

MILLENNIALS



HAVE DRIVE!



**A Roadmap
for Canada's
Trucking Employers
to Recruit and
Retain Millennials**



MILLENNIALS HAVE DRIVE!

A Roadmap for Canada's Trucking
Employers to Recruit and Retain Millennials



Trucking HR Canada
740 Belfast Road, Suite 104
Ottawa, ON
K1G 0Z5
theteam@truckinghr.com

About Trucking HR Canada

Trucking HR Canada is an industry leader, spearheading collaboration among the stakeholders in the Canadian trucking 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 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's Youth with Drive Committee

Trucking HR Canada conducted research in 2013, looking to gauge young people's perception of the trucking industry as a career choice. In 2016, we convened a Youth with Drive National Committee, comprised of industry professionals from across the country to guide our research efforts which included the development and analysis of comprehensive web-based surveys of current industry employees (aged 18 to 35, and 35+ years) as well as employers.

Trucking HR Canada's Top Fleet Employers

The Top Fleet Employers Program is a national program which 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 Employer is not a competition — it's a recognition of meeting HR standards of excellence.

Top Fleet Employers are leaders in showcasing the trucking and logistics industry as a great place to work. Program statistics, tips, and more are offered throughout the report. More information on our Top Fleet Employers can be found on our website at theteam@truckinghr.com

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DYK?



DYK? Trucking HR Canada offers **compensation benchmarking** for the trucking industry.

We offer a range of trucking and logistics specific **HR focused webinars**. The popular series will continue with new topics in Fall/Winter 2017/18.



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

We have trucking specific **coaching and mentoring** materials!



We offer **on-line dispatcher training**.

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



Visit www.truckinghr.com to learn more.

The Current Landscape

Canada's trucking and logistics industry is filled with companies that are always on the lookout for fresh talent. The industry offers Millennials great opportunities to build a career in one of the most critical sectors of the country's economy. As the Baby Boomer generation retires, individuals new to the workforce and early in their careers are well-positioned to advance into positions of leadership and responsibility, and build seniority in the industry more quickly than in the past.

To find out how Canada's trucking industry can attract and retain this talented pool of employees, Trucking HR Canada looked at the substantial amount of research on Millennials — who they are, what they value and what they look for in an employer. We then surveyed within our industry — including Millennial workers, employees from older generations, and employers — to capture their ideas and unique perspectives.

Based on what we learned, we developed this Roadmap.

The Bird's Eye View of the Findings

Most Millennials (drivers and non-drivers aged 18 to 35 years) who responded to our survey said the priorities for attracting youth are:

- raising wages
- providing more flexible work opportunities

In contrast, the priorities for employers for attracting youth are:

- providing more opportunities for training and professional development
- raising awareness of career opportunities
- raising awareness of training paths for drivers

Six Ways to Attract, Recruit and Retain Young Employees

1. Review and update current recruitment approaches and strategies
2. Review and refresh your corporate culture
3. Review compensation structures and strategies
4. Consider mutually beneficial, flexible work opportunities
5. Provide and promote opportunities for professional development
6. Implement coaching and mentoring opportunities

But that's only part of the story –
let's take a closer look at Millennials with Drive.

Who are the Millennials?

Millennials are the largest cohort in Canada's workforce. They are hard working — 68% of Millennials started their first paid job by the age of 16; 41% of Millennials work full-time and 26% work part-time jobs. Millennials seek personal fulfillment and enrichment through their job and place high importance on professional development, flexibility in their schedules and alternative work opportunities.

In addition, they:

- Understand and value their organizations and teams
- Value collaboration, interaction and communication among all levels in an organization
- Value workplaces that provide opportunities to advance and develop professionally, and support mentorship
- Want continuous learning opportunities
- Say flexible work opportunities are important
- Want home ownership, a life partner, financial security for a comfortable retirement and an opportunity to make positive contributions to their organizations, their communities and the world
- Want to make the most of technology in workplace communications
- Want to use their skills in the workplace in meaningful ways
- Want to work for organizations with leaders who give continual feedback, are respectful and honest, and engage in meaningful partnerships and collaboration
- Value independence



What Canada's trucking industry offers Millennials

- Competitive compensation
- Flexibility
- Immediate, significant responsibilities
- Independence
- New experiences
- Opportunity to apply technology skills as the industry continues to apply advanced technologies (e.g. advancement in automation, software, etc.)
- Stable income/ Job security
- Travel opportunities

Quick facts about Canada's Millennials/Generation Y

Born between
1980 and 1995

About 9 million
Millennials; 1/4
of Canada's total
population



Largest
(37%)
demographic
in Canada's
workforce



Typically
joined the
workforce in
the 2000s

The Opportunities

Trucking in Canada is a \$67-billion industry that touches the life of every Canadian, every day. The value of trucking traffic between Canada and the United States totalled \$410 billion in 2015 (\$206 billion for exports and \$204 billion for imports), up 10.5% from 2014. ⁱ

Canada's trucking industry employs more than 500,000 Canadians in a variety of positions.

Truck driving is the most visible occupation in the industry. In addition, an enormous number of people with a wide range of education and skills work in all kinds of positions in the trucking industry. Vehicle maintenance, fleet operations, cargo management, technology and administration are some of the areas that offer tremendous opportunities for talented people to build their careers.

The trucking industry in Canada is facing a significant decline in workforce numbers due to retirement. This means there will be a significant increase in the number and types of opportunities for people entering the workforce and at early stages in their careers.



An industry filled with opportunities

Canada's trucking industry offers tremendous career opportunities in Driving and Non-Driving occupations – from long-haul driving to dispatch, customer service, IT, finance and senior management.



Leading by example

In 77% of the 2017 Top Fleet Employers, more than 20% of their company drivers are 18 to 35 years old – well beyond the national average of 15%.

And, the average turnover rate of 2017 Top Fleet Employers is under 22%.

Research shows that labour shortages due to an aging workforce are having a significant effect on the trucking industry. Our workforce has a lower percentage of young people than the average for other industries. For example, the national average age of a driver is 49. This tops the national average for similar occupations (42). At the same time, people aged 25 to 34 years make up less than 15% of truck drivers – a drop of 3% since 2006 (18% in 2006, 15% in 2011). ⁱⁱ

At 37%, Millennials (sometimes called Generation Y) are the largest demographic in Canada's workforce. Generation X (people born from the early 1960s to the early 1980s) make up 34% of the workforce. Baby Boomers (most of the trucking industry's employees) are at 31%, and are declining as a percentage of the workforce as a result of retirement.

Over 50% of Canada's workforce is now over 40 years of age. This means that there will be opportunities for Millennials to develop their skills, and take on higher-level positions and provide leadership at earlier stages of their careers compared to previous generations of workers. Employers will have to aggressively recruit and retain young workers if they want to stay competitive and profitable. ⁱⁱⁱ



An industry filled with opportunities

As the Baby Boomer generation retires from the trucking industry, there will be many opportunities for people at initial stages in their careers to move into positions of leadership and seniority.

You've Got Questions, We've Got Answers

What matters to Millennials who are trucking-industry employees? What do they like and not like about the industry? What can our industry do to attract and keep them? How are their views the same as and different from other employees? What ideas do fleet employers and operators have for attracting these young people to our industry?

To answer these questions, Trucking HR Canada reviewed the substantial amount of research into Millennials undertaken here and in the United States. This data was supplemented and through an extensive online survey. Between January and March, 2017, we invited trucking-industry employees (driving and non-driving occupations) aged 18 to 35, and age 36 and over, and private and for-hire employers to share their views on attracting and retaining Millennials.

In this roadmap, you'll find information on the challenges our industry faces and recommendations for addressing them.

In looking at what we learned and what we recommend, it is important to remember that "Millennials" are a diverse group. One-size recruitment and retention solutions won't fit all Millennials. Industry employers will need to customize their approaches, consistent with their employees, communities and business needs.

The Research

Here is a sampling of what the research says about Millennial workers:

WHAT MILLENNIALS WANT...

Multiple economic and social considerations influence what Millennials want from the workplace. They include:

- The availability and security of jobs, given the effect this has on their ability to make commitments, such as choosing a life partner and having children
- Ability to use technology
- Opportunities to receive ongoing feedback, coaching, mentoring and recognition in their workplaces



An industry filled with opportunities

100% of Trucking HR Canada's 2017 Top Fleet Employers* offer professional development and training opportunities to their employees.

"Great opportunity to move ahead with your career."

- CHALLENGER MOTOR FREIGHT EMPLOYEE,
TOP FLEET EMPLOYER 2017

WHAT MOTIVATES MILLENNIALS...

Millennials are motivated to succeed, and seek out employers who provide them with opportunities for career advancement and professional development:

- On average, a Millennial expects to receive a promotion about every 15 months
- About 70% of Millennials expect career advancement within 18 months of taking their first job – this is consistent with a natural tendency (not specific to any one generation) in people just starting their careers
- Millennials seek out professional development opportunities; however, studies show that employers are not meeting the desires of their young workers
- Research finds that 63% of Millennials feel that their employers are not providing them with opportunities to develop their leadership skills
- 71% of Millennials say a lack of leadership and professional development is a key reason for leaving a current employer
- In Canada alone, 77% of Millennials from entry- to senior-level positions feel that their employers are “weak” in providing them with leadership development. ^{iv}



An industry filled with opportunities

“My direct supervisors are approachable, supportive, embrace [the] latest ideas and provide excellent direction, which is very valuable to me.”

- ARNOLD BROTHERS EMPLOYEE,
TOP FLEET EMPLOYER 2017



Leading by example

92%

of 2017 Top Fleet Employers offer flexible work opportunities to their employees in all occupations from drivers to dispatchers, technicians, etc.

MILLENNIALS SEEKS COACHES AND MENTORS...

Research shows that Millennial employees place a high value on mentorship opportunities:

- 51% want to receive feedback regularly and consistently from their employers. Only 1% said that receiving feedback was not important to them. ^v
- Millennials value workplaces with an empathetic environment and management style. They want more personal connections with management and want their managers to know and understand them as individuals — leading to greater loyalty and job satisfaction. ^{vi}



Leading by example

98%

of 2017 Top Fleet Employers have a written, formal mission statement, which describes the company's values and supports employee engagement.

96%

of 2017 Top Fleet Employers are involved in charitable initiatives. They have donated \$4.5 million to more than 400 charitable organizations in their last fiscal year.

- In a survey of Millennials with a workplace mentor, over 90% of respondents said their mentors give them a quality of advice and level of interest that is good or better than they would get from their employer if they did not have a mentor. ^{vii}
- In workplaces that support and use mentoring, 61% of Millennials say they benefit from having a person to turn to for support and guidance.
- Effective mentoring is critical for keeping employees. ^{viii}

MILLENNIALS WANT TO BE 'CONNECTED'...

Millennials grew up with technology and they use it in every part of their lives. They seek out employers that have up-to-date technology in their workplace and want to use electronic communications in addition to in-person interaction:

- 55% of surveyed Millennials said that technology use in a workplace is a key reason for choosing an employer.
- Millennials want to work for employers that use many kinds of technology, such as social networking, instant messaging, video-on-demand, company apps and more, to support connection, engagement and collaboration across the organization.
- Most Millennials like using text and e-mail messaging in the workplace, as well as face-to-face communications. In general, Baby Boomers tend to prefer face-to-face communications. ^{ix}

WHAT ELSE DO MILLENNIAL EMPLOYEES LOOK FOR...

Here are some of the considerations that make Millennial employees different from other demographic groups. They want:

- To be part of a cohesive and productive team that provides encouragement, connection and collaboration
- Collaboration, interaction and communication among all levels in an organization
- Continuous learning and being able to use their skills in the workplace in meaningful ways
- Employability and flexibility
- To work for employers who measure their productivity by their output, not their face time
- Leadership that gives ongoing feedback, respect, honesty and meaningful partnerships and collaboration
- Work that provides personal fulfillment and enrichment, professional development, flexibility in their schedules and alternative work opportunities — in addition to a good income. ^x



Did you know?

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Visit **www.truckinghr.com** to learn more.

NEWS FLASH!

Millennials and Non-Millennials Want Many of the Same Things

There's a perception that Millennials have different priorities and values than other demographic groups in the workforce. In fact, Millennials and Non-Millennials want many of the same things, including:

- Flexible work opportunities
- The ability to understand and value their organizations and teams
- A desire for home ownership, a life partner, financial security for a comfortable retirement and the opportunity to make positive contributions to their organizations, their communities and the world

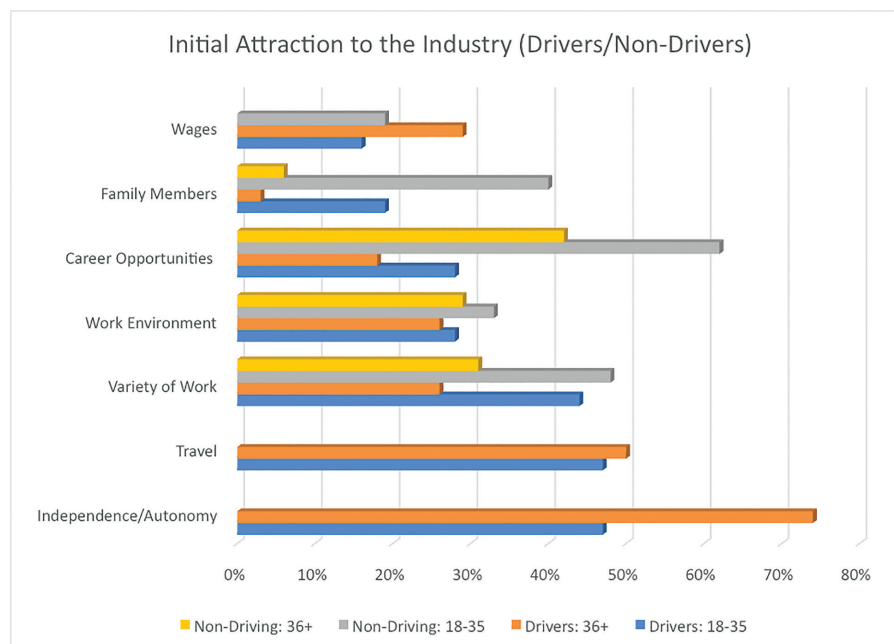
Millennials and Non-Millennials:

- Are equally hard working – 68% of Millennials started their first paid job by the age of 16, like 69% of people from older generations; 41% of Millennials work full-time and 26% work part-time jobs
- Share similar feelings of indifference toward their jobs — 20% of Millennials and 14% of workers aged 31 to 59 ^{xi}

What Attracts Drivers and Non-Drivers to the Industry?

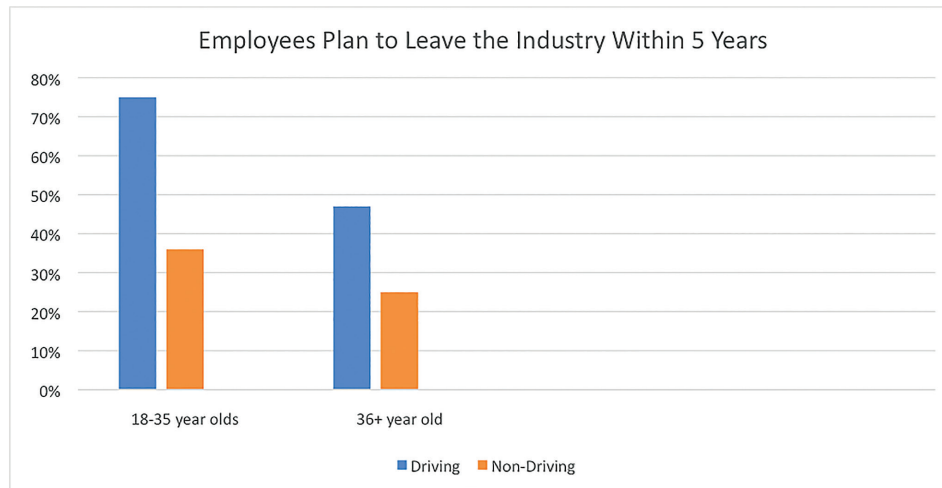
In our employee surveys, we asked drivers and non-drivers what attracted them to the industry. As the graph illustrates, the potential for travel and independence/autonomy was attractive to all drivers regardless of age. For non-drivers of all ages, the potential for career opportunities is very attractive.

Wages were an important, but not the most important, attraction for all non-driving occupations.



Will Millennial Employees Stay in the Industry?

Within our employee survey, we asked respondents if they plan to leave the industry within the next five years. Here is what we found:



75% of drivers between the ages of 18 and 35 years (with an average six years of experience) either plan to leave within five years or aren't sure if they will stay because of:

- Lack of pension, benefits, advancement potential
- Lack of respect from customers
- Long hours
- Rising costs ("nickel and dimed")
- Wages
- Desire for self-employment
- Need for work-life balance

36% of non-drivers between the ages of 18 and 35 years plan on leaving the industry in the next five years because of:

- Few opportunities for women to advance
- Health and wellness issues
- High stress
- Unsatisfactory working conditions
- Wages/benefits versus hours worked
- Desire to align career with personal morals and values

Did you know?

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

Visit **www.truckinghr.com** to learn more.



Leading by example

2017 Top Fleet Employers have developed competitive compensation packages. The average annual income for their employees in 2016 was:

Company Drivers

\$60,932.00

Owner Operators

\$140,500.00

Dispatchers

\$52,259.00

Fleet Managers

\$73,994.00

Safety Managers

\$74,508.00

Dock Workers

\$41,135.00

Technicians/
Mechanics

\$59,916.00

Key work challenges in the industry for employees aged 18 to 35

- Work-life balance (78% of drivers and 45% of non-drivers)
- Wages (66% of drivers and 55% of non-drivers)
- Opportunities for career advancement (44% of drivers and 24% of non-drivers)

Key work challenges in the industry for employees aged 36+

- Work-life balance (68% of drivers and 44% of non-drivers)
- Wages (65% of drivers and 33% of non-drivers)
- Opportunities for career advancement (44% of drivers, 24% of non-drivers)

How Can the Trucking Industry Attract Millennials?

Employees aged 18 to 35 said more flexible work opportunities would help recruit more youth into the industry (59% of drivers and 47% of non-driving occupations), along with increasing wages (75% of drivers and 66% of non-driving occupations).

Employees aged 36+ said two factors would help recruit more youth into the industry:

- Provide more flexible work opportunities (62% of drivers and 44% of non-drivers).
- Increase wages (65% of drivers and 38% of non-drivers).

To attract youth, employers said:

- Offer more flexible work opportunities (43%).
- Increase wages (40%).



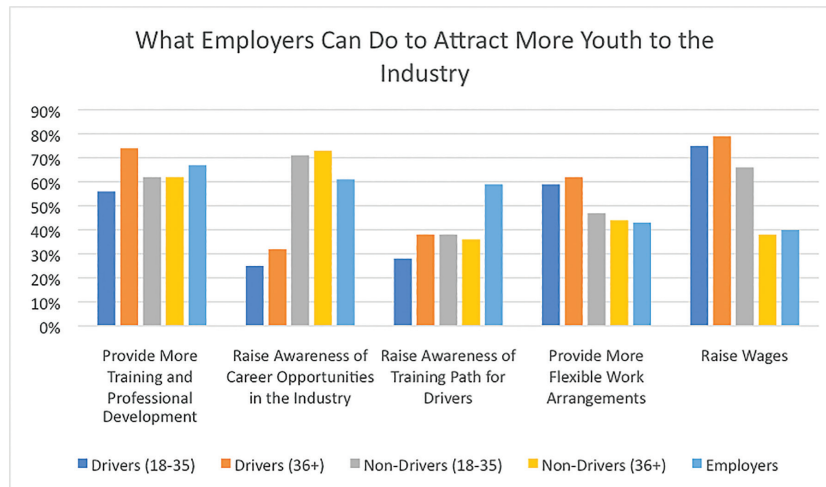
Did you know?

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Visit **www.truckinghr.com** to learn more.

All employees (drivers and non-drivers) said employers could recruit more youth into the industry if they were to:

- Raise awareness about career opportunities (48% of employees 18 to 35; 53% of employees aged 36+).
- Offer more training and professional development (59% of employees 18 to 35; 68% of employees aged 36+).
- Raise awareness of the career path of drivers (33% of employees 18 to 35; 37% of employees aged 36+)



Advice from trucking-industry employees for attracting and retaining millennial employees

- Empower employees
- Enhance the industry image
- Have fair pay and good benefits
- Fight for increased skill recognition for drivers
- Make the industry more female-friendly
- Give respect — treat employees like human beings, not machines

The Directions:

Six Possible Routes to Get You on your Way

Here are some practical directions to get you on your way for attracting, recruiting and retaining youth.

1 Review and update current recruitment approaches and strategies

- Assess your current recruitment approaches and strategies – when were they last reviewed? Ask current employees for their advice.
- As you review your current approaches and strategies, consider short-, medium- and long-term outlooks for your business to link your HR approaches to your business goals.
- Identify key positions in your organization that may need extra training time. For example, there is a learning curve for logistics managers. You likely are providing mentoring and coaching and/or training for new people in these key positions. Promote these opportunities to prospective employees when you recruit.
- Implement your strategies and approaches to reach Millennials. Make it easy for potential employees to apply online and learn more about what your fleet offers (e.g., modern equipment with advanced technologies; compensation and benefit plans). Include texting when you are communicating with applicants.
- Take into consideration what motivates Millennials and what they value (e.g., as outlined in Figure 1: independence/autonomy, travel, flexible work opportunities, professional development opportunities, coaching and mentoring) and “speak the right language” at job fairs and interviews, and in job advertising and on your company website.
- Attend career fairs and visit high schools to showcase the trucking industry and its opportunities – include young employees already working in your organization who can talk with potential applicants about their job and your organization. If you have a formal mentoring program, consider including current or former mentors.
- Target advertising to youth – speak their language, including being “tech savvy” and advertise where they will see it.
- Social media and the Internet are key recruitment tools to reach Millennials. Use social media to post job opportunities and tell company stories. Millennials may not look for job ads on social media, but they will assess how you use social media and what it says about your corporate culture and brand. Stay up-to-date on the popularity of social-media sites and apps (they trend up and down quickly) to choose the best ones for the talent you want to attract and what you want to achieve.
- Promote the wide range of jobs in your fleet – from Long-Haul Drivers to Financial Analysts and Energy Conservation experts.



An industry filled with opportunities

“My employer takes care to provide for our physical, mental and emotional well-being. We are treated fairly. The pay is great and the equipment is well maintained. They are flexible when personal situations arise.”

- ERB TRANSPORT EMPLOYEE, TOP FLEET EMPLOYERS 2017

2 Review and refresh your corporate culture

- Workplaces that attract and keep Millennial employees:
 - are flexible, positive, collaborative and innovative
 - have organizational structures and management styles that encourage employee engagement and collaboration (e.g., engaged managers who show understanding and respect).

- Take steps to integrate Millennials into the workplace. A recent member survey by the Human Resources Professionals Association of Ontario (HRPAO) found that only 9.8% of organizations have taken steps to integrate Millennials, but 94.6% of those that did saw positive effects on employee integration.^{xii} Potential strategies include:

- formal orientation, coaching and mentoring programs
- “welcome” messages in newsletters and at employee events
- a key contact in the organization, like an HR rep, who can help support young workers and be a voice for their needs
- pairing new employees with a “buddy.”

- Increase your awareness of the total life needs of employees.
- Encourage open channels of communication — youth want to make a difference.
- Find out what employers in other industries are doing, and identify what makes sense for your fleet.
- Align company and employee goals, manage diversity and build relationships in your community.
- If an employee leaves, invite them to take part in a formal “exit” interview to learn more about their experience in working at your fleet. Use the information they share to assess and adjust your human resources policies and programs, as appropriate.

Leading by example

83%

of 2017 Top Fleet Employers pay their drivers using a combination of hourly and per kilometre pay – an indicator of more stable and predictable income for truck drivers.

3 Review compensation structures and strategies

- Offer competitive wages and benefits. Industry surveys say this is a key retention factor.
- Benchmark compensation.
- Assess your total compensation (e.g., pay, benefits, pension plan) package. How does it compare to what other employers are offering?
- Promote your compensation package when recruiting.



An industry filled with opportunities

“Our employer has great recognition programs for recognizing jobs well done and the extra effort we provide on projects.”

- EDGE TRANSPORT EMPLOYEE, TOP FLEET EMPLOYER 2017

Leading by example

92%

of 2017 Top Fleet Employers offer flexible work opportunities to their employees. These can range from flexible hours and part-time work requests to route scheduling, load sharing or allowing family members in cab.

4 Consider mutually beneficial flexible work opportunities

- Offer part-time work, flexible scheduling, and the option to choose routes.
- Make clear in job advertisements and during interviews that your company offers “flexible work opportunities” to accommodate employees’ preferences (i.e., speak to Millennials in their language). Many fleets are already offering these flexible opportunities, but need to promote them more.



Did you know?

We offer **on-line dispatcher training**.

Visit **www.truckinghr.com** to learn more.

5 Offer and promote opportunities for professional development

- Put benefits like tuition reimbursement and other opportunities for professional development into formal HR policies and promote them to current and prospective employees.
- If you do not offer these options, consider how you could introduce them.
- Offer and promote that your company uses wide-ranging digital learning opportunities and delivery methods such as online learning modules, webinars, self-directed study and interactive modules and simulators.
- Include opportunities for professional development and advancement in job advertisements and interviews.
- Include professional development plans in performance management activities.



An industry filled with opportunities

“There are a lot of growth opportunities within the business. The focus on safety and employees creates a great place to work where you feel treated with respect and care.”

- BISON TRANSPORT EMPLOYEE, TOP FLEET EMPLOYER 2017

6 Implement coaching and mentoring opportunities

- Think of mentoring as a two-way process that adds to the skills and knowledge of both Millennials and more mature employees. For example, some organizations have mentoring programs for Millennials to share their abilities in technology and innovation with more mature or more experienced colleagues (“reverse mentoring”).^{xiii}



Did you know?

We have trucking specific **coaching and mentoring** materials!

Visit **www.truckinghr.com** to learn more.

Are We There Yet?!

We're getting there! Canada's trucking industry wants and needs Millennial employees. No matter their skill set, Canada's trucking industry offers Millennials the opportunity for satisfying and rewarding careers in a wide range of driver and non-driver occupations.

Top Fleets from across the country offer Millennials the workplace cultures, incomes, benefits and compensation they value.

Canada's Trucking Industry is:

Innovating for Excellence — Fleets are innovating to promote health and wellness, offering generous tuition reimbursement and personal leave policies, and making significant charitable commitments.

Supporting Work-Life Balance — Recognizing the challenges in achieving a work-life balance for the trucking industry, especially for drivers, many Top Fleet Employers have wide-ranging, healthy work-life balance policies that consider life on and off the road.

Coaching and Mentoring — Coaching and mentoring programs are strengthening employee engagement by helping employees adapt to their organizations' cultures and environment; building more inclusive workplaces, reflecting populations that have traditionally been under-represented; reducing turnover; supporting succession planning; and encouraging open communications.

Embracing a Culture that Promotes Employee Wellness and Well-being — Fleet employers are embracing and promoting a physical- and mental-health culture. The result: less turnover and fewer sick days.

Recruiting and Retaining a Changing Workforce — Fleet employers are recruiting and retaining workforces that reflect their communities: youth; women; visible minorities; newcomers to Canada; Indigenous peoples; and people with disabilities — all traditionally under-represented groups in the trucking industry.

Need Some Help...

Trucking HR Canada is here to help you get where you want to go! Check out our website, or contact us to learn more about:

- **Subscribing to our e-newsletter**
- **Our popular webinar series**
- **Joining other industry leaders as a Top Fleet Employer**
- **Our Compensation Benchmarking**
- **Supporting women's career advancement through our women with drive initiative**
- **Many more HR tools and supports!**



An industry filled with opportunities

"Trailer Wizards always supports training in all areas; the company has allowed me to learn and grow by putting me in different roles."

- TRAILER WIZARDS EMPLOYEE—TOP FLEET EMPLOYER 2017

Some Perspective:

Terms Used in This Roadmap

Career Advancement: This is the process in which a person moves to positions with more responsibility and pay. It can be within a specific area of work (e.g., from Dispatcher to Dispatch Manager), within a company (e.g., from Customer Service Representative to Finance Officer); and within the industry (e.g., from Driver at Company A to Customer Service Manager at Company B).

Coaching: A more experienced employee (e.g., manager, co-worker) works with an employee to develop their specific skills to successfully accomplish work tasks and meet performance expectations.

Flexible Work Opportunities: Employers provide employees with choices about when and where they do their work. They include work scheduling (e.g., compressed work weeks); route scheduling; part-time and job-sharing options; and working from home or satellite locations.

Mentorship: This is a personal developmental relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. Mentors help mentees deal with a wide range of professional and technical work challenges to manage their careers and succeed in the industry. The mentoring relationships can be formal (i.e., the company matches mentoring pairs) and informal.

Millennials: Millennials are individuals born between 1980 and 1995, who typically entered the workforce in the 2000s. They are sometimes referred to as “Generation Y.”

Professional Development: There are many ways for employees to improve and increase their knowledge and skills. They include participating in company-sponsored education and training; programs at colleges and universities, and other organizations (e.g., industry associations) that offer professional development programs; short-

term assignments in other areas of the company; job shadowing; and job sharing; and professional networking activities.

Reverse Mentoring: Mature and younger employees form mentoring pairs. The younger employees mentor their more mature colleagues on topics where the younger employee has more expertise (e.g., technology).

Top Fleet Employers Program: Trucking HR Canada's Top Fleet Employers is a national program. Open to fleets of every size, the program recognizes the importance of having sound HR policies and practices in the trucking industry. It identifies fleets that offer the best workplaces in Canada's trucking industry, based on the fleet's broad range of human resources policies and programs. These policies are good for people and good for business, and they are the foundation for the workplace values and opportunities that are important to Millennial workers.

Endnotes

- i Transportation in Canada 2015. Accessed at: https://www.tc.gc.ca/media/documents/policy/2015_TC_Annual_Report_Overview-EN-Accessible.pdf
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**For more information on Trucking HR Canada's
Youth with Drive initiative contact:**

740 Belfast Road, Suite 104
Ottawa, ON K1G 0Z5

613-244-4800
theteam@truckinghr.com