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# MILLENNIALS HAVE DRIVE 2

Trucking HR Canada is embarking on an exciting new labour market initiative. The project will deliver comprehensive labour market information that will support employers in managing current and future workforce challenges.

Trucking HR Canada (THRC) engaged Abacus Data to undertake the research that is the basis for this report. Abacus Data is a full-service market research and strategy firm and experts on the topic of millennials and generational change.

This project is funded in part by the Government of Canada's Sectoral Initiatives Program.

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## ABOUT TRUCKING HR CANADA

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

- Identify Human Resource issues, trends, opportunities and challenges
- Support the industry in recruiting and retaining the Human Resources needed to meet 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 and logistics 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 and exchanging 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.

Trucking HR Canada offers practical **toolkits and reports** on a variety of HR issues facing the Canadian trucking and logistics industry.



We offer a wide range of trucking and logistics specific **HR focused webinars**.



Our **weekly e-newsletter** is free. Subscribe today to stay on top of the latest Trucking HR trends and learn practical tips.



We recognize employers with sound HR policies and practices through **The Top Fleet Employers** program with the goal of raising the bar in HR within the trucking and logistics industry.



Our **Women with Drive Leadership Summit** is the go-to event for anyone in the trucking and logistics industry looking to learn more about women in the industry.



Visit [www.truckinghr.com](http://www.truckinghr.com) to learn more

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# INTRODUCTION

The trucking sector plays a significant economic role in national and international supply chains. We represent 4.5 per cent of Canada's GDP; employ close to one million workers; and enable and support the economic success of numerous key sectors, including forestry, construction, mining, agriculture, manufacturing and more.

Trucking and logistics keep the Canadian economy moving.

For Canada's millennials (**10.1 million** people age 18 to 36) this means great opportunities to build a career in one of the most critical sectors of the country's economy. The ongoing baby boomer generation retirements from the industry are opening up opportunities for millennials to move into positions of leadership and responsibility and to build seniority within fleets more quickly than in the past.

Yet, the trucking industry hasn't been successful in recruiting millennials – a cohort that is over a third (37 per cent) of Canada's working age population – and less than 15 per cent of today's truck drivers are under age 35. Competition to recruit millennials is high in all industries, but according to recent Trucking HR Canada research, only 50 per cent of trucking industry employers have formal plans to recruit millennials.



## Research Scope

- 2000 millennials answered an online survey.
- 29 millennials (currently working as or interested in becoming long-haul truckers) participated in focus groups in Calgary and Toronto.

This report summarizes the results of a three-year-long research project aimed at learning more about millennials. Trucking HR Canada conducted in-depth, formal research to find out how millennials view the trucking industry and why they are or are not interested in working in it. We also explored how the industry can be more successful in recruiting from the millennial talent pool.

The research focused on long-haul truck driving, since recruitment and retention of talented people into this occupation is the industry's greatest need, now and in the future. The findings also provide insights into recruiting millennials into other trucking industry jobs.

We did this research in two phases.

In Phase 1, we wanted to find out: Who are millennials?  
What's important to them?  
What do they want in an employer?

We also looked within the trucking industry. We directly surveyed millennial workers, employees from older generations and employers to hear about their ideas and unique perspectives. Based on what we learned in Phase 1, we published [Millennials Have Drive – A Roadmap](#), a practical guide to help fleet employers learn more about millennials, including how to attract and retain them.

In Phase 2, we wanted to find out how millennials view the trucking industry and why they are or are not interested in working in it. We also explored how the industry can be more successful in recruiting from the millennial talent pool.

The research focused on long-haul truck driving, since recruitment and retention of talented people into this occupation is the industry's greatest need, now and in the future. The findings also provide insights into recruiting millennials into other trucking industry jobs.

*Millennials Have Drive, Part 2* summarizes the findings from Phase 2 of our research.<sup>1</sup>

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## USING THE INFORMATION IN THIS REPORT

This report has practical information to assist you, as a fleet employer, to recruit and retain millennials across the full spectrum of occupations in the trucking and logistics industry – from long-haul trucking to senior management positions, and everything in between.

You'll find information on:

- What millennials value about themselves and in an industry
- What they consider in making career decisions
- How millennials view the trucking industry
- Recommendations for next steps
- Tips for successfully recruiting and retaining millennials

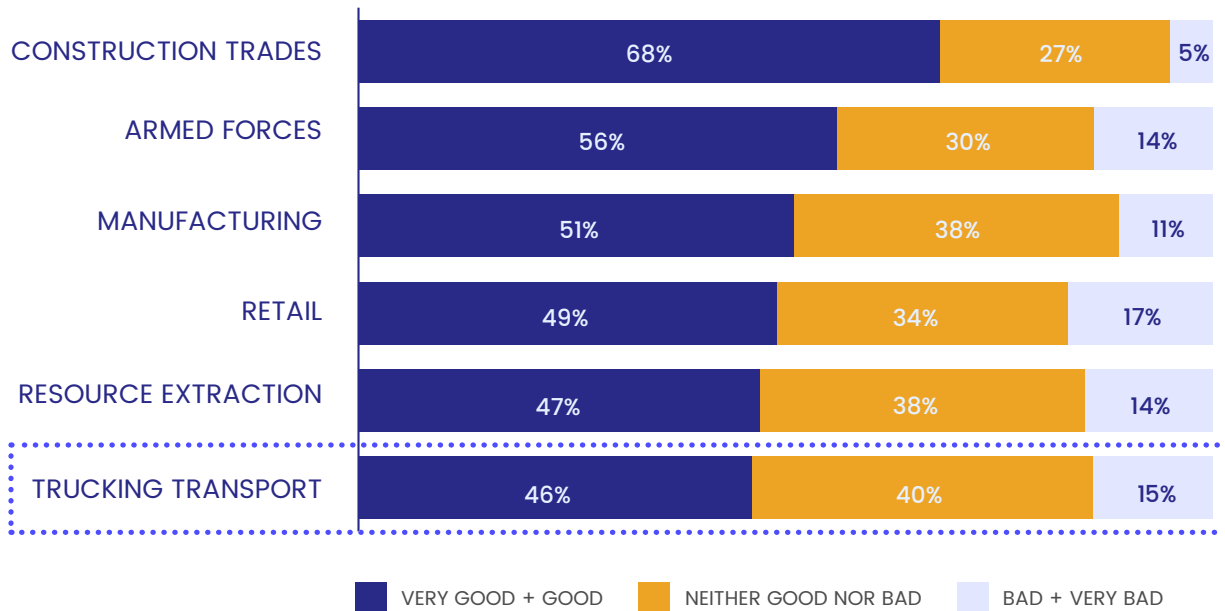
<sup>1</sup> Appendix 1 describes the Phase 2 research methods.

# OVERVIEW OF FINDINGS

## TRUCKING RANKS LOW AS AN INDUSTRY WITH MILLENNIALS

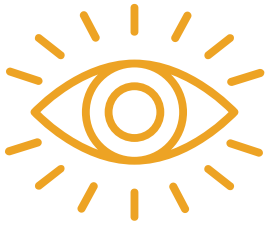
Looking at six industries,<sup>2</sup> millennials gave the trucking transport industry the lowest positive impression (46 per cent “very good and good”) and the highest neutral impressions (40 per cent “neither good nor bad”). 15 per cent said their impression of the industry was “bad and very bad.” Despite this low ranking, it’s important to note that nearly half of millennials (at 46 per cent) do have a positive impression of the industry.

The construction trades got the highest positive impressions from millennials, making it trucking’s #1 competitor in recruiting millennials – followed by the armed forces, manufacturing, retail and resource extraction industries.



<sup>2</sup> The six industries presented for consideration in the survey were limited to construction trades, the armed forces, manufacturing, retail, resource extraction and trucking transport.





## IMPRESSIONS MATTER TO MILLENNIALS

Trucking doesn't fit Canadian millennials' image of themselves and how they want their family and friends to see them.

*If I work for trucking,  
what does that say  
about who I am?*

The more positive an impression that Canadian millennials have about an industry as a whole, the more likely they are to consider a career in that industry. Canadian millennials:

- Are the most image-conscious generation in history, with the importance of their "personal brand" a full-time concern for them and critical in setting career and life goals
- Don't tend to see a job in trucking as reflective of who they are or consistent with their personal "brand"
- Overall, don't have a positive view of the industry, seeing its jobs as boring, lacking respectability and offering a poor work/life balance
- Have a more positive view of industries similar to trucking, such as construction and resource extraction, where they might consider taking a job
- Overestimate the time and effort it takes to get the pre-employment credentials for long-haul driving
- Consider training and licensing costs to be barriers to entering the industry
- Rely on word of mouth rather than the internet for information in shaping their views about the trucking industry.



### Trucking industry trends that millennials value:

- Trucking is getting greener
- Trucking technology is getting more innovative
- The trucking lifestyle is getting better in terms of work/life balance and safety
- Trucking is increasingly interesting and challenging, with opportunities for specialized skills training and advancement

If trucking doesn't fit with millennials' views of what they want from a career, what are they looking for?



## What's Important to Millennials in Making Career Choices?

### **MONEY MATTERS**

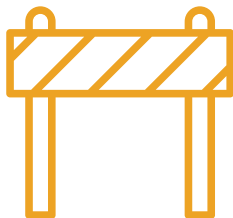
Satisfactory compensation is the biggest incentive for Canadian millennials to take a job as a long-haul driver, with 39 per cent ranking this as their primary concern.

#### HIGH INCOME POTENTIAL

Millennials identified long-haul truck driving's potential to provide them with a high income. They also saw opportunities to use the job as an interim, short-term step to achieve their long-term financial and personal goals. In fact, our research shows that many current long-time drivers originally planned to be in the industry for a short time but stayed on.

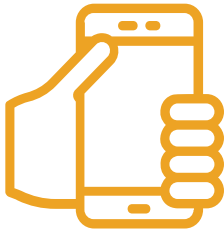
#### INDEPENDENCE

Millennials perceive that long-haul trucking offers freedom and independence with opportunities to travel and explore Canada, working without direct supervision and avoiding an office job.



### **MILLENNIALS SEE A BIG GAP BETWEEN THEIR PERSONAL BRAND AND THE TRUCKING INDUSTRY'S BRAND**

The biggest barrier the trucking industry faces in recruiting millennials is the gap between their image of the trucking industry's brand and their personal brand. Their impression of the industry is that it lacks respectability, is boring and has a poor work/life balance. This image is inconsistent with their personal brand.

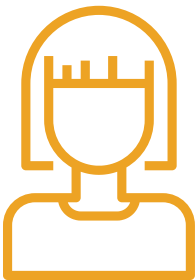


## **MILLENNIALS' USE OF SOCIAL MEDIA TO MAKE CAREER DECISIONS CANNOT BE OVERESTIMATED**

For millennials interested in long-haul trucking, 37 per cent use social media for finding career information (almost as many as those who use job boards). Over a quarter have noticed trucking advertisements on social media (almost as many as those who noticed ads on trucking company websites).

Social media advertisements and posts actively engage millennial prospects. In contrast, fleet websites, Google searches and job sites depend on prospective employees being proactive in searching for information about the industry and job opportunities.

Examples of social media that millennials use include Facebook, Twitter, LinkedIn and Instagram – at the same time, these trends and preferences change.

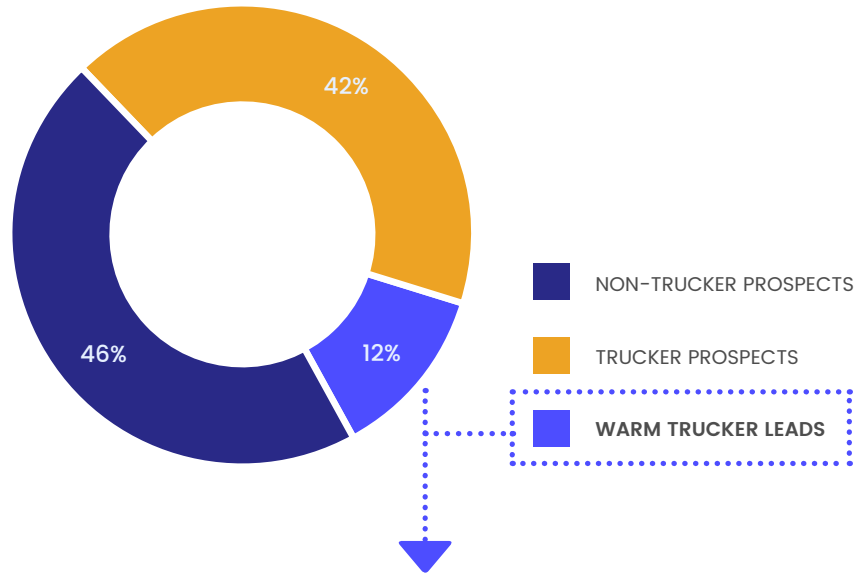








## **RECRUITING FEMALE MILLENNIALS PRESENTS SPECIAL CHALLENGES**

Perceptions of safety and well-being on the road are important. Only 29 per cent of women see long-haul trucking as safe, compared to 46 per cent of men. It's not road safety and the potential for mechanical breakdowns that concern women. Instead, women's concerns focus on their personal safety if they were to find themselves isolated or alone with strangers, and that they would be intimidated in an industry that they perceive to be a "boy's club."

# THREE MILLENNIAL TALENT POOL TARGET GROUPS FOR LONG-HAUL TRUCKER JOBS

Our research identified three talent pool categories: Warm trucker leads, trucker prospects and non-trucker prospects.



|   |  |   |
|---|--|---|
|  <p><b>LIKELY TO BE OLDER</b><br/>36%: 24-29 y/o<br/>37%: 30-36 y/o</p>                        |  <p><b>LIKELY TO BE MALE:</b><br/>67% male</p>  |  <p><b>MOST LIKELY TO MAKE LESS THAN \$50K:</b><br/>48% &lt; \$50K</p>   |
|  <p><b>STRONG INTEREST AMONG RURAL DWELLERS:</b><br/>15% would consider long-haul trucking</p> |  <p><b>STRONG INTEREST AMONG FIRST NATIONS:</b><br/>17% would consider long-haul trucking</p> |  <p><b>THE LEAST EDUCATED:</b><br/>50% have only high school or less</p> |

## WARM LONG-HAUL TRUCKER LEADS: THEY'RE CONSIDERING IT

Our research found that 12 per cent of millennials (approximately 1.1 million Canadians aged 18 to 36) are interested in a career in long-haul trucking.

Warm leads are:

- Likely to be older (36 per cent, age 24 to 29; 37 per cent, age 30 to 36)
- Likely to be male (67 per cent)
- Likely to have completed all or some high school (50 per cent)
- Most likely to be making less than \$50K annually (48 per cent)

Warm leads are split on whether they consider the work of a long-haul trucker to be:

- An occupation with poor work/life balance (68 per cent)
- Enjoyable (56 per cent say it is enjoyable, while 44 per cent say it is boring)
- Safe (53 per cent say it is safe, and 47 per cent say it is unsafe)
- Respected – almost half (48 per cent) say “no”
- For men only (48 per cent)



17 per cent of Indigenous peoples and 15 per cent of people living in rural areas are interested in long-haul truck driving.

Warm leads considering a trucking career:

- Are optimistic about the industry's future and are not currently worried about potential automation. Six in 10 millennials think the number of driving jobs will increase in the next 10 years
- Think the number of jobs will stay the same (nearly one in three)
- Accurately estimated the average salary of long-haul drivers (\$60K annually), with some drivers earning over \$100K annually.
- Overestimated how much time and effort it takes to get the pre-employment qualifications, guessing it takes five months – when it's actually two months or less
- Tend to have lower incomes (48 per cent) and live in rural areas (15 per cent), making it difficult for some to take on the financial costs of training and licensing



## TIME AND MONEY ARE BARRIERS FOR WARM LEADS

Over one-third (38 per cent), especially those with lower incomes and living in rural areas, think it's prohibitively expensive to pursue long-haul trucker training and get licensed. They are unable or unwilling to save the thousands of dollars necessary for AZ or Class 1 licensing. Training time and costs, negative perceptions about the industry and the availability of jobs that are easier to enter and pay well all combine to steer them into other industries, like construction.

All the warm lead prospects agreed that recognizing long-haul trucking as a trade, with related supports, such as grant money, would have a positive effect on their interest in becoming a long-haul trucker and in starting training.

## **TRUCKER PROSPECTS: WITH INFORMATION, THEY COULD BECOME "WARM LEADS"**

Our research found that 42 per cent of the Canadian millennial population isn't currently interested in long-haul trucking. However, these individuals have career interests (e.g., they want to do their "own thing"; don't want to work in an office at a desk job; enjoy independence) that line up with truck driving work. With current information about the trucking industry and what it offers, they could reconsider their stance toward considering a career in trucking and logistics.

## NON-TRUCKER PROSPECTS: AN IMPORTANT TALENT POOL FOR THE INDUSTRY

While 48 per cent (nearly half) of the Canadian millennial population will never be interested in a long-haul trucking career, this portion of the population remains an important talent pool. They have skills and training that the industry needs for the many other trucking occupations that are critical to its success. For example, non-trucker prospects could be well-suited to careers in senior management, supply chain logistics, or work as dispatchers.

Many millennials don't know:

- The breadth and scope of administrative and logistical careers in the trucking industry – occupations such as IT, HR, Finance and Administration that match their skills and training
- The diversity of fleets in size and specialities
- The growing opportunities the industry offers to gain specialized and highly marketable skills
- The potential to advance more quickly than previous generations due to baby boomer retirements that are happening at a faster rate than in other industries
- The possibilities of horizontal and vertical career progression in the broader trucking and logistics industry.

Did you know that many senior managers of trucking companies started their careers as drivers?

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# LONG-STANDING MYTHS AND STEREOTYPES GIVE MILLENNIALS A NEGATIVE IMPRESSION OF TRUCKING

## MYTHS AND STEREOTYPES ABOUT TRUCKING DON'T MATCH MILLENNIALS' "PERSONAL BRAND"

Relationships are very important to millennials. Every millennial long-haul trucker in the focus groups knew someone they trusted and respected in the trucking industry. This was an important factor in influencing their decision to join the industry. This was also true for nearly all the millennials in the focus groups who said they were currently interested in becoming a long-haul driver.



## REPRESENTATION MATTERS ("PEOPLE LIKE ME")

However, many millennials don't personally know anyone who drives a truck, or they don't see images of people "like them" driving a truck; for example, millennials with higher education and/or Indigenous peoples, women or visible minorities. Or, their image of truck drivers is based on caricatures or stereotypes from decades-old TV shows, movies, plays and books. As a result, they don't see a good fit between a job in trucking and their personal brand – who they are, how they see themselves and how they want others to see them.

Millennials aren't finding much online content that reflects today's trucking industry: evolving, innovating and dynamic.

Millennials get most of their news and information on social media and other internet platforms. They aren't finding much content that reflects today's trucking industry: an industry that's dynamic, rapidly evolving and constantly innovating. The absence of positive images of trucking and its workforce reinforces the stereotypes.



# CLOSING THE BRANDING GAP: THE MILLENNIAL BRAND AND PERCEPTIONS OF THE TRUCKING INDUSTRY

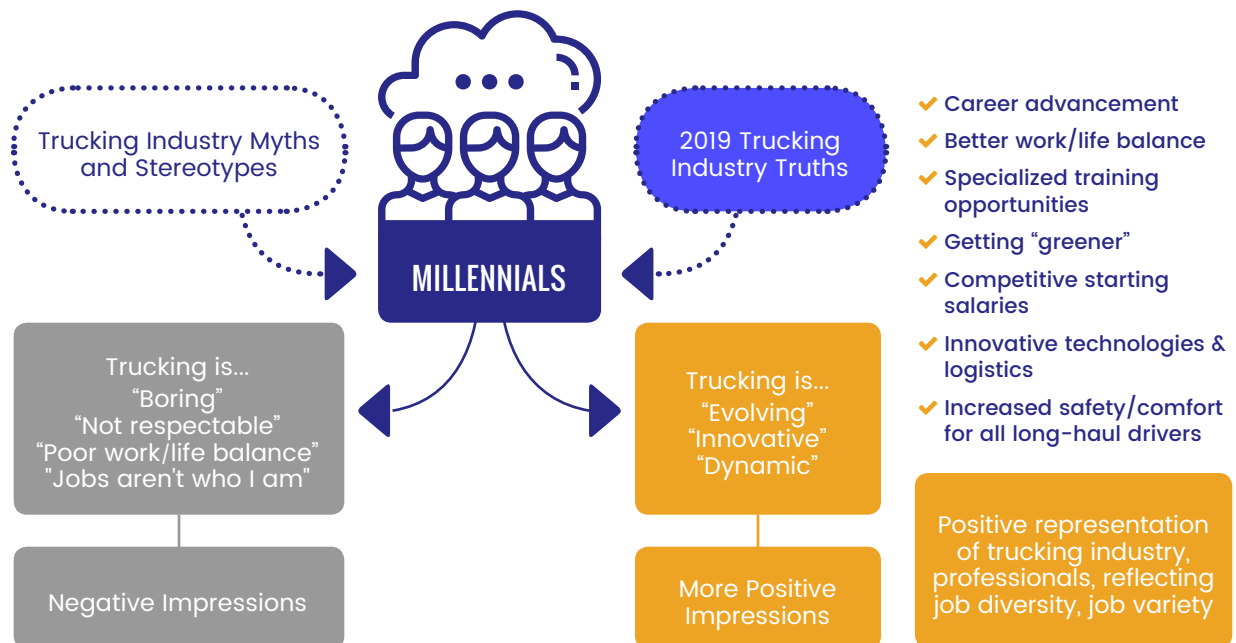
## Trucking trends that millennials can relate to:

- Opportunities for specialized training
- Improvements to the work/life balance
- Implementing green technology

What we learned from the survey and focus groups is that there's a gap between what a millennial sees as his or her personal brand and the trucking industry's brand. Trucking does not give them a satisfactory answer to their question, "If I work for trucking, what does that say about who I am?" Yet, when we provided them with information about Canada's evolving, innovating and dynamic trucking industry, their impressions of the industry became more positive. This highlights the significant need for information and education on the industry for all Canadians, but especially for millennials.

Our research found that learning about the following changes had the biggest positive impact on millennials:

- Opportunities for specialized training
- Improvements to the work/life balance
- Green technology implementations



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# CREATING MILLENNIAL-FRIENDLY FLEETS: RECOMMENDATIONS FOR NEXT STEPS



Our research has given us the signposts that tells us what the industry needs to do next. Our top priority has to be changing the image of trucking in Canada, so that prospective employees – millennials and others – know “It’s not your parents’ (or grandparents’) trucking industry.”

There are many ways to help achieve this. Trucking HR Canada, industry associations and fleet employers all need to work in partnership to let millennials, their families and friends know that Canada’s trucking industry is changing. It’s dynamic. It’s evolving and it’s innovating, offering tremendous career opportunities for millennials to do satisfying, fulfilling work in long-haul driving, logistics and administration – all aimed at getting goods from point A to point B so as to keep Canada’s economy humming.



## WHAT TRUCKING HR CANADA IS DOING

### STEP 1: MAKE INDUSTRY COMMUNICATIONS CO-ORDINATED, CONSISTENT AND TARGETED

We are working with industry associations, taking steps so that the trucking and logistics industry can take control of its image and change perceptions. We are looking at ways to communicate consistently across Canada to all Canadians, and especially to millennials, that trucking is evolving, innovating and dynamic.

#### WHAT FLEET EMPLOYERS CAN DO:

Check out the Trucking HR Canada e-newsletter and website for the latest developments on this communications work and include the information in your own employee communications and recruitments. Reach out to your provincial and national associations to learn more and to get involved.

Interested in anti-harassment and violence training for your fleet? Contact your provincial association.

### STEP 2: COMMUNICATE THAT SAFETY COMES FIRST – FOR ALL TRUCKING EMPLOYEES AND IN ALL JOBS

The industry needs to let all Canadians, and especially women considering a long-haul trucking career, know how seriously it takes safety: road safety, vehicle safety, environmental safety, and personal safety and security.

Trucking HR Canada is currently updating trucking industry anti-harassment and violence training, protocols and measurements. Scheduled for completion in 2020, this is an extraordinary opportunity to highlight how seriously the industry is taking issues of safety and making the industry safe for its employees.

#### WHAT FLEET EMPLOYERS CAN DO:

Contact Trucking HR Canada for more information on this initiative and what you can do within your own fleet. This includes reviewing your current safety policies and practices and updating them, if necessary. Communicate to all your current and prospective employees the “safety first” message.



### STEP 3: CONTINUE SHARING RESEARCH, TRENDS AND BEST PRACTICES

Trucking HR Canada is on top of the latest research, trends and best practices that can help employers in recruiting and retaining millennials. We will continue to make that information available to the industry in easy-to-use formats.

#### WHAT FLEET EMPLOYERS CAN DO:

Make it a priority to regularly check the Trucking HR Canada website to get all the latest information and tools on reaching millennials. Sign up for our [newsletter](#). Follow our [blog](#) series. Stay up-to-date on our [seminars and webinars](#), on-line reports, guides and templates. Trucking HR Canada is here to help fleet employers. Staying in touch with us will help you stay in touch with millennials.



## TOP TIPS FOR EMPLOYERS

Trucking HR Canada and industry associations are acting to address the issues that our research into millennials found, nationally, regionally and locally.

There's a lot that individual fleet employers can do right away to make the industry more attractive to millennials and other prospective and current employees. Here are some suggestions. Whatever steps your fleet takes, be sure to communicate them using social and traditional media, internally and externally.

### Recruiting



#### MODERNIZE YOUR HR POLICIES AND APPROACHES

The demographics in your workplace, as in all Canadian workforces, are changing. Successful fleets are reviewing and adapting their policies and approaches to ensure they are changing too.

Your policies and procedures communicate your fleet's brand – its organizational culture and what it values. They help prospective employees decide if your fleet is a good “fit” for them, and help your current employees make the decision to stay:

- Take stock of your own workforce demographics.
- Assess the various generations you have in your workplace and put formal policies in place that reflect your fleet's culture and values.



#### TARGET RECRUITMENT INITIATIVES TO INDIGENOUS PEOPLES AND TO WOMEN

Our research found that 17 per cent of Indigenous people in the “warm prospect” category are considering a career in long-haul driving. Women are concerned about their personal safety and isolation. Let them know how trucking is changing and what your fleet is doing to make the changes.

## TIP

### 3

#### DON'T LIMIT YOUR RECRUITMENT OUTREACH TO LONG-HAUL DRIVER PROSPECTS

Target non-trucker prospects. Let this talent pool know about the non-driver jobs that are so critical to the industry:

- Participate in local college and university job fairs, and Board of Trade and Chambers of Commerce events.
- Offer co-op, internship and summer job opportunities to students. Use social media and your company website to recruit millennials to these jobs and highlight those currently working in your fleet.
- Participate in national Take Our Kids to Work Day. The Trucking HR Canada website has information on how to make this an annual event at your fleet.

## TIP

### 4

#### DON'T EXCLUDE OLDER MILLENNIALS (28 YEARS OF AGE OR OLDER) WHEN RECRUITING

Many older millennials may have tried another career path and want a change or are the victims of regional economic downturns. They are re-evaluating their lives and options in their late 20s and 30s and considering a long-haul trucking career.

## TIP

### 5

#### OFFER FLEXIBLE WORK ARRANGEMENTS

Mutually beneficial flexible work arrangements are a growing trend, and not just among the millennial generation. They include:

- Part-time work
- Flexible scheduling
- Options to choose routes

**TIP**  
**6**

**HAVE FAMILY-FRIENDLY POLICIES**

Employees have a life outside of work. A family-friendly workplace has policies that make it possible for employees to more easily balance and fulfill their family and work obligations, such as:

- Flexibility in work hours to better support daycare arrangements or caring for aging parents
- Accommodating time off so employees can engage in volunteer work or take educational courses
- Maternity and paternity benefits that go beyond what is required by law

**TIP**  
**7**

**SUPPORT PROFESSIONAL DEVELOPMENT**

Options to consider include:

- Tuition reimbursement
- Support to attend industry conferences and events
- Options for digital and on-line learning, self-directed study, interactive opportunities, simulators and more

TIP  
8

## TAKE A TOTAL COMPENSATION APPROACH

Total compensation is the total value of everything you offer your employees. Compensation is important to all employees, especially millennials. It could include (but is not limited to):

- Pay
- Benefits
- Pensions
- Allowances for supplies and uniforms
- Lounge amenities
- Professional development investments

The total compensation you offer can be the reason someone does or doesn't take - or stay in - the job.

Check out the [Total Rewards Statement](#) on the Trucking HR Canada website to get started.

### Be Predictable and Transparent

Tell your drivers what their pay will be, how they will be paid and when.

### Be Competitive

Fleets that go the extra mile to ensure their employees are competitively compensated come out on top.

Fleets **must** offer competitive compensation:

- Identify ways to benchmark your compensation.
- Make sure you are offering competitive wages and benefits.
- Be clear about your compensation in your recruitment and onboarding efforts.



TIP  
9

#### STRENGTHEN EMPLOYEE COMMUNICATION PROGRAMS

Every long-haul driver and every employee in a non-driving occupation is a spokesperson for your fleet and the trucking industry. Make sure that your employees (and their families) know the ways that your company and the industry is evolving and innovating, and that the stereotypes don't apply.

Include your millennial employees in your communication planning. What are their suggestions for reaching their peers? What social media do they think would be most effective?

TIP  
10

#### MODERNIZE YOUR APPROACH TO WORKPLACE WELLNESS

When it comes to workplace wellness, one size does not fit all. Millennials like flexibility – as do employees from other generations. All employees have unique needs and priorities.

Two examples of workplace wellness options that appeal to millennials are health spending accounts and wellness accounts. These accounts can include coverage for complementary medical treatments (e.g., homeopathy, acupuncture, herbs). They give employees a bigger say in how they use their benefits package. Fleet employers gain more financial flexibility by setting maximum spending amounts.

TIP  
11

#### ADDRESS YOUR EMPLOYEES' FINANCIAL HEALTH CONCERNS

Millennials are very concerned about home ownership, stability and their ability to save for retirement.

Providing employees with access to employee assistance programs or other services can help them confidentially address their financial concerns. These services typically include money management support, education, debt counselling and retirement planning.

TIP  
12

#### INCLUDE MENTAL HEALTH PROGRAMS AND POLICIES

In any given week, 500,000 employed Canadians are unable to work due to a mental health issue. Depression, anxiety, PTSD and other mental health conditions are increasingly responsible for disability claims. They account for more than \$6 billion in lost productivity due to absenteeism and “presenteeism.” In trucking, a worker who is on the job but not mentally present also poses a safety risk:

- Make sure that employees are not chronically overworked.
- Have policies that effectively address bullying or harassment.
- Equip and train staff to identify mental health issues early and know what to do.
- Make sure that employees are aware of your fleet’s support services (e.g., Employee Assistance Programs).

TIP  
13

#### NUTRITION

Good nutrition is critical for employees’ health and well-being. It helps to maintain energy levels, contributes to a healthy body weight and assists in the prevention and management of chronic disease. Ways that fleet employers can promote healthy eating are by offering healthy food choices and include:

- Stocked driver lounges
- Hosting meals such as summer BBQs and staff lunches for special occasions

Fleets can also host information sessions on healthy eating, with presentations by local community experts; provide space in driver lounges for related print materials; and include information on the fleet’s internal website.

## Retention

### TIP 14

#### HAVE ONBOARDING, BUDDY, COACHING AND MENTORING PROGRAMS

Mentorship matters to millennials. They want the consistent feedback and support that mentoring programs provide. Trucking HR Canada's Top Fleet Employers Program consistently shows the benefits of coaching and mentoring programs, for all employees, including:

- Increases in applicant interest
- Higher rates of driver retention
- Better workplace morale
- Increased employee engagement
- Safety record improvements

Formal studies and "word-of-mouth" say that strong onboarding, buddy, coaching and mentoring programs are very useful in recruiting candidates who've been under-represented in the industry, successfully integrating them into the fleet, and retaining them.

These programs often pair new employees with mature, seasoned ones. Together, they often discover that they have more in common than they initially might have thought.

### TIP 15

#### CONDUCT EXIT INTERVIEWS

When a millennial (or any other) employee leaves your fleet, conduct a formal exit interview to learn more about the reason and use the information you gain to reduce turnover.

## Make the Most of Social Media

Millennials are highly dependent on social media to find information that will help them make career decisions. Use social media to make sure your story is there for them to find.

### TIP 16

#### GET COMFORTABLE USING SOCIAL MEDIA

- ✓ Get to know and understand the different social media platforms.
- ✓ Choose the platform that you think will work best for your fleet.
- ✓ Post content, photos and digital clips (with catchy captions) that can give potential candidates a look at what working for you would be like.

Over 90 per cent of Canadian Millennials have a Facebook account.

50 per cent of millennials check their Facebook accounts multiple times a day.

Regular use for older generations is much lower: 67 per cent of 30- to 44-year-olds, 58 per cent of 45- to 59-year-olds and 50 per cent of those 60 and over check at least daily.

#### HOW TOP FLEET EMPLOYERS ARE USING SOCIAL MEDIA

They promote their fleet's community involvement: This can include local events (e.g., sports team celebrations), fundraising activities and their corporate-based events as well. These are great opportunities to promote corporate and social responsibility and to demonstrate a workplace culture of teamwork and an interest in what's going on outside of work.

Social media is much more targeted than traditional media. Fleet employers can communicate to a specific group in ways that the group can relate to.



## A SAMPLING OF SOCIAL MEDIA PLATFORMS THAT ARE GOOD FOR RECRUITING

### Facebook

Millennials (and others) use Facebook to check out potential employers. Make the most of your fleet's Facebook page with a mix of information on your fleet and the industry, and job ads.

### LinkedIn

LinkedIn has 500 million members. It's the #1 choice for recruiters.

Use your fleet's LinkedIn (LI) page to highlight your culture, mission and values. Be sure to use relevant keywords that reflect what potential candidates are looking for in an employer and a job. Don't be limited to "truck driving job."

Ask your employees to connect to your fleet's LinkedIn pages so any job opportunities can be shared throughout their LI network.

### Twitter

Use Twitter to express your corporate culture and link to your fleet's job opportunities. Twitter has some challenges. Expressing your corporate culture in 280 characters is one of them, but adding rich pictures, links and videos should do the trick.

### Instagram

Instagram is a great platform for "like me" communications tailored for different demographic segments and audiences, such as Indigenous peoples, women and visible minorities, to show the diversity and inclusion of the industry.

Use Instagram to create an instant image of your fleet's culture and values: photos and video clips of people at work, company celebrations, drivers using new technologies. Giving jobseekers a "behind the scenes" look can prompt their interest in learning more about working for you.

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## APPENDIX 1: RESEARCH METHODS: THE FINE PRINT

### SURVEY RESEARCH METHODS

Using the *Lucid Exchange Platform* we invited a random sample of 2,000 Canadian residents aged 18 to 36 (millennials) to complete an online survey between December 3 and 12, 2018. The *Lucid Exchange Platform* is an online exchange that makes it possible for an industry to target specific audiences, ask them questions and get statistically valid results.

The survey results have a margin of error of +/- 2.12 per cent, 19 times out of 20.

We weighted the survey data according to census data to match the sample to Canada's 18-to 36-year-old population according to age, gender, educational attainment and region. Totals may not add up to 100 due to rounding.



## FOCUS GROUP RESEARCH METHODS

We also used the *Lucid Exchange Platform* to identify focus group participants.

There were four focus group sessions, each 75 minutes long, with 18- to 36-year-olds who live in the Greater Toronto Area and Calgary:

- Group 1 participants currently (as of the focus group date) work as long-haul truckers.
- Groups 2, 3 and 4 participants said they were interested in becoming long-haul truckers.

The focus group discussions included testing the participants' impressions of the Canadian long-haul trucking industry.

There were two focus group discussions in Toronto on March 6, 2019:

- Group 1 had five participants of mixed genders, ages and incomes currently (as of the focus group date) working as long-haul truckers.
- Group 2 had eight participants of mixed genders, ages and incomes who expressed interest in a long-haul trucker career.

There were two focus group discussions in Calgary on March 7, 2019:

- Group 3 had eight male participants of mixed ages and incomes who expressed interest in a long-haul trucking career.
- Group 4 had eight female participants of mixed ages and incomes who expressed interest in a long-haul trucking career.

