THE DRIVE TO EXCELLENCE

Top Fleet
Employers 2015
**Giving Back**

- **100%** involved in charitable activities
- **3M** in charitable gifts
- **100+** charities supported

**Environment**

- **96%** involved in environmental initiatives
- **81%** of their surveyed employees aware of the environmental initiatives

**Turnover Rates**

- **41%** have driver turnover rate under 15%
- **50%** of their surveyed employees working with same employer for at least 7-10 years

**Professional Development Opportunities**

- **87%** provide professional development opportunities to employees
- **75%** of their surveyed employees say they’ve had access to these opportunities

**Rewards & Recognition**

- **91%** have formal recognition and rewards programs
- **82%** of their surveyed employees feel these programs apply to them

**Raises & Promotions**

- **77%** have a formal process to determine how raises and promotions are administered
- **80%** of surveyed employees happy with their employer’s salary structure
THE TRUCKING INDUSTRY IS RAISING THE BAR IN HR

Trucking HR Canada’s 2nd annual Top Fleet Employers program recognizes workplaces that embrace the best practices in human resources — and we are proud to honour 22 fleets that have done just that.

The shortage of qualified drivers, shrinking labour pools, and increasing competition for younger workers all demand a greater focus on human resources management. Fleets that align their HR practices with business goals remain competitive against this challenging backdrop. The strategies used by Top Fleet employers set them apart from competitors and lead to success.

Each of these fleets boasts low turnover rates and many long-service employees. Surveyed employees share that they clearly enjoy going to work.

What are the businesses doing right? They include HR in their strategic business plans. They embrace a training culture and commit to diversity and workplace inclusion. And they communicate effectively with staff, leading to engaged, productive employees.

This year, we observed how many of the fleets have focused on effectively communicating performance expectations in particular. The average score for this performance measure among all fleets was 91%.

The thoughts and opinions of employees are also clearly valued. The promises of “open door” workplaces have been realized through strategies such as regular Town Hall meetings and other steps to ensure everyone has a real voice in business operations.

While many of the Top Fleet Employers go above and beyond industry compensation benchmarks, it is clear that employees also value the culture around them. Our surveys discovered fleets where employees feel like family. There is a sense of respectful camaraderie, friendship and caring. When push comes to shove, they take care of their own.

The fleets also take care of their wider communities by supporting charitable causes, making an economic difference that reaches well beyond payrolls and purchasing practices. Last year alone, the 22 recognized fleets donated $3 million to 100 charities. Through the Trucks for Change Network (T4C), which many Top Fleet Employers are a part of, the trucking industry at large has distributed more than 10 million pounds of donated food and materials — much of which would have been destined for a landfill if an affordable transportation solution was not available.

We know that charitable endeavours like these are valued by younger workers in the labour pool. The 2014 Deloitte Millennial Survey emphasized how the newest generation of employees want to work for companies that make positive contributions to society.

Younger workers also place a high value on sustainable, environmentally focused organizations. A recent U.S. survey states that roughly 80% of them want to work for companies “that care about their impacts”. Many of the Top Fleet Employers demonstrate such a difference through commitments to fuel efficiency and company-wide policies.

Collectively, commitments like these help to raise the profile of the trucking industry as a great place to work. The 2015 Top Fleet Employers recognized in the following pages continue to demonstrate how they offer excellent workplaces within that industry.
The workplaces recognized in Trucking HR Canada’s 2015 Top Fleet Employers program are honoured for more than a single business decision. The recognition reflects an array of best practices that help to recruit and retain high-quality employees. Consider how your business can introduce seven of the best practices that we observed:

1. **Commit to diversity and inclusion** – As the shortage of drivers continues to intensify, successful fleets are looking to recruit employees from rapidly growing but underutilized demographic groups such as new Canadians, Aboriginal peoples, women and young Millennial-aged workers.

   For example, Statistics Canada predicts that by 2031, about one in four Canadians will have been born outside the country. Yet even today, while 18% of the national workforce identifies as a visible minority, only 13% of truck drivers identify themselves in these terms, according to National Household Survey data. And a mere 3% of today’s truck drivers are women.

   Many fleets have expanded their pool of available job candidates by establishing inclusive workplaces that welcome employees from a variety of backgrounds. Working with local Immigrant Serving Organizations, they are helping recently hired immigrants to improve language skills and integrate into the surrounding community. Other businesses have established close relationships with local Aboriginal communities, and mentorship programs which support women in the workplace. Still other fleets have been able to leverage government grants to retrofit different facilities to accommodate workers who face a variety of challenges. And that’s a step which can help to retain existing employees who are recovering from injuries or illnesses.

2. **Promote total rewards** – An employee’s compensation involves much more than a rate paid per kilometre or an hourly wage. Businesses invest in workplace benefits including everything from supplemental insurance to additional vacation days and even boot or uniform allowances.

   A single document that helps employees understand the financial value of each of these items can be a powerful recruiting and retention tool. It will give employees a way to ensure that job offers are weighted equally, and it reinforces that the business cares about people who work for it.

3. **Support charities** – Every gift to a cause or community helps to reinforce a positive image for an individual fleet and the trucking industry as a whole. It shows that the business cares, and this is particularly important to Millennial-aged workers (from 18 to 34) when they approach potential employers.

   It also offers recruiting and retention advantages. Charitable fundraisers can double as effective team-building exercises, especially when employees have a say in the cause they support.

   The commitments are hardly limited to writing cheques. Some workplaces actively encourage employees to volunteer expertise as directors of charitable boards and members of service clubs. Others have come together in community projects, transporting goods for foodbanks and more.

   The charitable giving also has business advantages, helping to reinforce corporate brands within the broader community and marketplaces.

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**Canadian Trucking Alliance (CTA)**

I would like to take this opportunity to congratulate the 2015 Top Fleet Employers. Human resources challenges perennially rank at the top of the list of carrier concerns. The trucking industry is a people business, which only serves to make the challenge even greater. Being named as a Top Fleet Employer recognizes those companies’ commitment and innovation in terms of employee recognition, compensation, lifestyle, employee engagement, health and wellness, professional development and recruitment/retention.

The fleets are from different regions of the country, of different sizes, representing different parts of the trucking sector. But, they are all leaders and set a benchmark that others can borrow from. Because although human resources are a source of competition within the industry – and that is a good thing – by elevating the level of HR management generally within the industry will help ensure a healthy, productive and vibrant trucking industry in the years to come.

Sincerely,

– DAVID H. BRADLEY, President and Chief Executive Officer, Canadian Trucking Alliance
Create a family atmosphere – The employees of our Top Fleet Employers often describe themselves as a family, and this is a powerful retention tool.

The sense of family emerges when fleet managers focus on the human face of the business, rather than simply tracking the unit numbers on the side of a truck. That means ensuring human resources needs are a key area of focus.

Tangible signs of that commitment can be as simple as stepping out of a management suite and talking with employees in the fleet yard. People remember when they are thanked for a job well done.

Engage with your peers – Every successful workplace has HR tips to share. It’s why participating in trade associations is so important. It’s where you can turn to peers for advice and support, and discover the many other benefits of membership.

Employees will certainly respond to professional development opportunities such as association networking events, seminars and training programs.

Open the doors – It is easy to say that a business has an open-door policy, but the ongoing feedback between management and employees is most effective when there are set parameters. You don’t want every dissatisfied employee bypassing direct managers and running to the presidential suite. This can lead to dissatisfied middle managers.

A formal policy on handling employee conflict can help. It should also include a commitment to act, and explain how answers will be communicated to employees – even when the answer is no.

Commit to sustainability – There is a clear business case to be made for investing in sustainability. Enhanced fuel economy, for example, helps to reduce operating costs.

The underlying strategies are also a powerful recruiting tool when looking to attract a young generation of environmentally minded workers. A growing number of customers are even looking for fleets that are members of programs such as Natural Resources Canada’s and the U.S. Environmental Protection Agency’s SmartWay initiative.

Of course, the commitments extend beyond trucks alone. They can be reflected everywhere from recycling programs to the sustainable practices used to build offices and other facilities. Even tracking the water saved because of a new truck wash can be a powerful promotional tool.

These are merely a few examples of best practices that can make a difference. See the following pages for more.

Trucks for Change Network

Trucks for Change Network is a non-profit organization dedicated to helping its member carriers share available freight capacity with leading charities on a donated or discounted basis. Its membership includes some of the most prominent carriers across Canada, many of which, not surprisingly, can be found on Trucking HR Canada’s list of Top Fleet Employers.

Our member carriers consistently tell us that their people, particularly younger employees, want and expect to be part of a company which gives back to its communities. Helping charities move donated materials through the Trucks for Change Network program is a simple and cost-effective way for our members to make a real difference in communities, while at the same time building employee loyalty by demonstrating their organization’s social values.

– PETE DALMAZZI, FOUNDER AND PRESIDENT, TRUCKS FOR CHANGE NETWORK

TransCore Link Logistics

It is wonderful to see, in just one year, that the number of companies recognized has more than doubled in Trucking HR Canada’s second annual Top Fleet Employers program. This program showcases the successful efforts being made in each of these organizations to cultivate a culture that their employees want to be a part of. The program is also doing its part to acknowledge the significant contributions these participants and the trucking industry as a whole are making within Canada. I congratulate all of the named Top Fleet Employers and wish them many more years of continued success.

– CLAUDIA MILICEVIC, SENIOR MANAGER AND GENERAL DIRECTOR, TRANSCORE LINK LOGISTICS
ADTS recognizes the importance of coaching and mentoring. Look no further than its coaching materials and job shadowing practices for proof. The coaching forms, for example, clearly outline driver trainee objectives and activities, and leave plenty of room for detailed comments and observations.

Coaching and mentoring initiatives are widely known to engage employees. The support facilitates lasting relationships, transfers knowledge, and guides professional growth. Employees recognize that these efforts help them learn about the company’s culture, and it all develops a sense of loyalty and belonging.

The high level of employee engagement at ADTS has also led to the fleet being recognized as an Employer of Choice by Trucking Human Resources Sector Council – Atlantic. That program evaluates fleets in five areas, with employee feedback being the largest influencing factor.

Bison Transport’s commitment to building a diverse and inclusive workplace is evident in every facet of its culture — and this means going well beyond legal requirements as a federally regulated employer.

The fleet’s terminals are fully accessible, and the commitment to a fully inclusive workplace is evident everywhere from job ads to recruiting strategies and employee-focused events. One example includes their Diversity Week which promotes and celebrates the benefits of a diverse workplace.

The approach makes business sense, according to the 2015 Canada’s Best Diversity Employers report. The commitments can increase productivity and diverse perspectives, ensuring that all employees can work in an environment that supports their success.

A growing number of organizations are realizing the economic and non-financial benefits of workplace diversity. They typically report less absenteeism, lower turnover, higher productivity and increased innovation. They are also better at attracting and retaining talent.

A new initiative known as “Good to Great” is driving a cultural shift at Challenger Motor Freight.

Working with a global learning and development firm, the fleet is building the workplace culture needed to excel and thrive in today’s competitive marketplace.

Essentially, Challenger is embarking on a cultural transformation. It is consulting with employees to
understand today’s workplace culture, and will work with them through a process to get where they all want it to be. It is all about building a stronger and more successful organization.

Senior managers have assigned a specific team to the task, and outlined a detailed process involving three distinct phases to be implemented in less than three years. The new initiative has been clearly communicated to all staff members, and the commitment from senior management is evident. Everyone recognizes the important role employees need to have in this process.

“Our new program called Good to Great is making a big difference.” – Challenger employee

DJ KNOLL TRANSPORT
HEAD OFFICE | Emerald Park, SK
BUSINESS FOCUS | Dry bulk, tankers, truckload

DJ Knoll recognizes the importance of sound recruiting and retention practices.

It starts with an engaged management team that pre-screens and interviews each would-be driver. This process is extensive. Managers approve each candidate before the qualification process even begins.

Once an employee is on board, strong retention policies are in place, including the “one-to-one” process in which supervisors are required to have regular one-on-one meeting with drivers. This provides uninterrupted time to freely discuss any issues, questions or concerns.

Of course, a solid retention policy includes a performance bonus program as well. The fleet has a detailed program recognizing a range of driver activities.

“Even though the pay is great, the most important part of working for DJ Knoll is the recognition.” – DJ Knoll employee

DRIVE LOGISTICS
HEAD OFFICE | Windsor, ON
BUSINESS FOCUS | Truckload

Drive Logistics has introduced anonymous annual employee/driver surveys, providing employees, drivers and owner-operators an opportunity to communicate about issues that matter most to them. The survey results are then reviewed by senior management and help identify areas that require change or improvement.

In addition to these annual surveys, employees are encouraged to seek help and advice through the company’s open door policy. Issues that can’t be resolved through these channels can be forwarded to a Fairness Committee. The committee is a randomly selected peer group that helps ensure Drive Logistics policies and procedures are administered fairly, free from discrimination and favouritism.

Drive Logistics also takes a collaborative approach to performance reviews. Employees assist in defining performance goals and the desired results so both the employee and the department manager are working toward the same objectives.

“I just love this company. I get job offers from other companies and I don’t even think of leaving Drive.” – Drive Logistics employee

• The Good to Great retention program combines suggestions, requests and goals. Regular meetings are used to collect information on what can be done to retain drivers and other staff.

EXAMPLES OF OTHER INITIATIVES
• Recruiting efforts draw on relationships with driving schools, job ads, Immigrant-Serving Organizations, and referrals.
• Drivers are evaluated on safety, on-time performance, customer satisfaction, and feedback from supervisors and colleagues.

“When there is an issue, it is dealt with in a timely and fair manner. Very good open door policy that is very much appreciated.” – DJ Knoll employee

EXAMPLES OF OTHER INITIATIVES
• Employee wellness programs that include fresh fruit served daily, healthy living education, weight loss programs, and paid health benefits.
• Charitable initiatives to support the community, such as Holiday Family sponsorships, Tim Horton’s Camp Day, the Salvation Army Kettle Campaign, etc.
The compensation packages at Edge Transportation Services are not limited to base pay and insurance coverage. There is also paid training, vacation time, safety bonuses, and funds for everything from protective footwear to vehicle accessories.

Each comes with a price tag.

A comprehensive orientation helps ensure that employees understand their total rewards package, which itemizes compensation, benefits, work-life balance, performance appraisals, recognition programs, and training and development.

In terms of recruiting, it gives new hires detailed information that can be used when comparing job offers beyond an hourly wage or mileage rate alone.

It’s a powerful retention tool as well. Employees who can clearly see their employer’s investments are more engaged and satisfied. Satisfied employees are less likely to quit, more pleasant with customers, and suffer less of the stress that contributes to errors, accidents, health problems and absenteeism.

Erb Transport is committed to a spirit of philanthropy.

“Our belief is that, by serving our customers, we can also serve our communities and share our good fortune with families, friends and neighborhoods where we live and work,” the company says.

Over the past five years, this has translated into more than $500,000 in donations and sponsorships for a variety of causes. There have been gifts for educational institutions, non-profit housing, community organizations, food banks and non-profit musical organizations. Included among them are individual contributions for employees and their children who are involved in sports, music, theatre, mission trips and more.

The commitment even extends to using trucks for charitable work. The fleet has provided discounted services for food banks, SELFHELP/Ten Thousand Villages, and disaster relief efforts.

By directly involving employees in charitable work, Erb is increasing worker retention. It also has a powerful message to convey when recruiting. The 2014 Deloitte Millennial Survey emphasized that young workers want to join companies that positively contribute to society.

Home Hardware Stores Limited’s private fleet has embraced fuel-efficient tractors and side skirts on trailers in efforts to burn less diesel. But the commitments don’t end on the road.

Inside the warehouses, maintenance teams are replacing HPS and Metal Halide lights with induction lights, reducing energy needs by 40% — and saving 1.955 million kWh of electricity in the process. In just six months the business also saved 235,000 sheets of paper after introducing a waste management system. That’s the equivalent of 28 trees.
Consider recycling efforts alone. Last year the business diverted 2 million pounds of wooden skids, 20,633 lb. of shredded paper, and 1,095 litres of oil. Another 86,840 lb. of metal and a pair of 410-litre drums filled with fluorescent bulbs were also recovered.

This level of environmental stewardship doesn’t go unrecognized by job seekers. According to the Network for Business Sustainability, many job seekers are attracted to organizations with sustainable practices. Sustainability can be a source of pride. It conveys the company cares about its employees. And it helps job seekers connect specific organizational values to their own personal values.

JG DRAPEAU
HEAD OFFICE | Toronto, ON  
BUSINESS FOCUS | Truckload, less-than-truckload, expedited

JG Drapeau clearly believes in professional development. Its employees are encouraged to advance their education and improve work-based skills. Related tuition is fully reimbursed.

But the support is not limited to training courses alone. The company also encourages employees to participate in trade and professional associations, and reimburses these costs as well. It is all clearly communicated to every employee through policies and onboarding programs.

Many fleets talk about such a commitment. This organization clearly delivers. It’s a strategy that will serve the business well. The War to Develop Talent, a white paper by Deloitte, notes that careers are extending because people will live longer and stay healthier than their predecessors. Generation X and Millennial employees must prepare for careers that will last five and six decades, and they are turning to their employers for development opportunities along the way.

J&R HALL TRANSPORT
HEAD OFFICE | Ayr, ON  
BUSINESS FOCUS | Truckload, less-than-truckload, expedited

Discussions about communications often refer to technical platforms like satellite systems and email bulletins. J&R Hall Transport has ensured that a personal touch remains — and employees have taken notice. “On arrival at our terminal last night I was approached by our president and complimented on my performance. This took place out in the yard as soon as I arrived,” said one driver. “These informal chats to reinforce positive performance are not uncommon with senior managers when an OTR driver arrives home during regular business hours.” Everyone likes to be recognized for a job well done. Few approaches are more effective than having a fleet leader deliver such comments in person. “It’s good to be recognized and thanked for your efforts,” said another employee. “[It’s] a source of emotional stability in an industry that often pushes you to your emotional limits.”

With the exponential growth of technology, my employer is developing a knack for employing the latest technology while keeping a firm hold on human values that are at the core of their business.

– J&R Hall employee
Finding the right drivers can be a challenge, but keeping them on the job can be a challenge as well. It’s why Kindersley Transport has embraced a different approach to the issue.

“Our company has been faced with a driver shortage since 2000. Over the years the focus has been on driver recruitment and what initiatives can be taken to attract and hire qualified drivers,” the company says. “Today, the driver shortage has become so severe in Canada and the U.S. that innovative recruitment strategies alone will no longer address the driver shortage in our company. It is evident that we will need to change our focus to the opposite end of the spectrum – driver retention – and start to ask what initiatives can be taken to retain the drivers we are hiring.”

The work on a long-term plan began by researching best practices and other sources of information including the Canadian Trucking Alliance’s report from the Blue Ribbon Task Force on the Driver Shortage.

The company sees human resources as a key element of its business strategy and ensures that each part of the plan links to overall business objectives. First steps in building the plan have included taking the time to understand the causes of turnover; committing to organization-wide, open-door communication policies; and, collecting related insight through driver surveys and exit interviews.

EXAMPLES OF OTHER INITIATIVES

• Professional development includes training in topics such as dangerous goods and over-length configurations.

• Recruiting efforts include a referral bonus of up to $3,000, booths at truck stops, career fairs, a lease-to-own program, and onsite recruiting blitzes.

Kindersley has scholarship programs and bursaries that are awarded to the children of employees. They also match the tuition fees of employees if you are doing any schooling to further yourself in the industry.

— Kindersley employee

Few things enhance a company’s appeal more than a commitment to giving back to the community. And employees at Kriska know how generous their company has been.

This past year alone, Kriska has given to the local food bank, Friend’s of St. Vincent palliative care, the St. Lawrence Shakespeare festival, the YMCA, the Rotary Club, the Kriska Education Foundation, and the Ontario Trucking Association Education Foundation. It has committed $5,000 per year for the next 10 years to ensure the Soup for the Soul community dinner in Prescott, Ontario remains a community tradition.

By involving employees, the fleet has developed a culture where everyone takes pride in saying where they work.

By giving to charity, companies are able to augment visibility in the community while improving internal morale. By going a step further and directly involving employees, companies benefit from the increased retention that can save thousands of dollars per year.

Charitable giving also helps to recruit top talent. The 2013 Cone Communications Social Impact Study showed that organizational philanthropy influences where people want to work.

EXAMPLES OF OTHER INITIATIVES

• This year, Kriska has budgeted $50,000 in cash and prizes to encourage personnel to maximize fuel efficiency.

• A formal Service Award Program includes a catalogue of rewards for personnel who reach identified anniversaries in the workplace.

Kriska treats their employees and their families with respect. They clearly communicate expectations and changes in policy.

— Kriska employee
Liberty Linehaul’s drivers understand the value of strong performance in the workplace.

Drivers start at a maximum bonus, but that erodes by a half cent per mile for every unwanted incident. Infractions can include citations or warnings for speeding, and hours of service and weight violations. The bonus structure means drivers pay a price for preventable claims and late deliveries, too.

But the benefits of safe driving also increase over time. Each year of accident-free driving leads to an increasing contribution to Registered Retirement Savings Plans, up to a maximum of $1,000 a year.

Liberty Linehaul also recognizes the important role of office staff in customer service, and is committed to supporting each and every employee in every way possible. Whenever a new position becomes available, the company is committed to recognizing and supporting employees who want to develop new skills and earn promotions. All new positions are posted internally as well as externally, so existing employees see the opportunities to rise through company ranks.

This type of support is invaluable to staff. “Liberty is like a family and treats their employees as such,” said one employee. “[It’s] also the reason there are so many long-term employees.”

Linamar Transportation is committed to identifying the future leaders among existing employees by effectively aligning human resources strategies and long-term business goals.

An employee development program known as Each One, Teach One (E1T1) requires each manager with one or more direct reports to select someone who they will help develop for a promotion, expanded scope, or enhanced capabilities.

The initiative helps to close gaps in skills and prepares employees for future promotions that become available. Of course, there is no guarantee. Everyone who receives the support still has to demonstrate that they are the best candidate for a position. But program participants get to see a clear career path set out before them.

The customized, innovative program directly affects retention rates. Employees see the company’s commitment to promote from within, and how they can stay with the company while still focusing on personal career development.

“Through leadership training and development opportunities, we help our people move in the direction they want to go, helping them drive the results necessary for their success and ours,” Linamar says.
Everyone likes to be recognized for a job well done, and employees at Logikor see their work acknowledged through incentives, safety bonuses, tickets to hockey games, and annual dinners. Drivers who complete paperwork fully and as required are acknowledged through a “Perfect Paperwork” program. Successfully completing logs, trip sheets and other documents earns certificates that can be applied toward buying work-related items.

It all reflects Logikor’s approach of promoting and recognizing beneficial actions, rather than disciplining undesired behaviours.

Logikor also has a comprehensive recognition program in place for office staff, linking organizational goals to performance.

A key ingredient for all these programs? The fleet effectively communicates goals and expectations. This starts at the candidate screening phase and continues throughout an employee’s time with the company. The result is engaged employees and a positive team environment.

MacKinnon Transport could write a book about open communication.

The fleet’s new drivers and owner-operators are always coupled with mentors who help to answer issues, concerns and questions. This establishes relationships which build trust, and opens the lines of communication which are maintained throughout the fleet.

Mentorship is a proven retention technique. In the trucking industry, it provides an opportunity to recognize the skills and contributions of experienced drivers, while enabling new hires to learn “tricks of the trade” in a comfortable and safe environment.

MacKinnon is known for its comfortable environment, too.

“MacKinnon Transport prides itself in its true open-door culture. This allows for any employee or owner-operator to speak with anyone within the organization, including the executives,” the company says. “Not only is this opportunity present, but it is highly encouraged to ensure that we have our finger on the pulse of the organization. This also allows MacKinnon to address any issue that an employee or owner-operator may have on a first-person basis.”

The feedback does not end there. In a program known as Red Alert, anyone who discovers that an employee is dissatisfied is expected to contact the director of fleet development, vice-president of fleet services, or chief operating officer. “The individual will then meet face to face with the group, or if more comfortable, with whichever person they prefer,” the fleet says. “The idea is to sort out any issues quickly and personably.”

Recognition is consistently given and each employee no matter where in the organization can affect change.

– Logikor employee

“I think they have one of the best business models I have ever seen, and they share it with everyone that works for them.”

– MacKinnon employee
MEYERS TRANSPORT LTD.

HEAD OFFICE | Belleville, ON
BUSINESS FOCUS | Truckload, less-than-truckload

No topic is off limits during Meyers Transport’s regular Town Hall meetings. Office staff, managers, drivers and dock personnel can use the closed-door sessions with senior managers to candidly and openly talk about any issue. This approach encourages everyone to share thoughts on anything that relates to the business.

Some information can only be gained by speaking to people who perform a job. The forwarded comments are not attributed to any individual, but the process still provides the fleet with valuable information and insight.

This open communication reinforces Meyers’ commitment to treating people fairly and in a spirit of cooperation, openness and honesty – a commitment articulated clearly in the company’s mission and value statement. The formalized approach shows employees that management also cares about addressing concerns.

Employees clearly value these meetings. This approach works because management listens, acts and offers feedback.

RYDER CANADA – SUPPLY CHAIN SOLUTIONS

HEAD OFFICE | Mississauga, ON
BUSINESS FOCUS | Truckload

Ryder’s commitment to sustainability goes beyond minimizing environmental impact while transporting cargo, running supply chains or optimizing distribution processes. The environmental policy also covers more than vehicles alone. The organization develops and implements effective practices across all activities.

That means addressing the entire transportation and logistics system, investing in low-emissions technologies and helping customers improve efficiency. It also means focusing on employees. Whether they’re agents at rental counters, drivers delivering cargo or warehouse personnel meeting critical distribution requirements, people are indispensable to the sustainability of the company and its customers.

This level of commitment to the environment is a powerful promotional tool that can set a company apart from competitors when promoting the business to shareholders, customers, the general public and potential employees. And a company that promotes a concern for the environment is supporting efforts to attract and recruit a younger generation of workers.
There are plenty of advantages beyond a paycheque when working at SLH Transport. Core compensation and benefits are supplemented with retirement savings, professional development, and the promise of vacation time above and beyond labour standards. SLH Perks offers discounts on everyday expenses such as insurance, while Sears Canada offers further discounts. Long-time employees enjoy special recognition, too. “Accolades” awards, recognizing years of service, are handed out at five-year intervals. Those passing the 20-year mark can collect an award from an online collection or receive a $250 gift card. In addition, any associate can recognize everyday contributions – such as a good idea, providing good service or creating a good work environment – by posting a card on the “Wall of WOWs”. Managers are even guided in how the honours should be presented. They are encouraged to plan ahead to ensure a prestigious presentation, acknowledging the associate on the actual anniversary date, highlighting achievements, and talking about the symbolism of the award.

The Brick commits to meeting the needs of employees and their families. From the start, the fleet ensures that prospective employees understand they can make a job into a career. It only hires permanent full-time associates, while the flexibility for part-time work is available to those who request it. Through clear career paths, professional development opportunities and access to guaranteed hours, The Brick has all the programs in place to retain employees.

I have been with The Brick for 31 years. I am proud to call The Brick my family, my company, my life.

– The Brick employee
Transpro understands the art of effective communication. Every employee who was surveyed as part of the Top Fleet Employers program reported that performance objectives are clearly communicated. They know people will do their jobs well when they know what is expected.

The art of communication includes listening to employee needs, too. Employee surveys show that drivers get the home time they want. “They always have adhered to a ‘no forced dispatch’ policy and stick to it. They want drivers to have that home time as much as they want them here. That’s hard to find in employers these days,” said one driver. “They don’t push you. Lots of home time if I want it,” said another. When a driver wanted a run that allowed their spouse to come along, Transpro accommodated.

There is a clear commitment to work-life balances and employee wellness, ensuring that employees will be as productive as possible.

“The company helped me out financially when my car needed some extensive repairs,” noted one driver. “They treat you like family, not some truck number.”

TRITON TRANSPORT LTD.
HEAD OFFICE | Chilliwack, BC
OPERATIONAL BRANCH | Edmonton, AB
BUSINESS FOCUS | Heavy-haul transportation and maintenance, serving the resource, construction and energy industries

Triton Transport hires employees who fit in with the company culture and can contribute as highly regarded professionals and members of the Triton family. So when an employee referred a potential job candidate from Chilliwack Society for Community Living – which specializes in the placement, support and training for people with disabilities – Triton was eager to work with the community organization to develop a new member of the maintenance team.

Triton was easily able to establish a barrier-free, diverse work environment where people with different abilities make valued contributions. The local Rotary Club and Chamber of Commerce have both recognized the fleet’s commitment to an inclusive workplace.

The company’s head office displays a BC EmployNet sticker, recognizing that the business has hired a person with a disability, employed them for more than three months, and ensured that employment standards and Workplace BC standards are met.

EXAMPLES OF OTHER INITIATIVES
• Ongoing monitoring of industry compensation trends ensures the fleet meets or exceeds competitive offers.
• Performance is measured annually, and supplemented with monthly logbook reviews.

“When I started here, I did not know much about trucking. They taught me so much over the years... and they have treated me very good over the last 20 years.”
– TransPro Freight Systems employee

Triton is very committed to their employees. The HR staff and upper management are always in direct contact with their employees.
– Triton employee
Top Fleet Employers is a national program which recognizes the importance of having sound HR practices through a four step process: online questionnaires, hard copy submissions, fleet interviews and employee surveys.

Applications for the 2016 program will open on December 1st, 2015. To learn more, visit www.truckinghr.com.