

Recruiting and Retaining Diverse Communities: An Employer Roadmap



Alberta Motor
Transport Association



Employer Roadmap produced in partnership by:



Funded by:



* The Province of Alberta is working in partnership with the Government of Canada employment support programs and services.

Fall 2020

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When referring to the information presented in this report, please cite Trucking HR Canada, or use the following reference: Trucking HR Canada. (2020). *Recruiting and Retaining Diverse Communities: An Employer Roadmap*. Ottawa: Trucking HR Canada.



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1.0 About The Roadmap Partners

About Alberta Motor Transport Association

The **Alberta Motor Transport Association (AMTA)** is a not-for-profit, advocacy and safety training association functioning as The Voice, The Standard and The Resource for commercial transportation in Alberta. For more than 80 years, our work has encompassed a broad range of environmental, social, economic, safety and compliance matters that impact provincial highways.

amta.ca

About Trucking HR Canada

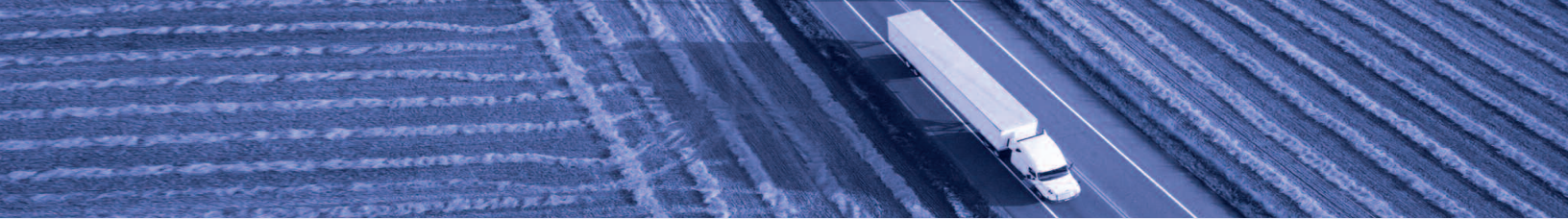
Trucking HR Canada is an industry leader, spearheading collaboration among the stakeholders in the Canadian trucking and logistics industry to:

- 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.

truckinghr.com



2.0 Our Current Situation

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WHAT'S THE ISSUE?

Canada's trucking industry is an essential and critical service.

It is hard to overstate the critical importance of the industry to Canada's economy. The trucking industry has faced historical labour shortages that have had negative effects on the industry over several years. The COVID-19 pandemic has resulted in layoffs, due to a reduction in demand for their services, which has resulted in a moderating of labour shortages in the near term. It seems that this reprieve from labour shortages may be short lived. Recent labour market intelligence from Trucking HR Canada, indicates that that shortages within the truck driver occupation will reach and even exceed our pre-COVID labour market projections by 2023.¹ The implementation of successful recruitment and retention strategies is more important than ever.

Canada's labour force has increasing numbers of women, visible minorities, Indigenous peoples, and persons with disabilities. People come to today's workplace with different backgrounds and different needs and expectations. These groups are currently under-represented in trucking, which means there are untapped labour pools for which the industry needs an attraction and retention strategy.

The transportation industry currently ranks below most other federally regulated employers when it comes to workforce diversity. Women account for 48.2% of Canada's workforce, but only 3.5% of the nation's truck drivers. Additionally, only 3.4% of drivers are under 30 compared to 12.7% across the Canadian economy. New Canadians represent 27% of truck drivers in Canada. Truck drivers are also trending older. 32% of truck drivers are over 55 years or age, but only 21% of the entire workforce is that age. There are opportunities to reach out to these under-utilized sources of talent.

WHAT ARE UNDER-REPRESENTED GROUPS?

The Cambridge Dictionary defines under-represented groups in a very practical way:

If a type of person or thing is under-represented in a group or organization, there are not enough of them in it.²

¹ Trucking HR Canada. Assessing The Impact of COVID-19 on Trucking and Logistics Employment: <https://truckinghr.com/wp-content/uploads/2020/07/Final-Trucking-HR-Briefing-I-Modeling-Exercise-July-2020.pdf>

² Trucking HR Canada. Assessing The Impact of COVID-19 on Trucking and Logistics Employment: <https://truckinghr.com/wp-content/uploads/2020/07/Final-Trucking-HR-Briefing-I-Modeling-Exercise-July-2020.pdf>



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For the case of this Roadmap, the key under-represented groups within the trucking industry include: Women, Persons with Disabilities; Indigenous Peoples; and Visible Minorities.

Terminology Used in this Roadmap

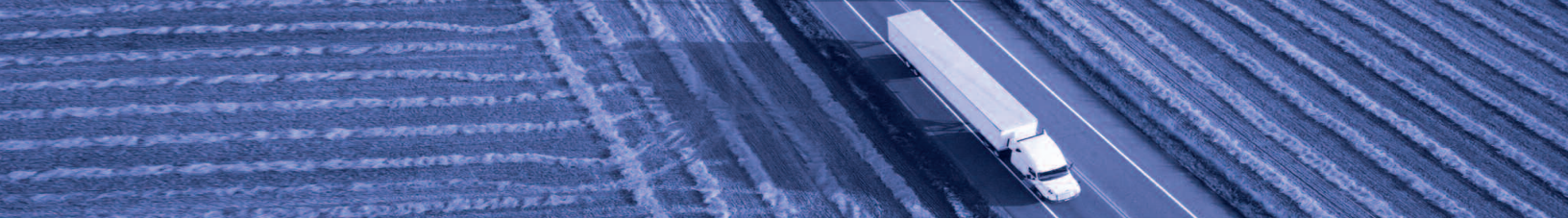
Within this Roadmap, all under-represented groups are considered ‘diverse employees.’ It should be noted that acceptable and recognized terminology for under-represented groups continues to evolve. The current terminology has been used within this Roadmap; however, the following should be noted:

- Many resources (inclusive of Census Data) uses the terminology Aboriginal peoples; for the purpose of this scan, the current preferred terminology ‘Indigenous peoples’ is used.
- The Employment Equity Act refers to ‘Visible Minorities.’ however, this term is becoming outdated and discriminatory by some groups who prefer to use the term ‘People of Colour.’ The term Visible Minority has been used as the main term (to comply with Employment Equity legislation), with reference to People of Colour to recognize the current trend in nomenclature. To gain a better understanding of ‘Visible Minorities’ – see the Spotlight on Diverse Talent: Visible Minorities on pg. 18 of this Roadmap.

THE HR CYCLE – PLANNING YOUR ROUTE

For many employers, the HR cycle of attraction, recruitment, and retention is ongoing. At various stages of this cycle, employers may find that they need to focus on one aspect of HR. Every employer has unique needs related to workforce development; you may relate to one of these scenarios:

- An employer has a long-standing, but aging, workforce. They treat their employees like family but know that they need to up their recruitment game to ensure that they can meet operational demands.
- An employer finds that they are recruiting and hiring a lot of candidates from various talent pools, but these employees just aren’t staying.
- An employer has developed a strategic plan that involves growth and workforce development. They want to engage employees from various talent pools, including under-represented groups, but they don’t know where to start.



This Roadmap can help with each of the issues and more. The best practices presented in this guide are not meant to be all-inclusive. In addition, no single employer is expected to take every action presented. The action items and suggested techniques presented in this Roadmap are representative of best practices and approaches collected from primary and secondary research. As an employer, you can decide which approaches work best for you based on your realities, challenges, and opportunities.

At the end of the day, all actions taken are a positive step in developing an inclusive and diverse workforce.

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3.0 Attracting Diverse Talent

HOW CAN EMPLOYERS ATTRACT DIVERSE TALENT?

The central premise of workplace attraction is the ability to ensure that potential employees view the hiring organization in a positive light and perceive the company as a 'great place to work.' Many factors play a role in creating this perception amongst potential hires including marketing and communications approaches, corporate branding, and workplace culture.

When it comes to appealing to diverse employees, attraction strategies should be amped up to highlight the strengths of the company.

Marketing and Communications

Marketing and Communications play a key role in attracting diverse talent. Ways to leverage marketing and communications to attract diverse talent include:

- **Advertise through diverse channels** – Consider the media that is used by under-represented groups and place ads that highlight diversity within this media.
- **Create diverse recruitment videos** – After all, seeing is believing. Use visual media to illustrate the company's commitment to workplace diversity and inclusion. Involve leadership and current employees to communicate the diversity message.
- **Leverage diverse job boards** – Many diversity organizations and affinity groups have job boards that target their membership. Identify potential diverse job boards and modify job ads to illustrate commitment to specific groups.
- **Highlight diversity on company website and career site** – Diversity messaging should be woven through all aspects of the company branding and should be highlighted as a value for hiring.
- **Highlight diversity in job descriptions** – Simply identifying as an 'Equal Opportunity Employer' is no longer an acceptable pass for being a diverse employer. Including multiple references to encouraging diverse applicants, perspectives and approaches throughout a job description provides more evidence that a company actually supports and promotes diversity. Check out Trucking HR Canada's [*Describe and Deliver: Secrets to the career ads and job descriptions that will attract workers you need*](#)



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- **Participate/Engage in employer of choice programs** – Employer of choice programs, like Trucking HR Canada’s Top Fleet Employers (TFE) Program, help to market your workplace as a great place to work. Third-party recognition is a valuable marketing and communications tool within a competitive market.
- **Make the most of social media** – Many trucking and logistics companies are already using social media platforms as a means of promoting their companies. These relatively low-cost platforms can be a very effective way of attracting diverse talent, when leveraged and managed correctly. Connecting and following professional, diverse groups on social media, like LinkedIn and Facebook, is an effective way of tapping into potential talent pools.³ Additionally, you can seek out diversity recognition and certifications (where applicable) to promote your organization as a diverse employer. If you are leader in a particular area – or have unique diversity policies and procedures – promote them through your various social media channels. Illustrate that you are a diverse workplace and value inclusion.

Top Marketing and Communications Tip

Highlight the industry beyond the truck. When most people think about the trucking and logistics industry, Professional Driver is the position that comes to mind. But, not everyone can or wants to be a driver. There are so many career opportunities for diverse talent within the industry. Promoting the range of exciting, dynamic, and skilled positions can greatly pique the interest of top candidates.

Networking and Partnerships

An old adage states that ‘it takes a village to raise a child;’ it could be argued that it also ‘takes a village to build a diverse workplace.’ Building strong networks and forging mutually beneficial partnerships can be an effective way to attract diverse talent. Methods for relationship building include:

- **Partner with diversity associations** – Diversity organizations work with under-represented groups to encourage and support social welfare and employment. By creating partnerships, companies can capitalize on the expertise of the diversity associations, tap into an existing/engaged talent pool, and in gaining potential employees, support the efforts of the associations which are most often non-profit organizations.

³ Martic, K. (2019). 10 Ways to Attract and Hire Diverse Candidates. Medium. Accessed from: <https://medium.com/hr-blog-resources/10-ways-to-attract-and-hire-diverse-candidates-76b3c0e8a98a>



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- **Build community partnerships** – Similar to partnering with diversity associations, community partnerships entail being involved and engaged in the local community, which are a great source of potential talent. Community partnerships also highlight the corporate culture and dedication to giving back and supporting the local community, which is very appealing to all potential workers. Supporting diverse community initiatives only heightens this appeal amongst under-represented groups.
- **Attend diversity job fairs and networking events** – All industries and sectors are experiencing similar supply and demand issues and are tapping into similar talent pools. As such, more job fairs and networking events targeted at specific diverse groups are taking place. Trucking and logistics companies should be actively seeking out opportunities to participate in these job fairs and networking events to promote the industry at large, as well as individual companies.⁴

Check out Trucking HR Canada's [Employer Connector Guide](#)

In every jurisdiction, there are social service agencies that specialize in assisting various under-represented groups in gaining meaningful employment. Building relationships with these agencies and identifying opportunities for partnerships can be extremely beneficial. Agency personnel are experts in their fields and are aware of best practices that can help employers to fill their vacancies with high-quality talent. If you need help to network and build positive partnerships with various community-serving organizations to get started – the THRC Employer connector Guide is the resource for you.

Building a Positive Workplace Culture (According to Wikipedia⁵)

[Workplace] culture encompasses values and behaviours that contribute to the unique social and psychological environment of a business. The [workplace] culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge. [Workplace] culture represents the collective values, beliefs and principles of organizational members. It may also be influenced by factors such as history, product, market, technology, strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.

⁴ Forbes Coaches Council. (2018). 10 Ways to Attract More Diverse Talent. Forbes. Accessed from <https://www.forbes.com/sites/forbescoachescouncil/2018/08/24/10-ways-to-attract-more-diverse-talent/#26ccf1634248>

⁵ Wikipedia. Organizational Culture (2019). Accessed from: https://en.wikipedia.org/wiki/Organizational_culture



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The role that a positive and inclusive workplace culture plays in attracting diverse employees cannot be underestimated. The workplace culture is often a main component in identifying ‘employers of choice.’ In fact, a positive workplace culture is an important factor in Trucking HR Canada’s [Top Fleet Employers Program](#). When attempting to attract diverse talent, trucking and logistics companies should be very intentional in communicating and promoting positive aspects of their workplace cultures which may include:

- **Comprehensive compensation and benefits** – inclusive of monetary and non-monetary benefits.
- **Employee engagement activities** – inclusive of team-building and social events for employees held throughout the year.
- **Flexible work arrangements** – inclusive of modified schedules, working from home, etc.
- **Employee affinity groups** – inclusive of company networks or groups for various diverse groups.
- **Cultural activities/observances** – inclusive of cultural-specific holidays, events, allowances, etc.⁶

Developing and Implementing Inclusive Workplace Policies

A foundational component of a positive and inclusive workplace culture are workplace policies and procedures. Inclusive workplace policies that appeal to diverse candidates are important for attracting AND retaining a diverse workplace. Ideal.com suggests that policies pertaining to flexible workplace arrangements that help to foster a work-life balance are particularly important for diverse employees. Flexibility is different for every person and every company. In addition, elements of flexibility may also be incorporated into other workplace policies and procedures related to personal leaves, benefits, and more.⁷

⁶ Wepow (2017). 8 Tips for Attracting More Diverse Candidates. Wepow.com. Accessed from: <https://www.wepow.com/en/blog/8-tips-for-attracting-more-diverse-candidates/>

⁷ Ideal.com. (2019). *Workplace Diversity Through Recruitment: A step-by-step guide*. Accessed from: <https://ideal.com/workplace-diversity/>



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Top Building Workplace Culture Tip

A policy on workplace diversity is a statement of an organization's values. It makes a commitment to anti-discriminatory practices and fosters equal opportunity through the removal of systemic barriers. A workplace diversity policy serves as a foundation for all activities and initiatives to support an inclusive and diverse workforce. Developing a workplace diversity policy is the first step in solidifying a commitment to workplace diversity and inclusion.



4.0 Recruiting Diverse Talent

HOW CAN EMPLOYERS RECRUIT & HIRE DIVERSE TALENT?

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Recruitment and hiring go hand-in-hand; however, both processes are distinct. Recruiting diverse talent requires purposeful effort to identify the best candidate for the job and persuade him or her to join the company. Many of the approaches used in attracting diverse talent, including workplace culture, are what will persuade new employees to come on-board. For most companies, recruitment is an ongoing practice and often involves substantial commitment to marketing and communications.

Hiring is more technical in nature and is generally the culmination of the ongoing recruitment efforts. While hiring is more transactional than recruitment, approaches can and should be modified when hiring diverse talent to ensure an inclusive and effective on-boarding experience, which directly impacts overall retention rates.

Best Practices for Recruiting Diverse Employees

As referenced above, recruitment is an ongoing activity for many companies and diversity should always be top-of-mind when sourcing new employees. Ways to enhance recruitment to support diversity include: [8](#) [9](#) [10](#) [11](#) [12](#)

- **Recruit from diverse talent pools** – This can include purposeful recruitment; for example, proactively identifying and recruiting potential employees from specific under-represented groups. Setting overall recruitment goals and using a targeted approach to meet these goals is an effective method for supporting diversity.
- **Encourage existing employees to refer diverse candidates** – Many trucking and logistics companies have implemented Employee Referral programs (particularly for professional drivers) to enhance recruitment. These programs can

⁸ Martic, K. (2019). *10 Ways to Attract and Hire Diverse Candidates*. Medium. Accessed from: <https://medium.com/hr-blog-resources/10-ways-to-attract-and-hire-diverse-candidates-76b3c0e8a98a>

⁹ Forbes Coaches Council. (2018). *10 Ways to Attract More Diverse Talent*. Forbes. Accessed from: <https://www.forbes.com/sites/forbescoachescouncil/2018/08/24/10-ways-to-attract-more-diverse-talent/#26ccf1634248>

¹⁰ Forbes Coaches Council. (2017). *Want Diversity? 15 Recruiting Tactics to Attract a Wider Range of Candidates*. Accessed from: <https://www.forbes.com/sites/forbescoachescouncil/2017/08/29/want-diversity-15-recruiting-tactics-to-attract-a-wider-range-of-candidates/#7b4037cd2144>

¹¹ Wepow (2017). *8 Tips for Attracting More Diverse Candidates*. Wepow.com. Accessed from: <https://www.wepow.com/en/blog/8-tips-for-attracting-more-diverse-candidates/>

¹² Ideal.com. *Workplace Diversity Through Recruitment: A step-by-step guide*. Accessed from: <https://ideal.com/workplace-diversity/>



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be taken one-step further by incentivizing referrals of potential, qualified employees from diverse groups.

- **Resolve recruiter bias** – Whether recruitment is managed internally or through a recruitment agency (or a combination of both), it is important to ensure that recruiters are sensitive to diversity issues. All recruiters should receive diversity training, which includes specific instruction on how to avoid bias throughout the recruitment process. Bias at the recruitment stage can mean that qualified diverse applicants are not even considered for positions.
- **Offer targeted scholarships, internships, and work placements** – To further support diverse recruitment, specific and targeted initiatives can be developed and communicated to attract specific diverse groups. This can also involve partnering with local schools and training centres to provide opportunities for on- the-job learning and can create a sustainable pipeline of potential hires.
- **Adapt recruitment approaches** – This can include taking a more personal approach to recruitment and is linked to networking and partnerships, a key component of attraction. By reaching out personally to specific community leaders, diverse organizations and special-interest groups to build relationships, the company will be recognized for valuing diversity and relationship-building, which adds to the recruitment pool.

Best Practices for Hiring Diverse Employees

The hiring process typically involves assessment of potential candidates through various processes which may include interviews, practical assessments, and skills examinations. The following best practices can enhance the hiring of diverse employees, including:

- **Form a diverse interviewing team** – Because the interview is typically the first opportunity for potential employees to ‘see’ a company, having a diverse interview team can be an effective way to illustrate the workplace culture and commitment to diversity and inclusion. Candidates should ‘see themselves’ in the company and feel as though they would be accepted into the culture once hired. Forming a diverse interviewing team, comprised of management and existing employees from diverse populations, supports collaborative hiring processes.¹³
- **Use creative interviewing approaches** – Traditional face-to-face interviews can be limiting for diverse workers in a variety of ways, including – location, accessibility, communication and skills demonstration. Alternative approaches, such as video interviews, interactive skills demonstrations, collaborative interviews



(involving Elders and community members, etc.) can all make the interviewing process more accessible for diverse groups.¹⁴

- **Use blind screening techniques** – Removing names from resumes and applications forces decision makers to focus on skills and not on conscious or unconscious biases that can sway decision-making.¹⁵
- **Be aware of unconscious bias** – As humans, we all form opinions of others within seconds of meeting them. While this reality is basic human nature, how we then act on these opinions and assumptions is significant and within our control. When hiring employees from diverse backgrounds it is particularly important to:
 - **Identify confirmation bias** – Randstad Interim defines confirmation bias is an intense version of the adage that first impressions matter and “this initial impression lays the foundation for all further interactions, and most people seek to confirm their already held beliefs.” This is very problematic during interviewing and hiring potential employees. To prevent confirmation bias, opinions about the candidate should be based on what they say, not what they look like or what they sound like. Interviewers should keep an open mind, allow ample time for candidates to express themselves, and not make assumptions based on personal experience or beliefs.¹⁶ In keeping with maintaining an objective and open-mind, candidates should not be ruled out simply due to body language, communication style, or misconceptions or biases toward foreign education and experience.

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¹⁴ Wepow (2017). 8 Tips for Attracting More Diverse Candidates. Wepow.com. Accessed from: <https://www.wepow.com/en/blog/8-tips-for-attracting-more-diverse-candidates/>

¹⁵ Forbes Coaches Council. (2017). Want Diversity? 15 Recruiting Tactics to Attract a Wider Range of Candidates. Accessed from: <https://www.forbes.com/sites/forbescoachescouncil/2017/08/29/want-diversity-15-recruiting-tactics-to-attract-a-wider-range-of-candidates/#7b4037cd2144>

¹⁶ Randstad Interim Inc. (n.d.). How to Successfully Hire a Diverse Workforce. Accessed from: <https://www.randstad.ca/employers/workplace-insights/corporate-culture/how-to-successfully-hire-a-diverse-workforce/>



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5.0 Retaining Diverse Talent

HOW CAN EMPLOYERS RETAIN DIVERSE EMPLOYEES?

As with recruitment, retention is often an ongoing process for employers. Within the trucking and logistics industry, employee retention is a challenge, particularly amongst professional drivers. Overall, the industry has a 13.6% turnover rate of truck drivers based on the results of a THRC employer survey.¹⁷ To put this in perspective, the average voluntary turnover rate for all sectors in Canada is 8.9%.¹⁸ Furthermore, the rates are much higher for long haul driving (1 night or more away from home) than for short haul (home every night). The turnover rate for long-haul drivers is 16.6%, while short-haul drivers is at 12.3%.¹⁹

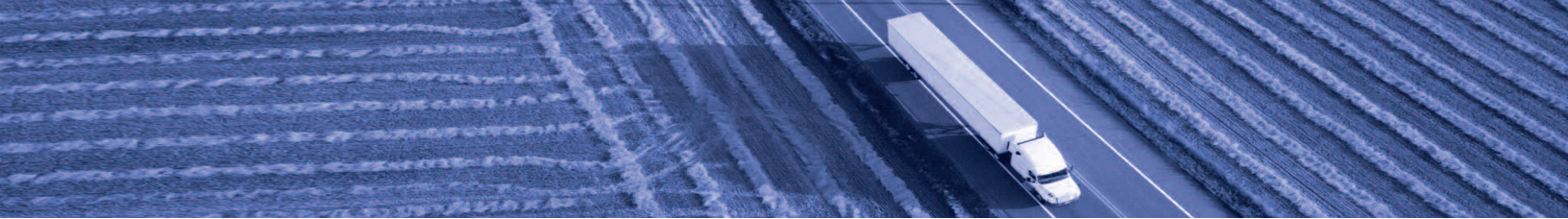
While recruitment efforts are always top-of-mind for employers, special considerations for retaining diverse employees should also be identified and addressed. Best practices for the retention of diverse employees include:

- **Focus on inclusion, not just diversity** – Recognizing diversity is one thing, but making the effort to ensure that everyone feels accepted, respected, and safe within the workplace is the critical step that can be forgotten. Experts cite ‘identity cover’ as employees hiding who they really are for fear of negative consequences. Therefore, creating an inclusive environment that encourages and supports individuality is imperative. Ways to support inclusion and understand the true nature of every employee include:
 - *Segmenting engagement survey responses by under-represented groups:* While many employers implement employee engagement surveys on an annual basis, many do not analyze/segment responses based on under-represented groups to identify trends or issues in responses. This can lead to the view of the majority of the employee base overpowering the results of smaller employee groups.
 - *Offering specific follow-up surveys for under-represented groups:* If the main employee engagement survey results are segmented, follow-up surveys can be launched for under-represented groups to further probe areas or issues that were identified.

¹⁷ Trucking HR Canada (2020). The Road Ahead: Addressing Canada's Trucking and Logistics Industry Shortages. https://truckinghr.com/wp-content/uploads/2020/03/THRC-Labour-Market-Information-Report_English-version.pdf

¹⁸ Coburn, Kelsey, and Allison Cowan (2019). Compensation Planning Outlook 2020. Ottawa: The Conference Board of Canada.

¹⁹ Turnover data presented here was developed from the raw data available in the THRC Employer Survey. Contact Trucking HR Canada for more details.



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- *Engaging in personal conversations with employees:* While ensuring privacy and confidentiality is of critical importance, many employees seek a connection or professional relationship with their managers and employers. Personal conversations between employers and employees encourages the ‘open door policy,’ demonstrates trust and empathy and shows that we are all human. The sharing can go both ways and helps to make all employees feel like they are part of a caring work family.²⁰
- **Conduct stay interviews** – Many employers have adopted the practice of conducting exit interviews; however, stay interviews can be a very effective retention tool, particularly amongst diverse employees. Stay interviews held on an annual basis (or more frequently) between employees and their managers help to identify and reinforce what is important to the employee and what keeps them loyal to the company. These interviews can also lead to:
 - *Developing personalized retention plans:* Each employee has different motivators which should be considered when developing retention strategies. The best approach is to veer away from a ‘one-size fits all’ retention strategy and focus on customizing offerings to support retention of top talent. This could mean working with an employee to identify what is important to them and customizing benefits and perks from a range of options, to meet their needs.²¹

²⁰ Brown, K. (2018). *To Retain Employees, Focus on Inclusion – Not Just Diversity*. Harvard Business Review. Accessed from: <https://hbr.org/2018/12/to-retain-employees-focus-on-inclusion-not-just-diversity>

²¹ Sullivan, J. (2017). *A 12-Step Program for Retaining Your Diverse Workforce*. Dr. John Sullivan.com. Accessed from: <https://drjohnsullivan.com/articles/12-step-program-retaining-diverse-workforce/>



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6.0 Diversity Talent Spotlight

Diversity Talent Spotlight - Women

The percentage of women working in freight transportation is well below the Canadian national average of 48%. In fact, women make up:

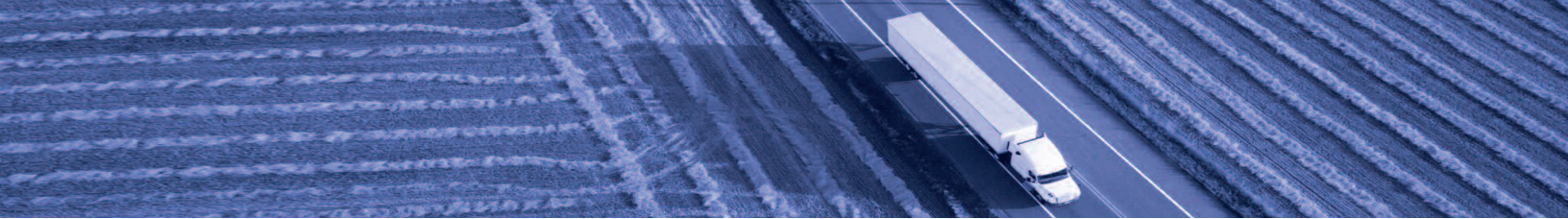
- 3.5% of truck drivers
- 1.5% of automotive service, truck and bus mechanics
- 19.1% of managerial staff
- 38.7% of dispatchers
- 20.2% of parts technicians ²²

The trucking industry in Canada is full of opportunities and possibilities and the potential for career progression and growth is excellent. The industry presents a huge economic opportunity for women to seize hold of these jobs in trucking, particularly in traditionally male-dominated occupations such as transport trailer technician and truck/transport mechanic, and most significantly as truck drivers, whether as owner-operators, or for private or for-hire companies.

Attraction

Additional best practices for attracting female employees include:

- **Create a female-friendly benefits program** – This approach involves considering what women are looking for in employment and developing incentives – in the form of a benefits program – to appeal to these motivators. Employers should review their maternity and paternity leave policies; benefits associated with family planning and prenatal care; flexible work arrangements (including flex-hours, options to work from home); childcare support and more.
- **Take sexual harassment seriously** – For federally-regulated employers, this is becoming the law with Bill C-65 of the Canadian Labour Code. Developing policies related to all forms of harassment, inclusive of sexual harassment;



creating a positive work environment; and taking all complaints of sexual violence and harassment seriously, will make the workplace more welcoming to all workers – women included.²³

Recruitment and Hiring

When recruiting and hiring women, there are multiple best practices that can be adopted including:

- **Target professional organizations that support women** – Following social media groups, attending organization events and becoming a member of professional organizations geared for women in specific occupations and sectors opens doors for discovering high-performing female talent.
- **Create programs to support women returning to the workforce** – It is a known fact that many women take time away from the workforce when they become mothers, and often seek re-entry into the workforce once their children are school-age. This transition back into the workforce can be both daunting and difficult. Developing or supporting programs that aim at training or retraining women to return to the workforce can be an effective recruitment strategy.²⁴

Retention

The following best practices can be effective for retaining female employees:

- **Offer family-friendly benefits and encouraging their use** – Many female employees juggle their personal lives (including parenting) with their professional lives and offering family-friendly benefits – like maternity and paternity leave, childcare support, on-site lactation rooms, job sharing, and flexible work arrangements – support women in managing and balancing their personal and professional responsibilities.
- **Make work-life balance a reality** – Along with offering family-friendly benefits, the workplace culture should make work-life balance a reality. This often involves encouragement and modeling from leadership to ensure that employees who take advantage of benefits and flexible work arrangements do not feel judged or stigmatized for doing so.²⁵

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²³ Social Talent.com (2019). *How to: Attract, Source and Recruit Women*. Accessed from: <https://www.socialtalent.com/blog/recruitment/how-to-recruit-women>

²⁴ Anderson, B. (2018). *5 Proven Tactics Every Company Can Use to Get More Women in the C-suite*. LinkedIn Talent Blog. Accessed from: <https://business.linkedin.com/talent-solutions/blog/diversity/2018/recruiting-women-leaders>

²⁵ Wittmayer, A. (2014). *Retaining Women in the Workplace*. Ideas for Leaders. Accessed from: <https://www.ideasforleaders.com/ideas/retaining-women-in-the-workplace>



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Trucking HR Canada Resources

- **[Women with Drive Leadership Summit](#)** – The Women with Drive Leadership Summit has emerged as a go-to event for anyone in the industry looking to learn more about the recruitment and retention of women. Learning, networking, and camaraderie is high on the agenda!
- **[My Toolbox for Mentoring Women in Canada's Trucking Industry](#)** – Trucking HR Canada (THRC) developed My Toolbox for Mentoring Women to help trucking employers, associations and other industry organizations put mentoring programs in place. The toolbox has a variety of tools for mentoring women. The tools take into account approaches to mentoring that other organizations have used successfully as well as the unique needs of our industry!

Diversity Talent Spotlight - Persons With Disabilities

According to the Employment Equity Act²⁶, Persons with Disabilities (PWD) are defined as:

Persons who have a long term or recurring physical, mental, sensory, psychiatric or learning impairment and who: (a) Consider themselves to be disadvantaged in employment by reason of that impairment; or (b) Believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

A 2012 study conducted by the Government of Canada revealed that there were approximately 795,000 working-aged Canadians with disabilities who were not currently working but whose disability did not prevent them from doing so – indicating a large, unrecognized labour pool in which almost half (340,000) of potential workers have a post-secondary education. The same study revealed that in 57% of cases, no workplace accommodation is required for persons with disabilities; where accommodations were necessary, 37% of cases report a one-time cost to accommodate an employee with a disability of approximately \$500.00.²⁷

²⁶ Employment Equity Act: <http://laws-lois.justice.gc.ca/eng/acts/e-5.401/page-1.html>

²⁷ Government of Canada. *Rethinking DisAbility in the Private Sector*: <https://www.canada.ca/en/employment-socialdevelopment/programs/disability/consultations/rethinking-disabilities.html>



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Persons with Disabilities are extremely valuable human resources within trucking and logistics companies for many reasons including:

- Enhancing workplace diversity and creativity
- Assisting in inclusive problem solving
- Improving product and service delivery
- Modeling positive behaviours and inclusivity
- Enhancing corporate competitiveness
- Promoting innovation

Attraction

The following best practices can be effective for retaining female employees:

- **Educate existing employees on disability** – In keeping with the saying ‘people who know better, do better,’ the notion of educating existing employees about disability will help to develop a workplace culture that is accepting of persons with disabilities. Learning opportunities like lunch and learns and other disability resources and materials can help to educate employees on the benefits of inclusive workplaces.
- **Provide accessible facilities and services** – As more provincial and territorial accessibility legislation is being passed, and the Canadian Labour Code mandates an employer’s Duty to Accommodate, workplaces are becoming more accessible to employees and clients alike. Employers should consider ways to make their facilities and services more accessible and inclusive – including buildings, parking, workstations, communication systems, workplace documentation and more.²⁸
- **Ensure persons with disabilities can use your website and career pages** – There are various ways that employers can make their website and career pages accessible for all job applicants including:
 - Ensuring the site is compatible with a screen reader that allows online information to be translated into speech or Braille for the visually impaired.
 - Disabling any timed sections of your online application to ensure that all applicants have ample time to complete the application.

²⁸ Department of Labour – Office of Disability Employment Policy. (2010). *Attracting and Recruiting Job Candidates with Disabilities: What employers can do*. Society for Human Resource Management. Accessed from: <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/jobcandidates-with-disabilities.aspx>



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- Ensuring all visuals are accessible – including descriptive or alt-text that describes images for the visually impaired and captioning for the hearing impaired.
- Ensuring content and applications can be tabbed through without a mouse.
- Using plain, concise language to assist applicants with intellectual, learning or cognitive issues.²⁹

Recruitment and Hiring

Of course, all of the aforementioned best practices for recruiting and hiring diverse employees are inclusive of persons with disabilities. However, when recruiting talent from this under-represented group, the company should ensure the use of fully-accessible online job applications, recruitment materials, and messaging. Recruitment processes should never create barriers for persons with impairments. In this vein, hiring processes should also be inclusive. This includes ensuring accessible meeting spaces for interviews, appropriate materials and resources being available and, in some cases, modifying the interview approach to meet the unique needs of the job candidates.³⁰

Disabilities vary, and some disabilities are more visible than others. The goal of any interview process is to be inclusive and accommodating. When interviewing candidates with disabilities, various accommodations are possible. For example:

- Ensuring assistance for blind candidates to complete forms.
- Offering interpretive services for deaf candidates.
- Providing specific, detailed instructions for applicants with cognitive or learning disabilities.
- Providing clear details and recommendations for transportation to and from the interview site.

Most importantly, interviews for persons with disabilities should mimic interviews conducted for any other candidate, but equal opportunities can be provided through accommodations.³¹

²⁹ Anderson, B. (2019). *5 Steps for Creating a Culture that Attracts and Welcomes Employees with Disabilities*. LinkedIn Talent Blog. Accessed from: <https://business.linkedin.com/talent-solutions/blog/diversity/2019/5-steps-for-creating-culture-that-attracts-and-welcomes-employees-with-disabilities>

³⁰ Maurer, R. (2015). *Recruiting and Retaining People with Disabilities*. Society for Human Resource Management. Accessed from: <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/recruiting-retaining-people-disabilities.aspx>

³¹ Anderson, B. (2019). *5 Steps for Creating a Culture That Attracts and Welcomes Employees with Disabilities*. Accessed from: <https://business.linkedin.com/talent-solutions/blog/diversity/2019/5-steps-for-creating-culture-that-attracts-and-welcomes-employees-with-disabilities>



Retention

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Best practices for retaining persons with disabilities include:

- **Check in with employees** – This seems rather intuitive and is a best practice for retaining any employee! Managers and supervisors should be checking in with employees at regular intervals to gauge their comfort level in the workplace, to determine if existing accommodations are working or need to be enhanced and to discuss positives and negatives associated with the workplace.
- **Offer workplace mentoring and employee resource groups** – Having a mentor or an internal resource group can be a helpful way to improve the workplace culture surrounding disability and also provide guidance for employers and managers for how to handle disability issues.³²

Trucking HR Canada Resources

Trucking HR Canada has worked with subject matter experts to develop employer resources to support the attraction, recruitment and retention of persons with disabilities. Check out the following resources to help you on your route to becoming an inclusive and diverse workplace:

- **[Supporting Persons with Disabilities: A Roadmap for Canada's Trucking and Logistics Industry](#)** – As we compete with other industries for skilled workers, trucking employers need to focus their recruitment and retention efforts on currently under-represented sources of talent, including Persons with Disabilities, to meet our industry needs and allow for economic growth. This Roadmap provides practical advice and strategies for recruiting and retaining persons with disabilities.
- **[Enabling the Trucking Workforce: Connector Guide](#)** – To help you move forward with creating workplaces that are welcoming to persons with disabilities, we have developed this EnAbling the Trucking Workforce – Connector Guide. This Guide provides information about supportive resources at the national and provincial levels to help employers recruit and retain persons with disabilities.
- **Wage and Training Subsidies** – Trucking HR Canada has available wage subsidies for driving and non-driving positions for persons with disabilities. Contact THRC or visit our website at www.truckinghr.com to learn more about these opportunities.

³² Maurer, R. (2015). *Recruiting and Retaining People with Disabilities*. Society for Human Resource Management. Accessed from: <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/recruiting-retaining-people-disabilities.aspx>



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Diversity Talent Spotlight - Indigenous Peoples

According to the 2016 Statistics Canada census, Indigenous peoples totalled 1,673,785 people – almost 5% of the national population. Almost 8% of the population under the age of 14 are of Indigenous descent. Results confirm that Indigenous peoples are young in age and growing in number. In fact:

Since 2006, the Indigenous population has grown by 42.5%—more than four times the growth rate of the non-Indigenous population over the same period. According to population projections, the number of Indigenous people will continue to grow quickly. In the next two decades, the Indigenous population is likely to exceed 2.5 million persons.³³

Based on these statistics, Indigenous peoples (particularly Indigenous Youth) are perhaps the most significant source of diverse talent. Special considerations should be made to support the recruitment and hiring of Indigenous men, women, and youth in the trucking and logistics industry. Research conducted on behalf of the Canadian Coast Guard ³⁴ identified the following individual and systemic barriers facing Indigenous recruitment and retention, which are relevant for all hiring employers:

- Lack of awareness among employers (and general public) of historic trauma and barriers to employment faced by Indigenous Peoples including intergenerational trauma, poverty, and the *Indian Act*.
- The education gap between Indigenous Peoples (in particular Indigenous youth) and the non-Indigenous population – including higher drop-out rates and lower post-secondary attendance rates.
- The employment gap, which is positively correlated to the education gap. As more Indigenous peoples become more educated, the employment gap will lessen.
- Infrastructure and geography for both on- and off-reserve Indigenous communities play a significant role in employment. Physical infrastructure deficits including access to safe drinking water and healthy food, adequate housing, transportation and internet access also have a direct impact on employability.
- While Indigenous women often have higher levels of education than Indigenous men within their communities, the unemployment rate for Indigenous women is significantly higher. Gender discrimination within the *Indian Act* leads to many women living in urban centers being unregistered and lacking access to on-reserve job and training programs.

³³ Statistics Canada (2017). *Aboriginal peoples in Canada: Key results from the 2016 Census*. Accessed from: <https://www150.statcan.gc.ca/n1/daily-quotidien/171025/dq171025a-eng.htm>

³⁴ Hennessey, M. & Travers, K. (2018). *Best Practices in Indigenous Recruitment and Retention: Challenges and opportunities for the Canadian Coast Guard – Atlantic Region*. Atlantic Policy Congress of First Nations Chiefs Secretariat. Accessed from: <https://fisheries.apcfncc.ca/files/documents/Best-Practices-for-Recruitment.pdf>



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- Racism and bigotry are rampant in regard to Indigenous peoples. Negative stereotypes associated with work ethic, motivation, health practices and addictions impact recruitment, and retention of Indigenous employees.

Attraction

The following best practices can be implemented when recruiting Indigenous employees within any industry or sector, including trucking and logistics:

- **Consider what Indigenous Peoples are looking for in an organization/ employer** – While universal employee expectations and motivations exist, common working conditions that are most valued by Indigenous job seekers include:
 - A workplace culture that is accepting, respectful and non-judgemental
 - Equal treatment, equal opportunities and equal pay
 - Cultural diversity within the workplace
 - Employment stability, longevity, and opportunity for increased responsibility and advancement
 - Comprehensive total rewards
 - Opportunities for training, professional growth and development
 - Working conditions that allow the flexibility to combine contract work and other community and familial obligations
 - Acknowledgement of cultural and community factors, for example:
 - Cultural factors may include concepts of extended kinship and the community network
 - Community factors may include concepts of seasonal hunting/gathering practices, historical practices and ceremonies, etc.
- **Build relationships with Indigenous groups, associations and communities** – Relationships are of paramount importance to Indigenous peoples, and efforts made by employers to building trusting relationships with communities, groups and associations are appreciated. The benefits that employers can experience from building trusting relationships are numerous including:



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- Increased access to talent pool
- Increased understanding of Indigenous culture, values and communication style
- Support for future partnerships, like workforce agreements and training agreements
- Research group for cultural guidance and learning.

Tips for initiating relationships with Indigenous groups, associations and communities may include:

A policy on workplace diversity is a statement of an organization's values. It makes a commitment to anti-discriminatory practices and fosters equal opportunity through the removal of systemic barriers. A workplace diversity policy serves as a foundation for all activities and initiatives to support an inclusive and diverse workforce. Developing a workplace diversity policy is the first step in solidifying a commitment to workplace diversity and inclusion.

- Becoming or appointing an Indigenous Liaison responsible for building relationships
- Connecting with community and tribal council offices
- Accessing Indigenous directories, maps and websites relevant to local communities
- Subscribing to Indigenous media
- Communicating desire to hire Indigenous peoples
- Participating in and sponsoring community events
- Hosting a presentation for the community to introduce the company
- Asking community leaders/Elders to sit on an interview/hiring team to help develop/deliver cultural awareness training



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Recruitment and Hiring

When hiring Indigenous employees, the following approaches can be used:

- **Modify the interview process** – When interviewing Indigenous peoples, extra time should be allotted for the interview process as oral communication and story-telling is integral to Indigenous culture. Thought should be put into the best location, ambience and language for the interview; even when the interview is in English, a translator may be effective to ensure that the candidate is able to fully express him/herself.
- **Modify assessment methods and tools** It is common to use various types of ability, aptitude, personality and interest testing during the hiring process. Standardized assessments can be less than ideal when assessing Indigenous applicants and the hiring team should ensure that any standardized assessments used can be fairly applied to all applicants – regardless of ethnicity, culture, geographical background, historical and social experience.³⁵

Retention

Best practices for retaining Indigenous peoples in the workforce include:

- **Recognize and respect cultural interests** – Cultural and community practices significantly impact the work-life balance of Indigenous employees. Accommodating community events (like a death in the community), hunting and fishing seasons and other festivals is imperative for retention.
- **Provide cultural support** – Providing new-to-employment Indigenous workers with on-site Indigenous counsellors and Elders can facilitate orientation and help with the adjustment period.
- **Recognize differences in time management** – Previous work experiences of Indigenous peoples may have been more lenient in regard to time management. Supervisors and managers may have to work with Indigenous employees during the orientation and on-boarding process to discuss expectations in regard to schedule, completion times and work pace.
- **Value life experiences as much as an educational credential** – Following the tenants of prior learning recognition, it is important to recognize that

³⁵ Environmental Careers Organization. (n.d.). *ECO Canada's Aboriginal Recruitment Guide*. Accessed from: <https://www.eco.ca/pdf/Aboriginal-Recruitment-Guide.pdf>



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formalized educational programs are not the only means of gaining skills and knowledge. A lack of a high school diploma or other credential should not immediately render a new hire limited in ability³⁶

Trucking HR Canada Resources

Trucking HR Canada has worked with subject matter experts to develop employer resources to support the attraction, recruitment and retention of Indigenous Peoples. Check out the following resource to help you on your route to becoming an inclusive and diverse workplace:

- [*Indigenous Recruitment and Retention: A Roadmap for Canada's Trucking and Logistics Industry*](#) – This Roadmap provides employers with the knowledge and guidance to support Indigenous Recruitment and Retention.

Diversity Talent Spotlight - Visible Minorities

According to the Employment Equity Act, visible minorities are defined as: “Persons, other than Indigenous peoples, who are non-Caucasian in race or non-white in colour.”³⁷

According to the 2016 Statistics Canada Census, 22.3% of the total Canadian population are people of colour and are projected to be about 1/3 (31-36%) of the population by 2036. Twenty-seven percent (27%) of Canadians aged 15-34 identified as a member of a diverse racial/ethnic group in 2016. The visible minority population is young, with the median age of people of colour being 33.9, compared to the overall population’s median age of 40.7. Women make up 51.5% of all people of colour.

Census data also indicates that visible minorities are highly educated – with 68.6% of visible minorities aged 25-64 possessing a post-secondary education credential and 42% having a university certificate, diploma or degree at the bachelor level or higher (compared to 28.5% of the general population).

³⁶ Joseph, B. (2014). *7 First Nation Worker Retention Strategies*. Indigenous Corporate Training Inc. Accessed from: <https://www.ictinc.ca/blog/7-first-nation-worker-retention-strategies>

³⁷ Employment Equity Act. Accessed from: <https://laws-lois.justice.gc.ca/eng/acts/e-5.401/page-1.html>



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In 2016, people of colour comprised 22% of the Canadian labour force, with this percentage projected to rise to 36% in 2036.³⁸

Trucking HR Canada Resources

Trucking HR Canada has worked with subject matter experts to develop employer resources to support the attraction, recruitment and retention of diverse talent – inclusive of visible minorities. Check out the following resources to help you on your route to becoming an inclusive and diverse workplace:

- **[Diversity and Inclusion: A Roadmap for Canada's Trucking and Logistics Industry](#)** – This Roadmap summarizes Trucking HR Canada's diversity and inclusion framework for the Canadian trucking and logistics industry and highlights the benefits of an increasingly diverse workforce and implementing best practices for workplace diversity and inclusion.
- **[Changing Workforce: Leading by Example](#)** – A report highlighting industry employers have introduced related best practices – and are reaping the benefits. Their experiences are captured in this report to inspire and enable others, so everyone can reap the benefits of workplace diversity and inclusion.

³⁸ Catalyst. (2019). *Quick Take: People of Colour In Canada*. Accessed from: <https://www.catalyst.org/research/people-of-colour-in-canada/>





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