and job advertisements
  - Member of Healthy Trucker Program
  - Reference checks conducted by the person responsible for hiring, HR representative or a third-party reference-checking company
- Retention:
  - Company Driver and Owner-Operator Council meetings attended by key Senior Leadership Team members
  - Detailed turnover and retention tracking
  - Hiring of Driver Relations Manager
  - Retention improvement programs

### Training

- Assessments: road test, English language proficiency and internationally acquired credentials
- Coaching and mentoring programs

- Employee discipline policy
- Performance management:
  - Performance expectations communicated to employees using annual, monthly and quarterly one-on-one meetings, group meetings, email, team and department meetings
  - Driver performance scorecard utilizing fuel economy and safety metrics
- Professional development opportunities

### Family

- Amenities for drivers: showers and television
- Collision and infraction handling: offer of support through Employee Assistance Program, offer of additional training, degree of sanction based on the severity of accident or infraction
- Communication with drivers and other employees using email, regular meetings, communication boards in break rooms, personal letters and satellite communications
- Employee Assistance Program
- Employee conflict handling policy
- Employee harassment policy
- Orientation program
- Preventable accident tracking and training
- Social events: company BBQ and Driver Appreciation days

## Best Practices at SLH Transport Inc.

Ken Cross, SLH's HR Manager says, "The most effective recruiting and retention tool that we provide our employees is an open-door environment which allows all employees to share their ideas and concerns to promote the growth of the employee and company together. This includes regular, scheduled company and owner-operator driver council meetings with senior management.

"[We] recruit HR employees...with excellent interpersonal skills with employees and the access and ability to network with other transportation HR professionals (e.g., Ontario Trucking Association, Trucking HR Canada) to help drive change."

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## What SLH Employees Say:

"I believe that this company is very flexible in regard to the personal needs of the employees...There is a great open-door policy with management at all levels."

"Always challenging employees, to find better ways to get the results done."

"Lots of long-term employees (four celebrated 40 years in 2013, and two will hit 40 this year, in the terminal I work at)...a good place to work."

# TransPro Freight Systems Ltd.

## Surveying employees about new initiatives builds support and ownership

The TransPro fleet is made up of dry and refrigerated vans, and powered by late model company-owned and owner-operator tractors. TransPro has a combination of day cabs and highway units. It also uses a trusted network of partner carriers to create comprehensive LTL and Truckload coverage for its clients.

Its head office is in Milton, Ontario. <sup>13</sup>

### What Makes TransPro Freight Systems Ltd. a Top Fleet Employer

TransPro has the following formal HR policies and programs in place:

#### Basics

- Compensation package for drivers includes payment by kilometre/mile, base pay, variable pay, benefits, retirements savings plan, professional development, incentive programs (e.g., referrals, fuel, safety/performance bonus, clean level inspection bonus), National Drivers Appreciation week gift cards and merchandise, discounts on fitness memberships, health and wellness program, and disability insurance
- Driver pay research information obtained from industry colleagues, the industry association, the company benchmarking process and regular review of the compensation package
- Leave-of-absence and time-off policy
- Recognition and rewards program
- Seniority pay
- Starting pay level linked to a driver's experience level

#### Respect

- Recruitment:



TransPro driver, Adrian Grajdinoiu. Photo © TransPro Freight Systems Ltd.

- Commitment to diversity
- Hiring standards for professional drivers
- Job description for the driver occupation
- Recruiting drivers using relationships with driving schools, job advertisements, immigrant-serving organizations and trade shows
- Recruiting non-drivers using referrals and job advertisements
- Reference checks conducted by the person conducting the hiring
- Retention:
  - Industry low turnover ratio
  - Turnover and retention tracking

#### Training

- Assessments: road test, English language proficiency and internationally acquired credentials
- Knowledge verification tests
- Performance management:
  - Performance expectations communicated to drivers and other employees using annual one-on-one meetings, group meetings, email, yearly reviews in the Safety Office, two annual mandatory safety meetings with drivers, bulletin board postings of health and safety information, satellite, new hire participation in a start-up orientation with the safety and the dispatch teams, and in a full-day orientation class
  - Performance evaluation of drivers using electronic logs, safety records, on-time performance, customer satisfaction levels, supervisor feedback, in-year truck inspection at no cost to drivers and communication to



Brand new TransPro trailer. Photo © TransPro Freight Systems Ltd.

## Top Fleet Employer Tip

“Get people involved. Employees are more likely to buy into the process if you engage them in it.”

—Michael Frolick  
Safety and Compliance  
Manager, TransPro Freight  
Systems Ltd.

drivers of detailed safety/performance information

- Relationships with driving schools

### Family

- Amenities for drivers: drivers’ lounge, internet access, parking, satellite, separate facilities for women, showers, television, truck maintenance account and wash program
- Collision and infraction handling: offer of additional training, follow-up action according to an established step-by-step process (driver determines own and any other motorist’s well-being, then contacts the Safety Manager; driver is brought in for counselling; driver meets with the Safety Manager to determine the root cause of the collision order; based on the technical facts, there is a determination of preventability and an offer of retraining, if required)

- Communication with drivers and other company employees using email, regular meetings, communication boards in break rooms, personal letters, satellite and bulletin boards

- Employee Assistance Program
- Employee harassment handling policy
- Exit Interviews
- New hire interviews
- Orientation program
- Preventable/non-preventable collision tracking
- Regular employee survey
- Social events: company BBQ, Truck Rodeo sponsorship, holiday party and Driver Appreciation days



## Best Practices at TransPro Freight Systems Ltd.

Michael Frolick, TransPro's Safety and Compliance Manager says, "We provide a very comprehensive training program that gives the driver a broader perspective of the rules, regulations as well as company policy."

"We cannot expect them to succeed or be productive if we don't give them the tools to do the job. We have always felt that if the employee understands the job better, they will perform better. When they perform at an optimum level, the satisfaction coupled along with our recognition programs gives the employee a greater sense of accomplishment. In turn, they want to continue to work for us."

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## What TransPro Employees Say:

**"Working at TransPro is a true joy...the atmosphere is very welcoming, professional with friendly team members and management. The building is very well maintained and clean... This company gives their employees huge potential...to grow. TransPro Freight Systems Ltd. is a great place to work."**

**"They treat me very good with respect...Very professional company. People call me by name in the office not ask me my truck number. VP does BBQ every week at office. It's nice they do this for us."**

# Emerging Human Resources Trends in Canada's Trucking Industry

Top Fleet Employers' recruitment approaches and compensation packages recognize truck driving as a skilled occupation.

Canada's fleet employers of all sizes and types are facing significant labour challenges to maintain and sustain their productivity. The Top Fleet Employers Program identifies companies that are providing leadership in the industry through the HR policies and programs that they are putting in place. Here are some of the emerging HR trends in Canada's trucking industry.

## Compensation

- Expanding compensation components and aligning driver compensation packages to support the achievement of business goals
- Compensating to recognize truck driving as the skilled occupation that it is.
- Using compensation to pay drivers for performance and to incent and reward best practices (e.g., safe driving, reducing fuel consumption, achieving clean inspections, excellence in customer service)
- Linking starting pay to a driver's experience level
- Drawing on a range of pay research information obtained from a variety of sources, including third-party compensation surveys

## Recruitment

- Creating welcoming workplace environments through formal commitments to diversity, separate facilities for women and a widening range of benefits (e.g., paid time off and leaves of absence, retirement savings plans)
- Expanding the range of recruitment tools for drivers and non-drivers including actively seeking referrals from current drivers, owner-operators and employees (with a

financial incentive), social media (e.g., Facebook®, LinkedIn®, Twitter®) and the company website (online applications, dedicated telephone numbers and email addresses for applying), and relationship building with driving schools, other educational institutions and community organizations

- Outsourcing reference checks to third-party specialist organizations
- Recognizing that skills can be taught, to reach a larger pool of potential hires
- Recruiting for "fit" with company culture and values, then providing new hires with the training to learn specific skills, if and as required, to reduce turnover and promote retention

## Retention

- Accessible senior executive and senior management teams
- Emphasizing the orientation of new drivers and other employees, through coaching and mentoring, and formal programs – again, a recognition that truck driving is a skilled occupation
- Increasing and diversifying the amenities for drivers
- Making human resources policies, programs and processes open and transparent by formalizing them and communicating them to drivers and other employees in multiple ways
- "Open-Door" policies that actively seek out and welcome employee input
- Providing opportunities for ongoing training and professional development





- Recognition and rewards programs that acknowledge a variety of achievements at the individual, team and company levels
- Sponsoring a variety of social activities for drivers and their families

### **Communications**

- Keeping employees connected to the company and each other by communicating with them in multiple ways – using what’s already in place (e.g., bulletin boards in drivers’ lounges; including important information with dispatch papers) and expanding the use of online communications and social media

**Top Fleet Employers have accessible, available senior management teams and “open-door” policies that make it easy for drivers, owner-operators and non-drivers to make suggestions, offer ideas and raise any concerns.**





# Strengthening Trucking HR Capacity

## Resources from Trucking HR Canada

**T**rucking HR Canada has many resources to help fleets strengthen their HR capacity.

### Self assessments

Looking to build your fleet's HR capacity? Start with the Trucking HR Circle Check. In just 15 minutes, you'll go through a step-by-step process to analyze your company's policies and procedures for attracting, training and retaining people. It creates a high-level overview of best business practices including:

- Managing the business concerns related to human resources
- Attracting qualified candidates
- Managing the application process
- Screening and assessing candidates
- Hiring and orientation
- Understanding retention and turnover

- Mentoring new employees
- Creating a high-performance workplace

### HR Guides

This three-volume set has practical resources for recruiting and retaining the best and the brightest for the industry. Each guide includes a CD "toolbox" with checklists and sample HR forms that any fleet can customize and use right away. There are also case studies that show how fleets have successfully applied the guides' tools and techniques.

- Volume 1 focuses on recruitment strategies to attract, evaluate, select and hire qualified drivers. The guide offers retention strategies to keep experienced and qualified drivers. It also outlines how managing turnover can result in the difference between a profit and loss.
- Volume II has information on the recruitment, cultural awareness, orientation and integration of internationally trained individuals for a variety of occupations in the trucking industry.



- Volume III has practical advice about important HR practices (e.g., building a business case for sound HR practices, managing different generations of people within the same fleet, addressing succession planning and identifying the HR implications of “greening” a fleet).

### **Human Resources Essentials Seminars**

These interactive seminars help guide a company through the content in any of the HR Guides. They can be customized to meet a company’s or group’s specific needs. The seminars are available for regional delivery.

### **Succession Action Plan**

In consultation with trucking industry stakeholders, Trucking HR Canada has developed an online initiative to help companies build a succession plan. Its four steps guide users in thinking about where to start, and which people to involve.

For more information on these and other resources to help fleet employers strengthen their HR capacity, visit

the Employer Resources section of the Trucking HR Canada website.

### **Conclusion**

Fleet employers of all sizes and types and from all across Canada are strengthening their human resources policies and programs to increase their competitiveness in attracting and keeping the people they need to be competitive.

Trucking HR Canada salutes the 2014 Top Fleet Employers. We look forward to adding more fleets in 2015 – and to the time when all fleets in Canada will be “top fleets.”

Trucking HR Canada will continue to support the industry by developing, sharing and promoting the trucking industry’s best practices in human resources and training – and celebrating the companies that are leading in the industry’s drive to HR excellence.

**For more information on any of the topics in this report, please visit the Trucking HR Canada website or contact us at 613-244-4800 or [info@truckingHR.com](mailto:info@truckingHR.com).**



**Get the latest information about  
the human side of trucking**

**[www.TruckingHR.com](http://www.TruckingHR.com)**



**@TruckingHR**

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