CHANGING WORKFORCE
THE CASE FOR DIVERSITY IN CANADA’S TRUCKING INDUSTRY
About Trucking HR Canada

Trucking HR Canada is an industry leader, spearheading collaboration among the stakeholders in the Canadian trucking industry to:

• Identify Human Resources issues, trends, opportunities and challenges
• Support the industry in recruiting and retaining the Human Resources needed to meet the industry demand
• Partner on initiatives impacting Human Resources for the industry
• Provide a national forum for gathering and exchanging knowledge on HR issues, and sharing best practices
• Promote the trucking industry’s careers

As a national partnership-based organization, we promote the provision of safe, secure, efficient, and professional trucking services in Canada.

The organization is a neutral forum for gathering ideas, information and knowledge on Human Resources and best practices in training.

Our focus is on trucking and logistics needs within the freight transportation network.

ACKNOWLEDGEMENTS

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• Bison Transport
• Canada Cartage
• Kriska Transportation
• Northern Resource Trucking
• Trimac Transportation
• Westcan Bulk Transport
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Canada’s diverse workforce

Canada includes a wealth of often-overlooked labour pools that can help to answer the trucking industry’s current and future HR needs.

2.1 million
people aged 25-64
reported a mental or
physical disability that
limits daily activities.
*2012 data

Disability by age

<table>
<thead>
<tr>
<th>Age range</th>
<th>15-24</th>
<th>45-54</th>
</tr>
</thead>
<tbody>
<tr>
<td>% with disability</td>
<td>4.4%</td>
<td>35.6%</td>
</tr>
</tbody>
</table>

Many employees will develop disabilities as they age.

30.9%
of visible minorities
born in Canada.
65.1% came to live in Canada as immigrants.

6,264,800 people
identified themselves through the National Household Survey as visible minorities.

*2011 data

33.4 years
Average age of visible minorities in Canada. Compare that to 40.1 years for the overall population and 42.4 years for truck drivers.

46%
of Canada’s 1.5 million
Aboriginal peoples are under 24. More than half live in cities.

The Aboriginal communities
60.8% First Nations
32.3% Métis
4.2% Inuit

Aboriginal Peoples
Education Level
age 18-44

<table>
<thead>
<tr>
<th>High school diploma</th>
<th>Post Secondary credentials</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Nations living off reserve</td>
<td>72%</td>
</tr>
<tr>
<td>Inuit</td>
<td>42%</td>
</tr>
<tr>
<td>Métis</td>
<td>72%</td>
</tr>
</tbody>
</table>
Introduction

Canada’s trucking industry is growing. It is hard to overstate the critical importance of the industry to Canada’s economy. Yet, shortages in key occupations such as drivers and mechanics put this industry at risk.

Recent research based on forecasts from the Conference Board of Canada estimate a driver supply and demand gap of 34,000 by 2024. In addition, many employers expect shortages for other key occupations – including dispatchers, senior managers, technicians, mechanics and more. The implementation of successful recruitment and retention strategies is more important than ever.

And, this is happening amidst an ever-changing and diverse workforce.

The trucking sector overall is aging faster than the general workforce – and the average truck driver age is already 7 ½ years older than the average Canadian worker.² Retiring workers are not being replaced by new entrants at the same rate. The high average age of the current workforce brings its own issues – many employees will retire and many of those who are still working are more likely to have disabilities such as mobility restrictions, diabetes, sleep apnea and others.

High rates of turnover – particularly among truck drivers – lead to vacancies, more shortages and business risks.

Canada’s labour force has increasing numbers of women, visible minorities, newcomers to Canada, youth, Aboriginal employees and people with disabilities. People come to today’s workplace with different backgrounds and different needs and expectations. These groups are currently underrepresented in trucking, which means there are untapped labour pools for which the industry needs an attraction and retention strategy.

“We are in a competitive tight-margin industry. Having the skilled labour power to meet client needs is critical.”

- Employer

The transportation industry currently ranks below most other federally regulated employers when it comes to workforce diversity. Women account for 48% of Canada’s workforce, but only 3% of the nation’s truck drivers, mechanics, technicians and cargo workers. While 12% of drivers are under 30, 46% of the Aboriginal population is under 24; and, the trucking industry’s immigrant population is 3 points below the national average of 22%.

There are opportunities to reach out to these under-utilized sources of talent.

The following pages summarize some of the bottom-line benefits of an increasingly diverse workforce. Some trucking employers have already introduced related best practices - and are reaping the benefits. Their experiences are also captured here, to inspire and enable others, so everyone can reap the benefits of workplace diversity.
Changing Workforce: The case for diversity in Canada’s trucking industry

A more diverse workforce can help with fewer shortages.

- Considering the shrinking labour pools compared to the growing labour pools, the math is clear that in order to gain access to the workers you need, you also need a work culture that values diversity.

- Increased diversity and inclusion will create an image of an industry that is modern and inclusive, which in turn will help attract new sources of talent.

- Word-of-mouth and informal networks help to find new employees – so starting to hire more from new sources and underrepresented groups will open up a whole new pool of potential employees.

- Many people who have faced barriers to employment in other sectors are eager to work – a characteristic of great value to any employer.

- Hiring locally – whether Aboriginal peoples in nearby First Nations communities, women in rural areas, people with disabilities in small centres, or newcomers in large cities – can be a low-cost way to attract a new employee who is likely to stay.

A more diverse workforce can help with better retention and lower turnover.

- Costs of turnover include not just the direct visible costs such as recruiting, training and administration, but also the indirect and less visible costs such as overtime costs or lost revenue while the position is vacant, as well as lower productivity and revenue risks while the new hire is ‘learning the ropes’. The cost of losing and replacing one driver can easily be $10,000 to $30,000, or even more.¹³

- When a company’s retention is higher than normal, its customer satisfaction, productivity, and profitability also tend to be higher than normal. ¹⁴

- Many employers across all industries find that retention rates for employees with disabilities are better than the average for employees without disabilities.

- Research has indicated that women are often committed to staying in their communities over the long term, making them a loyal and stable workforce. ¹⁵

- Groups that might face barriers in other industries will be more likely to be loyal and committed – and stay with their current employer.

Quick Look: The benefits of diversity and inclusion

The Business Case

Doing outreach to hire from new untapped talent sources will help to address shortages – and reduce the costs of overtime, lost revenue, and idle equipment.

The Business Case

A workplace that is inclusive of diverse talent will reap the benefits of a more stable and loyal workforce. In turn, this can result in lower turnover and cost savings in hiring and training, increased productivity and higher employee morale.
A more diverse workforce can help with health and wellness.

- Inclusive workplaces are positive places to work. Research suggests that the more positive the work environment and employee–employer relationship, the less likely employees are to miss work.¹⁶

- Accommodating workers’ individual needs for work-life balance and flexibility helps all employees – whether they are men, women, visible minorities, Aboriginal employees or people with disabilities.

- Workers who are members of under-represented groups can face additional challenges, and stresses, in some workplaces. Ensuring that the workplace is welcoming of diversity will reduce stress and the associated risks to health and wellness.

- Many Aboriginal peoples place a high value on consensus and respect for others, which can permeate throughout the organization, creating an environment that supports health and wellness.

- Having a more diverse workforce can bring an added depth and fresh dynamic to any workforce, which can have a positive impact on increasing empathy, engagement, morale and inclusion in teams.

A more diverse workforce can help with productivity and innovation.

- Members of different talent groups, such as women, visible minorities, Aboriginal peoples and people with disabilities can offer unique transferable skills from their varied experiences.

- Many persons with disabilities are used to navigating the world in sometimes different ways, and this can make them adaptable problem-solvers. These employees can help to drive innovation by providing a different perspective that can inform products and services.

- Aboriginal truck drivers and other workers offer the advantage of being familiar with the lay of the land – particularly important in desolate areas and Northern winter road conditions, for example.¹⁷

- Visible minorities with international experience can bring added-value skillsets, such as language skills – which could be useful for any employer who needs bilingual or multilingual staff or who wants to attract customers in a more diverse market.

- Young workers’ familiarity with technology brings many benefits to companies – sometimes yielding innovative services or ways of working that would not have been uncovered otherwise.

Companies that embrace diversity tend to have better employee relations and lower absenteeism. Therefore, they benefit from a reduction in the direct and indirect costs of absenteeism and increased productivity.
A more diverse workforce can help with customer and market benefits.

- Having a diverse workforce helps companies to connect with their customers, and potential customers.
- Hiring people from one of the underrepresented groups can open up valuable new market opportunities - including family, friends and communities of new hires.
- A company can also gain a competitive edge by showing that it helps to break down barriers to make the industry more accessible – which can be a choice point for diverse customers, clients, suppliers and partner companies.
- Governmental programs and policies recognize the special status of Canada’s Aboriginal peoples. Partnering with Aboriginal suppliers and/or employing Aboriginal workers can present good opportunities.
- Aboriginal drivers who work on Aboriginal-owned traditional lands are likely to have insights into any local market considerations and community context.

A more diverse workforce can help with wage subsidies and lower training costs.

- Industry can partner with training institutions to seek funding for targeted programs.
- Agencies with employment programs are keen to partner with employers and provide pre-screened, trained and qualified workers. Many agencies that support women, people with disabilities, Aboriginal workers, recent immigrants, transitioning military veterans, or youth will also provide onsite job coaching to help a new hire get started successfully.
- Partnering with other organizations on a program that provides meaningful employment and financial benefits to local communities can make it easier for companies to access funding for the programs, and also to do business in those locations.
- Wage and training subsidies are available through various levels of government. These can be used to help diversify your workforce.
A more diverse workforce can help with employer branding.

- The benefits can go far beyond individual companies. The reputation of the industry, overall, can be improved by helping job seekers see how the industry is changing – how trucking reflects the full range of today’s society. This will, in turn, improve the industry’s public image.

- Many Aboriginal peoples are known to have particular respect for the land and knowledge of their natural environment – this perspective can assist employers in promoting environmentally sustainable practices. And companies that are recognized as “green” are more able to attract new workers who look at a potential employer’s track record on the environment.

- Improving the socio-economic participation of Aboriginal peoples in the workforce would enhance their contribution to the Canadian economy.

- Members of Canada’s visible minorities can help a company promote inclusion in their local networks.

A company that has a diverse workforce has a better opportunity to build a positive reputation and a strong employer brand. Consequently, the company can improve its recruitment and retention opportunities.
FOCUS ON
ABORIGINAL PEOPLES
PERSONS WITH DISABILITIES
VISIBLE MINORITIES
Focus on Aboriginal Peoples

Aboriginal peoples are defined as including First Nations, Inuit and Métis peoples of Canada.

**Good to know:**

Aboriginal peoples comprise three groups of people:

- **Inuit:** Aboriginal peoples in Northern Canada living generally above the treeline in the Northwest Territories, Northern Quebec, and Labrador.

- **Métis:** People of mixed First Nation and European ancestry who identify themselves as Métis, as distinct from First Nations people.

- **First Nations:** A term used to refer to the indigenous people of Canada’s Indian Act. There are more than 600 First Nations/Indian bands in Canada, with over 60 Aboriginal languages.

Community is often the most important social unit for an Aboriginal person. Decisions are frequently made collectively, extended family and community members are considered close connections, and engaging in community and social activities is a core part of the way of life. Many Aboriginal cultures are based on a holistic world view that puts the community and future generations ahead of the individual.

It is important to remember that cultural norms will vary by community or location (i.e. remote, rural, or urban). For an employer, important aspects could include:

- An expectation that an individual would take time off to participate in funerals of both family and other community members;

- An employee would be expected to return to the community to participate in seasonal hunting/gathering practices;

- A candidate may wish to involve family or community members in the recruitment process, such as interviews, site visits, etc.

- A reliance on word of mouth and networking to become aware of job opportunities

In remote communities, internet may be unreliable, so employers may need to resort to other means to reach out - e.g. fax, radio, newspapers, and ideally visits to communities.

Being aware of cultural context is important for an employer when applying its usual recruitment process - for example:

- In remote locations an individual may not have numerous previous employers upon whom they can call for references.

- In a given community, most of the people may be related by blood or marriage, so asking applicants to provide references that do not include relatives may put them at a disadvantage.

- In some communities, sharing personal information with a stranger may not be generally accepted practice.
**Best Practices**

**Recruitment**

- Advertising jobs in community organizations, Friendship Centres and band offices. For example, Bison and Trimac have both worked with Aboriginal Link to reach out to the Aboriginal community.
- Tapping into funding available for training – e.g. literacy, language skills, educational upgrading.
- Offering to involve family in decision-making.
- Some fleets and training schools have created job positions that are accountable for Aboriginal Relations.

**Retention**

- Northern Resource Trucking creates schedules and routes that allow employees to stay in touch regularly with their communities. This best practice is part of a broader accommodation process which, for Aboriginal Peoples, can mean requests for time off to participate in seasonal or traditional activities.

**Health and Wellness**

- Northern Resource Trucking makes a point of being open about requests for time off for work-life balance – such as community and cultural activities.
- NRT also offers a life skills training program that covers everything from opening a bank account to renting an apartment to buying a car.
- Other best practices include expanding a company’s Employee Assistance Program to include access to an elder for guidance and support for Aboriginal People.

**Great Results**

- Trimac reports that they are not having difficulties finding good talents. “We are benefiting. It is absolutely working. We have seen an increase in multiple languages and an increase in our number of visible minorities and Aboriginal employees.

- Northern Resource Trucking with a largely Aboriginal workforce, has a turnover rate for truck drivers of less than 20% -- less than half of the industry average.
Changing Workforce

Best Practices

Training

- Westcan Bulk Transport successfully partnered with an Aboriginal organization to apply for funding for a truck operator development program to develop a pipeline of Aboriginal candidates. This program, which includes training for Aboriginal Class 1 truck operators, was funded by the Government of Canada. Program graduates then transition into Westcan’s Novice Driver Training Program.

Customer, markets, benefits and brand

- The original goal of the Northern Resource Trucking partnership was to encompass community stakeholders in the North.
- Northern Resource Trucking emphasizes that they support their local communities by having jobs available as truck drivers, mechanics and dispatchers.
- Northern Resource Trucking is building the company’s brand and reputation in the local First Nations communities through supporting sporting and cultural events. The company focuses on contributing to the well-being of community members.

Great Results

- Aboriginal communities often have access to an extensive network of training programs for their community members. Programs are available to offset training costs for Aboriginal employees, having a direct impact on the bottom line of a company. The types of programs will vary by region and community.
- Many federal departments give Aboriginal suppliers first opportunity to supply goods and services to Aboriginal people. To qualify for the set-aside contracts, joint ventures must be 51% Aboriginal owned, and in firms of 6 or more employees, 33% of full-time employees must be Aboriginal.
- Due to their right to work in both Canada and the US, Aboriginal drivers can operate point-to-point (cabotage) in the two countries. This exempts them from restrictions that keep most non-US citizens who drop loads in the US looking for backhauls.
  
  This increased opportunity for a trucking employer, plus time saved from an easier border crossing, can bring significant cost savings and increased income.
- Awards programs give good visibility to companies that demonstrate diversity and inclusion – such as Trucking HR Canada’s Top Fleet Employers program, Top Employers lists, and Top Diversity Employer lists.
Focus on Persons with Disabilities

Persons with disabilities include those with a physical or mental disability related to seeing, hearing, mobility, flexibility, dexterity, pain, learning, development, psychological/mental disorders or memory.

**Good to know:**

- The number of persons with disabilities will grow over the next two decades as the population ages. The workforce will age along with the population, with the result that a substantial number of employees will develop a disability during their working life - of increasing relevance to the trucking sector with its above average worker age.

- The percentage of Canadians with disabilities increases with age, ranging from 4.4% for people 15 to 24 years to 42.5% for those 75 years and over. According to Statistics Canada, the percentage for people age 45 to 54 years is 35.6% - an age group that forms the majority of the industry’s driver population.

- Persons with disabilities represent a diverse group—some individuals have multiple disabilities that greatly limit all their daily activities, while others have only one disability that has less of an impact.

- Many disabilities are invisible - such as diabetes, arthritis, mental illness, sleep apnea, ADHD or dyslexia. These can be just as life-affecting as a visible disability, but might not be as talked about or easily understood. As a result, some employees choose not to disclose or talk about them in the workplace, meaning that employers are often not aware of the numbers of persons with disabilities in their current workforce.

- Most persons with disabilities can be easily accommodated in the workplace, through reasonable adjustments to a job or work environment. 57% of accommodations cost absolutely nothing, while 36% require an accommodation with a one-time cost of $500 on average, according to the US Job Accommodation Network. The most common accommodations are modified or reduced hours and job redesign.⁴

- Some persons with disabilities may have gaps in their employment history – often this relates not to a lack of qualifications, but because many prospective employers don’t understand how to work with a person with a disability, and did not consider them for employment.
Changing Workforce

**Best Practices**

**Recruitment and retention**

- Bison has had good success in hiring people with disabilities identified through their relationship with Ability Axis in Manitoba.

- Organizations such as Ability Edge, can put employers in touch with interns or fully qualified workers who have disabilities.

- Local agencies can assess the skills or job aptitude of a person with disabilities. They can support hiring the person on a trial basis and help with job shadowing or job accommodation. Supported employment services are usually available at no cost to employers.

**Health and Wellness**

- Canada Cartage emphasizes open, two-way dialogue so that it can be responsive to accommodation requests from employees.

- Westcan uses its Employee Assistance and Driver Fatigue Programs to promote wellness.

- Remember that most accommodations for people with disabilities cost less than $500. Many have no direct costs.

**Great Results**

- Canada Cartage has found that new recruiting methods have enabled it to reach talent from diverse backgrounds.

- Walgreens found in their U.S. distribution centres that people with disabilities had significantly lower turnover rates.

- Employers also find that supporting diversity affects the whole workforce – a Tim Hortons franchisee in the Toronto area with many employees with disabilities has an overall turnover rate (among all its employees) that was less than half of the industry average.

- A Winnipeg Free Press story highlighted a Bison employee who has an intellectual disability – and has been a valued productive worker at Bison for over 15 years.

- A Tim Hortons franchisee in the Toronto area with many employees with disabilities reports that in 2011, the absenteeism rate among the 33 employees with disabilities was zero.

- New cost-effective technologies provide solutions to employees with conditions that make it difficult to work. For example, the Canadian Trucking Alliance and OSA Canada have launched a broad-based sleep apnea program for commercial truckers – providing assessment and access to Continuous Positive Airway Pressure (CPAP) equipment.
Best Practices

Productivity and Innovation

- Transpro Freight Systems works hard to accommodate employees’ differing needs – for work/life balance and employee wellness – “ensuring that employees will be as productive as possible”.
- Westcan has been building the skill sets to ensure that diverse perspectives are leveraged for the best benefit. They have offered in-house Cultural Awareness Training, as well as Disability Awareness support from an organization serving persons with disabilities.

Training

- The BC Centre for Ability Association is partnering with several companies to develop an effective framework for the transportation sector in the recruitment and retention of persons with disabilities.
- Some companies provide sensitivity training for managers, interviewers and colleagues on working with People with Disabilities.

Customer, market and brand

- Bison and Kriska actively participate in industry events and initiatives relating to diversity, sharing and learning about best practices while also enhancing their companies’ visibility and reputation.

Great Results

- Workers with disabilities generally have better retention and productivity rates, as shown by studies by DuPont and others.
- Many persons with disabilities are used to navigating the world in sometimes different ways, and this can make them adaptable and innovative problem-solvers.

- Grants and subsidies for accommodating people with disabilities are often available. And even with subsidies, most accommodations are very low-cost, typically less than $500 one-time investment.⁹
- The Canada Jobs Grant, the Opportunities Fund for People with Disabilities, the Apprenticeship Job Creation Tax Credit and many other territorial, provincial or federal programs can reimburse employers thousands of dollars for bringing in new workers or retraining existing employees.

- Award programs give good visibility to companies that demonstrate diversity and inclusion – such as Trucking HR Canada’s Top Fleet Employers program, Top Employer lists, and Top Diversity Employer lists.
- Triton Transport has been recognized by local business associations for its ability to create a barrier-free workplace and integrate workers with disabilities.
- Westcan was recognized for its efforts through receiving the Diversity Leadership Award of Distinction at the Alberta Business Awards Gala in Edmonton in 2015.
- The New York organization Fifth Quadrant Analytics has developed an index showing that the stock price of companies with an overall accessibility strategy that includes hiring people with disabilities will outperform the Dow Industrial Average.
Focus on Visible Minorities

Visible minorities are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, and who are Canadian citizens or permanent residents currently in Canada. Examples of members of visible minorities include Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, mixed and other visible minorities.

Good to know:

- Almost one-third of visible minorities are people who were born in Canada. Many others came as young children and have been educated within the Canadian school system. Others chose to immigrate here on a permanent basis, bringing with them solid skills and work experience from their country of origin.

- Even with equal qualifications, many find it more difficult to obtain jobs equal to those of their white Caucasian counterparts – sometimes because of subtle discrimination, or challenges in assessing international qualifications, or not having a strong network of connections to traditional employers.

- Members of visible minority populations in Canada tend to be young, urban, motivated to work and many are highly skilled. They can help companies by bringing new perspectives and ideas, by reaching out to new markets and customers, and by building a work environment where people feel that differences are welcomed.

- Research has shown that a majority of visible minorities are committed to their employer; they are willing to put in extra effort to help the organization succeed, are proud to tell others about the organization, and intend to stay with their current employer. However, they do face challenges in many workplaces – they are often less likely to receive chances for learning and development, less satisfied with their careers, and more likely to experience workplace barriers than their white/Caucasian colleagues.¹⁰

- A workplace that can welcome people who are visible minorities will be a positive workplace for all employees – which strengthens their commitment and engagement toward the company – and ultimately boosts organizational performance.

- Leaders and managers have the ability to make a difference. Companies that take steps to make sure that their workplace is inclusive and welcoming will be able to attract and retain skilled workers.
Best Practices

Recruitment and Retention

- Transpro Freight Systems recruits drivers using several relationships – including with local immigrant-serving agencies.
- Kriska continually refines and updates their outreach and recruiting practices; recently they have focusing on East Indian and Indonesian drivers located in Brampton.
- Having multilingual recruiters has enabled Trimac to better reach out to visible minority candidates.
- Kriska extended its employee referral program to owner-operator partners, which has provided access to a whole new talent pool, many of whom are from visible minority backgrounds.
- Canada Cartage supports events – both organizational and employee-driven - that recognize employee contributions, and promote team-building and cultural awareness.

Health and Wellness

- Trimac promotes an inclusive workplace through a strong onboarding program and respect in the workplace training.

Productivity and Innovation

- When new hires have some skill gaps, Kriska invests in them – including training to build communication skills required for bringing their ideas forward in the workplace.
- Westcan has been building the skill sets to ensure that diverse perspectives are leveraged for the best benefit. They have offered in-house Cultural Awareness Training, as well as Disability Awareness support from an organization serving persons with disabilities.

Great Results

- Trimac reports that they are not having difficulties in finding good talent. “We are benefiting. It is absolutely working. We have seen an increase in multiple languages, and in increasing our numbers of visible minorities and Aboriginal employees.

- A welcoming atmosphere in the workplace reduces stress and absenteeism.
- Research studies consistently show that when a company has dispatchers who are sensitive to drivers’ concerns and have respectful relationships with them, driver turnover will be reduced.¹¹

- A 2012 research report from Deloitte found an 80 per cent improvement in business performance when levels of diversity and inclusion were high.¹²
**Best Practices**

**Training**

- Kriska has had good success tapping into sources such as the Ontario Apprentice Programs and employment agencies working with candidates from a range of backgrounds.

- Bison and Kriska actively participate in industry events and initiatives relating to diversity, sharing and learning about best practices while also enhancing their companies’ visibility and reputation.

**Great Results**

- The Canada Jobs Grant, the Opportunities Fund for People with Disabilities, the Apprenticeship Job Creation Tax Credit and many other territorial, provincial or federal programs can reimburse employers thousands of dollars for bringing in new workers or retraining existing employees.

- At Canada Cartage, an account manager has struck a relationship with a large Indian company of owner-operators – giving them access to new markets and new talent. They report that in this way, diversity has had positive, unexpected consequences for them.
Key definitions

Diversity

Diversity refers to all the ways in which we differ.

It includes the unique personal characteristics that distinguish us as individuals and groups. These include but are not limited to: age, sex, gender, race, ethnicity, physical and intellectual ability, class, creed, religion, sexual orientation, educational background and expertise.

Inclusion

Inclusion is about creating an environment that accepts, utilizes, accommodates and appreciates the talents, skills, abilities, perspectives and leadership styles of all employees and clients, including all aspects of their diversity, so that we all have a place at the organizational table.

While Diversity is the mix, Inclusion is getting the mix to work well together.

Equity

Fairness, impartiality, even-handedness. A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person’s life.

Employment equity encourages the establishment of working conditions that are free of barriers, corrects the conditions of disadvantage in employment and promotes the principle that employment equity requires special measures and the accommodation of differences for the four designated groups in Canada.

Equality

The right to equal treatment, without discrimination.

Respectful workplace

A respectful workplace is one that values diversity and inclusion, dignity of the person, courteous conduct, mutual respect, fairness and equality, positive communication between people and collaborative working relationships.
Next steps

Building a modern workforce that is more diverse is a route to building a viable and thriving trucking industry. Employers who can reach out to a wide range of employees can benefit from improvements to their bottom line – thanks to having fewer shortages, lower turnover and absenteeism, and enhanced productivity.

Groups such as Aboriginal peoples, members of visible minorities and people with disabilities are often overlooked in our industry’s search for talent. Each of these groups – and each individual within those groups – brings their own specific contributions. But the greatest benefit comes from having the overall mix of men and women, youth and mature workers, people with and without disabilities, and individuals from various cultural backgrounds. A diversity of perspectives, combined with an inclusive and welcoming workplace, is the critical ingredient that makes the difference.

The case studies and tips in this report provide employers with a solid starting point. In addition, pragmatic and industry-relevant tools for best practices need to be developed and widely shared. Over the coming months, Trucking HR Canada will lead collaborative industry efforts to develop these tools.

Future resources will include ways to assess the physical demands associated with specific trucking occupations, and a guide to connect employers with organizations serving people with disabilities. Additions to Trucking HR Canada’s HR Guides will include best practices involving Aboriginal Peoples and persons with disabilities. Promotional materials for inclusive workplaces will include videos and posters to support diversity in the trucking industry, while an online self-assessment tool known as the HR Circle Check will be updated to include measures pertaining to diversity.
Useful resources and supports

Here are some resources and supports to help trucking employers start reaching out to talent from diverse backgrounds. To identify other channels in your region, you can also look into:

- provincial or territorial government employment departments - such as those handling employment, immigration, Aboriginal affairs, and education and training
- educational and training institutions, including colleges, universities, and training agencies
- community, employment and multicultural organizations

Visible Minorities

Immigrant-serving organizations by province – these can put you in touch with talent, and provide support to you and your new hire through programs such as language and other training:
http://www.cic.gc.ca/english/newcomers/map/services.asp

Key resources per province and territory, such as Immigrant Employment Councils and networks, government portals and other community resources:
http://www.hireimmigrants.ca/resources-tools/local-resources/

The International Trucking Reference: Roads, Rules, and Drivers describes trucking environments in ten countries, and includes information to support hiring immigrants
http://www.bctrucking.com/careers

The IDRIVE: Immigrant Driver Readiness – Industry Validation and Engagement assessment tool can be used to assess an immigrant job applicant’s industry-specific vocational knowledge, skills and competencies as well as literacy and numeracy:
http://www.bctrucking.com/careers

Aboriginal Peoples

ECO Canada’s Aboriginal Recruitment Guide is a useful resource for employers for identifying and selecting Aboriginal talent:

Aboriginal Agreement Holders provide employment and training services to Aboriginal people – and put employers in touch with skilled workers:
http://www.edsc.gc.ca/eng/jobs/aboriginal/agreement_holders.shtml

Job boards used by some trucking employers:
- Aboriginal Multimedia Society (National) – online and paper-based publication:
  http://www.ammsa.com/
- Inclusion Network – a collaboration between the Aboriginal Human Resources Council and Workopolis:
  http://www.inclusionnetwork.ca
Persons with Disabilities

Career Edge coordinates internships for graduates with disabilities, as well as internationally qualified professionals:
http://www.careeredge.ca

SenseAbility is a national, not-for-profit run by private sector leaders that help companies benefit by hiring people with disabilities:
http://www.senseability.ca/

Information for employers on fostering a mentally healthy workplace:
http://www.mentalhealthworks.ca/

Calendar of Canadian Health Promotion Days:
www.hc-sc.gc.ca

Financial and other resources for employers
National listing of available wage subsidies
http://www.canadabusiness.ca/

Financial and other supports available to apprentices, journeypersons and employers:

Diversity Calendar highlighting key cultural, religious and diversity-related celebrations, events and observances:
http://www.graybridgemalkam.com/resources

Tools to help individuals and organizations address workplace Essential Skills challenges:

Canada Company is a charitable, non-partisan organization that serves to build the bridge between business and community leaders and the Canadian Military:
http://www.canadacompany.ca
**Trucking HR Canada resources**

**HR Guides**

Your Guide to Human Resources is a series of three volumes which provide content, templates and tools related to human resources in the trucking industry from recruitment and retention strategies to understanding the new generations at work and a business case for the implementation or sound HR practices.

**HR Circle Check**

This free interactive online tool can give you an overview of your HR practices and identify areas of concern. It can be completed in as little as 15 minutes and provides you with both a high-level overview of your HR practices and a more detailed HR diagnostic for each area.

**Top Fleet Employers program**

Launched in 2014, the Top Fleet Employers program recognizes the importance of having sound HR policies and practices in the trucking industry. 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 Employers is not a competition – it’s a recognition of meeting HR standards of excellence.

**Women with Drive**

Women with Drive is Trucking HR Canada’s National project to promote women in freight transportation. Its objectives include raising awareness among women of the various career opportunities; raising awareness among employers of recruitment and retention practices that can better support the integration of women into the workforce; and the development of practical tools to support connecting women with careers in trucking.

**Human Factors series**

A seminar and webinar will also be developed to support employers in implementing workplace diversity programs.
Endnotes


11. See, for example, studies reviewed by Pierre-Sébastien Fournier, Sophie Lamontagne & Julie Gagnon, Interactions between Dispatchers and Truck Drivers in a High Turnover Context, Industrial Relations, Vol. 67, No. 2, 2012.


