

# Top Fleet

Employers 2021

September 2021

## Innovating Our HR Practices

– One Top Fleet Employer at a Time



TruckingHR  
Canada





## 1 About the Program

**Trucking HR Canada's Top Fleet Employers (TFE)** program recognizes positive change and innovation that support HR best practices within trucking and logistics. Our TFEs are leaders.

Together, they promote a positive image of this industry, showcasing it as a great place to work.

Launched in 2014, the TFE Program continues to grow each year. The program is open to fleets of all sizes, in every region of the country, and across the spectrum of for-hire, private and fleet services.

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## Overview of TFE21 Program Composition

- **77** TFEs in the program
- **16%** Large; **48%** Medium; **36%** Small Fleets
- **83%** of TFEs are For Hire
- **10%** of TFEs are Private Fleets
- **7%** of TFEs are Fleet Services

## What makes our Top Fleets stand out?

### Recruitment and Retention

**96%** have a standard advertised job description that is used regularly for the driver occupation.

### Employee Engagement

**77%** provide a uniform allowance.

**55%** have conducted periodic employee engagement surveys within the past two years.

**94%** conduct standard exit interviews with employees leaving the company.

**69%** provide guidelines on the use of medical marijuana within their Drug and Alcohol/Prescription Drug Policies

**82%** have guidelines for the use of recreational marijuana within their Drug and Alcohol policies.

### Total Rewards/Compensation

**55%** have a formal process to determine how compensation increases are administered.

**90%** have a formal compensation/salary structure.

**91%** have pay scales of pay ranges based on roles.

**77%** conduct regular internal pay-equity reviews.

### Company Driver Compensation

**22%** pay their drivers hourly.

**3%** pay their drivers by the mile/KM.

**71%** pay drivers both by the KM and hourly.

**4%** pay drivers by salary.

### Owner Operator Compensation

**3%** pay their O/Os hourly.

**21%** pay their O/Os by the mile/KM.

**72%** pay their O/Os by the KM and hourly.

**3%** pay their O/Os by salary.

(Cont'd.)

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Workplace Wellness and Mental Health	
55%	celebrate mental health initiatives.
67%	train employees on stress management and resilience.
Workplace Diversity and Inclusion	
66%	have a diversity and inclusion policy.
Workplace Training and Skills Development	
73%	have a finishing program for drivers that may require further skills development.
47%	have an on-site training school (or have partnered with one) for drivers who have little or no driving experience or training.
86%	invest in leadership development.
Corporate Citizenship and Environment	
97%	sponsor charitable or community events.
49%	provide financial scholarships to students.
87%	have sent employees to speak or participate at industry events and knowledge sharing opportunities.
39%	have received eco/green employer awards or recognition.
66%	participate in National Take Our Kids to Work Day or similar initiatives.
HR Innovation	
34%	have implemented artificial intelligence initiatives within their organizations.
71%	have implemented digital transformation initiatives to automate certain HR activities.
21%	have implemented 15- to 20-minute micro learning online training through gamification.
19%	have workforce plans that include freelance or gig economy workers in non-driver positions.

## Top Fleet Employers raising the bar

It has been a challenging time for all industries, particularly for essential services like transportation. Faced with unprecedented challenges posed by the coronavirus pandemic, Trucking HR Canada's Top Fleet Employers (TFEs) were able to pivot their practices, approaches and strategies to expedite positive change within their respective organizations.

Fleets adapted quickly in response to public health regulations, all the while ensuring the health and safety of their own employees while helping customers maintain an uninterrupted supply of goods and services.

It was our industry's time to shine, and shine we did. It goes without saying that our Top Fleet Employers led the way.

Since the program's inception, 2020 was the most significant year yet for demonstrated leadership in HR best practices and forward thinking. This report highlights these practices and provides practical tips that all employers can benefit from.

Improving the image of our industry and promoting it as a great place to work starts with better HR approaches. Our Top Fleets know that, now more than ever, taking care of our people is the only path to profitability and sustainability.

The innovative practices of our TFEs are presented according to six broad categories. They are wide-reaching and impact many, if not all, aspects of business operations.

### THIS REPORT EXPLORES THE FOLLOWING KEY AREAS:

- Organizational Flexibility and Agility
- Technological Transformation
- Holistic Employee Wellness
- Diversity, Equity and Inclusion (DEI)
- Employee Engagement and Collaboration
- Considerate Leadership

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## 2 Organizational Flexibility and Agility

The pandemic forced changes to where, how and when we work. Leaders and their organizations have had to confront deeply engrained and accepted perceptions and judgments about productivity and remote work. One positive outcome during 2020 was a reassessment of how people work together, even from a distance. While we talk about returning to business as usual, the way we work will be forever changed, and this should be viewed as a positive rather than a negative consequence.

Top Fleet Employers demonstrated that flexibility and agility are possible with great results. They rapidly implemented new workplace structures, schedules, policies and approaches, which may ultimately benefit our sector in more ways than we first imagined. They expanded the way flexibility and agility apply not only to working arrangements but to the consideration of cultural and social expectations.

Effective employee engagement throughout the pandemic includes more frequent communication and employee check-ins. Your employees may likely expect this to continue. Take time now to clarify these expectations and prevent bigger issues from emerging.

### FLEXIBILITY AND AGILITY IN PRACTICE – WHAT TFES ARE DOING:

- **Providing equipment and technology to work remotely:** Historically, trucking and logistics has been a “brick-and-mortar” industry, with all its supportive services housed within large terminals and offices. During the pandemic, many segments of the workforce, including dispatchers, route planners, logistics personnel, claims specialists and more, have had to work from home. TFES showed extensive agility in this transition, quickly supplying employees with the technology and supports (headsets, laptops, software and applications, cell phones with extended data plans, ergonomic office furniture, etc.) they needed to transition to remote workspaces. Their responsiveness resulted in limited downtime and dips in productivity.

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- **Creating a hybrid workplace:** As COVID restrictions evolve, many TFEs are allowing for certain employees to continue working remotely either permanently or on a rotational basis. In many ways, the pandemic served as a “trial period” for a hybrid-workplace model, providing baseline data on productivity, employee wellness and customer satisfaction. Some TFEs have extended remote-work options (full-time/part-time working from home) to non-driver positions, inclusive of dispatchers.

**Consider this:**

Remote work options support a more flexible approach to recruitment. Employers are no longer bound by a specific geographic region when recruiting for top talent. The hybrid-workplace model opens up recruitment possibilities like never before.

- **Changing existing policies:** With extensive changes in processes and “how they do business,” TFEs recognized the need to review, revise and in some cases modernize their HR policies and procedures. Policy review is always encouraged; the pandemic caused organizations to make a detailed review of existing documentation and adapt policies and procedures in response to these changes.

Address legal ramifications. Be sure to address the legal ramifications of flexible work arrangements, from occupational health and safety, compensation, privacy, confidentiality and more.

## OUR TFEs FOCUSED ON SEVERAL KEY POLICIES, INCLUDING:

**Remote work:**

- In 2020, every employer faced new work arrangements and expectations that required definition. It was essential to provide employees with the guidance they need to support continuous, effective business operations. Our TFEs not only developed remote-work policies quickly, they effectively communicated these changes to all staff, ensuring a smooth transition.
- Our TFEs learned that effective remote work meant more regular communication and check-ins with employees. Moving forward, employers should note that employees may expect this regular communication to continue.

**Leave provisions:**

- With an “all-hands-on-deck” approach necessary to ensure the flow of goods, many employers adjusted their leave provisions. Some allowed employees to carry over vacation days to the next calendar year. Others offered more flexibility on sick-day eligibility/accumulation—for example, starting on the first day of employment (rather than after a three-month probationary period).

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### 3 Technological Transformation

Until 2020, technological innovation and transformation was a slow work in progress at many fleets. The pandemic shifted these advancements into overdrive. While the speed of change can be daunting for businesses, many TFEs are seeing the benefits of this rapid technological transformation.

#### TECHNOLOGICAL TRANSFORMATION IN PRACTICE – WHAT TFEs ARE DOING:

- **Virtual collaboration:** For many fleets, the pandemic required a crash course in virtual collaboration. From Zoom to MS Teams and every platform in between, TFEs used video conferencing to connect and communicate with employees. While “Zoom fatigue” is real, video meetings allowed for better collaboration across terminals and worksites, as well as various occupational groups. Video conferencing proved especially valuable for connecting remote locations and employees.

Many TFEs plan to continue to conduct interviews, orientation, OHS committee meetings, weekly check-ins and other types of meetings virtually. Video conferencing platforms are improving almost daily, with new features to support continued collaboration, including chat rooms, white boards and more. TFEs know that leveraging these technical tools is key.

- **Digitization of records and documentation and processes:** Social distancing and remote working arrangements expedited the (often lengthy) process of digitization of records and organizational documentation. Digital workflows span all operational, administrative and safety processes for many TFEs. From electronic driver trip sheets to contactless delivery processes, digitization not only supports social-distancing requirements, it can greatly enhance data security, record-keeping and processing.

In addition, TFEs developed proprietary mobile applications, online portals and electronic pay and benefits platforms. Logistics programs were also onboarded to facilitate the transition. While many fleets have noted that the path to a digital workflow has not been without kinks, the pandemic greatly expedited a process that was already in the making.

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Plan now to ensure that you have the skills and competencies to support this digital transformation. For instance, your need to compete for truck drivers will now be followed closely by your need and competition for IT talent.

- **Impacts on skills and training:** Many fleets had to adapt driver training programs in response to COVID-19 restrictions. Fleets with well-managed in-house training programs (including competent and experienced trainers) were able to move to virtual on-boarding and online training systems.  
  
Additionally, fleets with an IT staff were better positioned to react to changing requirements and their impact on employees and business operations. Moving forward, Top Fleets that stay on top of these skills and align them with recruitment needs will be further ahead.  
  
TFEs stressed the importance of adapting and adjusting to make online learning more effective. Creating smaller virtual groups, modifying approaches and leveraging new platforms put our TFEs ahead of the competition.
- **Mobile health apps:** Many fleets recognized the toll the pandemic was taking on the overall wellbeing of their employees and invested in mobile applications to support their mental health. These apps are accessible to all employees whether they're on the road or working from home and demonstrate that TFEs are making mental health a priority.

## 5 tips for better on-line learning:

- Limit your class size. Smaller groups enable participants and instructors to see each other on camera, thus creating a more interactive setting.
- Allow for more frequent, shorter breaks so participants can rest or check e-mail and other messages. They'll be more focused once back on camera.
- Leverage interactional tools such as whiteboards and the chat groups.
- Make time for self-study. This gives participants time off-camera to read or work on their own. They come back to the group ready to share what they learned.
- Use open-ended questions throughout to keep participants engaged and focused.

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## 4 Holistic Employee Wellness

We've seen a dramatic shift from employers being responsible for the health and safety of employees while at work to looking out for their overall well-being both on and off the clock. In trucking and logistics, the requirements for organizations to manage an employee's physical health and safety are significant. The pandemic raised awareness of the connection between physical and mental health, and our TFEs took action.

Fleets that recognize the link between overall wellness and organizational viability can appreciate the unique factors impacting employee wellness within their company and the industry, and will be proactive with solutions. Investing in employee wellness also makes business sense, resulting in higher productivity and engagement.

TFEs see holistic employee wellness as integral to their workplace culture. Workplace culture, at a high level, is the environment that is created for all employees, encompassing leadership, values, behaviours and attitudes. When wellness is defined as a pillar of a positive workplace culture, employees are more engaged and likely to put forward their best effort.

### THE TOLL OF THE PANDEMIC ON OVERALL WELLNESS

In a recent Trucking HR Canada survey, the pandemic was overwhelmingly recognized as a key factor in decreased wellbeing and mental health among employees. Most respondents stated that the number of workers experiencing psychological health issues was on the rise. This applied to many of the sector's occupations, including drivers, dispatchers, HR staff and office administration staff.

While getting help for mental health should be no different than any other health issue, there's long been a stigma associated with it. Because of prejudices held by others, people experiencing a mental health concern may be reluctant to seek help. Now, more than ever, it is important to emphasize the essential role of the workplace in breaking down this stigma.

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## TFE21 Workplace Wellness and Mental Health Quick Facts

- 67% train employees on stress management and resilience
- 55% celebrate mental health initiatives

### HOLISTIC EMPLOYEE WELLNESS IN ACTION – WHAT TFES ARE DOING:

- **Introducing specific mental health programs:** The pandemic pushed the significant interplay between physical and mental health to the forefront. As a result, many TFES enhanced their existing Employee and Family Assistance Program (EFAP) offerings to provide interventions and tools specific to managing anxiety, depression and supporting mental wellness. TFES have developed virtual health platforms, invested in Mental Health First Aid Training and other resources to support mental health and wellness for employees.

#### Consider this:

Employers need to recognize the impact of mental health on their entire staff. In particular, HR personnel have had an increased burden during the pandemic. No employee is immune from mental health challenges. Even those charged with keeping others safe may be managing issues of their own. Ensuring that all staff have access to support builds a true commitment to workplace mental health.

- **Regular employee check-ins regarding stress, anxiety and wellness:** TFES recognize the toll the pandemic has taken on the mental wellbeing of all employees at all levels. Many fleets implemented regular check-ins with employees to listen, provide support and ask, “How are you doing today?” and “How can we help?”

One employer noted that they encouraged senior leadership and management to openly discuss their own mental wellbeing, fears and concerns with employees (during facilitated virtual meetings and personal calls) to demonstrate empathy, understanding and compassion. These approaches help to normalize mental health issues and to demonstrate that it is “OK to not be OK.”

**Employee Financial Wellness:** Given the high number of drivers reaching retirement age, along with an increase in financial stress for many employees during the pandemic, a focus on financial wellness can set a fleet apart from the competition. Financial wellness is often best supported through comprehensive total compensation plans and strategies, a holistic approach to financial compensation and benefits.

- **Providing tokens of appreciation:** When faced with significant challenges like the pandemic, it is easy to lose motivation, morale and positivity. Many TFES provided employees with tokens of appreciation in the form of care packages, gift cards, and more. While some of these actions were also meant to alleviate the financial burden caused by the pandemic for many employees, a gesture of appreciation—the recognition of a job well done—is welcome by everyone and at any time.

#### Consider this:

Our TFE employee surveys provide insights that can inform better approaches for showing appreciation.

This year we asked, “What is your company not doing so well?” Non-driving employees commented that while drivers are getting recognition and praise (internally and externally) during the pandemic, the office staff (notably dispatchers) are feeling left out. Many took time to explain that they too are an integral part of the transportation sector. Some noted that company initiatives have focused on drivers only (additional supports, recognition, etc.), leaving them feeling unappreciated or unacknowledged.



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## TFE21 Compensation Quick Facts

- **91%** have pay scales of pay ranges based on roles
- **90%** have a formal compensation/salary structure in place
- **77%** conduct regular internal pay equity reviews
- **55%** have formal a process in place to determine how compensation increases are administered

## TFE21 Company Driver Compensation:

- **71%** pay both by the mile/KM and hourly
- **22%** pay hourly
- **4%** pay by salary
- **3%** pay by the mile/km only

## TFE21 Owner-Operator Compensation:

- **72%** pay by the mile/km and hourly
- **21%** pay by the mile/km only
- **3%** pay by the hour
- **3%** pay by salary







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## 5 Workplace Diversity and Inclusion

Diversity, Equity and Inclusion (DEI) has catapulted into the forefront of business priorities. While many organizations have had diversity on their radar for some time, it is often regarded as a tick-the-box exercise. To be truly effective, a comprehensive approach to creating DEI operationalized strategies is now required.

In addition, TFEs recognize the link between diversity and inclusion and holistic employee wellness, particularly mental health. Workplaces that are welcoming and support of diversity result in employees who are physically and mentally well, which in turn enhances the workplace culture and overall morale of the fleet.

Our Labour Market Information confirms that while the pandemic delayed driver shortages, it did not negate them. As the economy bounces back, so have driver shortages. Preparing now for economic rebound means looking beyond traditional labour pools.

**In comparison to the overall Canadian labour force, the trucking and logistics sector stands out with significantly fewer women and youth employed in the sector:**

- **Women:** 15% in the sector / 52% employed in Canada
- **Youth (under the age of 35):** 25% in the sector/ 34% employed in Canada
- **Aboriginals:** 4% in the sector / 4% employed in Canada
- **Immigrants:** 26% in the sector / 24% employed in Canada
- **Visible minorities:** 22% in the sector / 21% employed in Canada

Trucking HR Canada, Labour Market Information, 2021.

## TFE21 Workplace Diversity and Inclusion Quick Facts

- **66%** have a diversity and inclusion policy

### WORKPLACE DIVERSITY AND INCLUSION IN PRACTICE - WHAT TFEs ARE DOING:

- **Diverse recruitment and hiring approaches:** Many TFEs see the potential of previously untapped talent within the industry and are making concerted efforts to attract, recruit and hire diverse employees. These approaches include:
  - **Multicultural recruiters** – Prospective new-hires want to be able to “see themselves” in their employer. TFEs have diverse group of recruiters who can attest to the corporate culture and who are personally aware of the socio-cultural realities of their various backgrounds.
  - **Multiple languages and range of publications** – Developing and communicating job postings and opportunities in multiple languages and diverse publications is a way to directly reach diverse groups of talent. Ideally, fleets will have offerings in multiple languages (as required) upon hiring to foster positive onboarding and employee retention.
  - **Partnerships with affinity networks and organizations** – Numerous TFEs have partnerships or collaborate with affinity networks and organizations that support the meaningful employment of individuals from specific diverse groups. These partnerships help to form a mutually beneficial pipeline of talent.
  - **Blind hiring process** – Some TFEs, like organizations in other sectors and industries, are experimenting with “blind recruiting and hiring” to remove conscious and unconscious bias from the process. In practice, all identifying information is removed from applicant documentation so assessors will focus solely on skills and abilities.

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- **Diverse interviewing committees** – Following the line of reasoning that candidates will feel more at ease when they can “see themselves” at their potential employer, many TFEs have formed diverse interviewing committees to foster inclusivity and to conduct more thorough and well-rounded interviews.
- **Company-wide Diversity and Inclusion committees:** In order to retain diverse talent, many TFEs have developed organizational diversity and inclusion committees (comprised of employees from various diverse groups) and/or internal infinity groups (e.g., Pride at Work, Black Lives Matter, Women in Trucking committees, etc.). Employee participation in, and activities hosted by, these committees demonstrate a commitment to inclusion that can greatly enhance a sense of belonging, acceptance and employee retention.
- **Supporting people with disabilities:** TFEs make the connection between organizational flexibility and ability and workplace inclusion. Flexible work arrangements including remote work can remove barriers, support the hiring of people with unique needs and allow for mutually beneficial and long-lasting working relationships.

## Trucking HR Canada’s Employer Wage Support for People with Disabilities

Trucking HR Canada’s wage subsidy program provides wage incentives to employers looking to reduce their financial risks in hiring persons with disabilities.

### Support includes:

- Up to a \$15,000 wage subsidy per participant placed
- Targeted onboarding, coaching and mentoring resources
- Support throughout the work placement period
- Follow-up with employers to assess program effectiveness, and recommendations for further placements

**To learn more, visit:** <https://truckinghr.com/wage-subsidy-for-persons-living-with-disabilities/>

- **Diverse policies and practices:** 66% of TFEs have at least a basic diversity and inclusion policy, with several fleets developing specific procedures and practices to put the policy into action. When thoughtfully developed, implemented and managed, DEI policies and procedures can facilitate positive change within an organization, setting expectations for action and consequences for not following through. TFEs also noted that hosting diverse events, gatherings, lunches and outings also helps to foster diversity, inclusion, respect and learning among all employees.
- **Supporting women in the workforce:** Financially, the pandemic has had a disproportionate effect on women. There has never been a more important time to ensure gender diversity within our workplaces. Top Fleets know that modern workplaces are fair, equitable and welcoming to women.

Our 2021 Virtual Women with Drive Leadership Summit provided the opportunity to learn from our international counterparts. In the United Kingdom, the increased demand for local deliveries during the pandemic provided opportunities to bring more women into these roles. In most cases, local P&D operations provide better work/life balance than long-haul trucking. In addition, during the hiring process, employers were able to identify candidates who would consider long-haul trucking, especially women who would previously never have been interested.

Trucking HR Canada’s Women with Drive initiative leads the industry in supporting women leaders, and notably provides the most informative and practical educational events and networking opportunities. Stay tuned for upcoming events in 2021 and into 2022 as we build on the success of our Women with Drive initiative.

### Consider this:

To develop diverse and inclusive workplaces, employers themselves need to invest in learning and development. That is, they need to enhance their knowledge in cultural competence and inclusion. Educated and aware leaders are then able to support and ensure equity amongst all groups in their workplaces and translate the acceptance and celebration of diversity into a healthy workplace culture.

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## 6 Employee Engagement

In an article for *Forbes*, **Kevin Kruse**—CEO of LEADx.org and author of *Great Leaders Have No Rules*—proposed that “employee engagement does not mean employee happiness ... or employee satisfaction.” Instead, he suggests that:

*“Employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company. They don’t work just for a paycheck, or just for the next promotion, but work on behalf of the organization’s goals. When employees care – when they are engaged – they use discretionary effort.”<sup>1</sup>*

Returning to work post COVID-19 is an opportunity for fleets to rethink the employee experience in ways that factor individual differences in home lives, skills and capabilities, mindsets, personal characteristics and other factors.

### EMPLOYEE ENGAGEMENT – WHAT TFES ARE DOING:

- **Pulse surveys:** Many TFES noted that they made a concerted effort to check in with employees on a regular basis to gauge anxiety levels, seek input and keep a finger on the pulse of the workforce, particularly those working remotely. This type of contact (often conducted virtually via video calls, online surveys, etc.) provides management with real-time data while showing a commitment to individual workers. At the heart of employee engagement is creating an emotional connection between the employee and the organization. Checking in with employees, even if it’s just an opportunity to express concerns, is highly beneficial to employee engagement.

<sup>1</sup> Kruse, Kevin. (June 22, 2012). *What is Employee Engagement*. *Forbes*: <https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/?sh=46d536967f37>





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- **Frequent and consistent communication:** Issues with communication are often noted in our TFE Employee Engagement Surveys, namely a lack of consistent, clear messaging from management to employees. TFEs noted that at the beginning of the pandemic, they used frequent conference calls and virtual meetings to talk to managers about how to check on and assess the health and wellness of employees. Subsequently, the frequency, detail and transparency of communication with employees was also heightened.

While the frequency of communication levelled out over the course of the year (e.g., from daily to weekly), the impact of consistent messaging across various modes of communication (e-mails, video reports, written messages, dedicated portals, enhanced corporate intranet) continued. The consistent and frequent lines of communication between management and employees should continue well beyond the pandemic. And, as noted earlier, your employees may likely expect this to continue.

## Consider this:

COVID-19 restrictions led to a proliferation of virtual events—both inside and outside the workplace.

Post pandemic, employers will have new opportunities to engage employees in team activities online, thus including all remote workers. New event formats also open up more cost-effective learning opportunities with virtual conferences, and more celebratory opportunities like the Top Fleet Employer Gala which will have a streaming portion moving forward.





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## 7 Considerate Leadership

To a significant extent, the pandemic separated the good leaders from the not-so-good, and put a spotlight on organizations with exceptional management practices. In addition, it proved that individuals at any level of an organization can exhibit the leadership qualities—like critical thinking, empathy and positive communication—that make their workplaces and their work teams better.

The strongest leaders possess the emotional intelligence required to empathize with others and lead with consideration, compassion and humility.

Leaders who take time to assess their own performance and that of their senior management, and maintain the mindset that people are the lifeblood of any successful organization, will be best positioned for success post-pandemic.

### CONSIDERATE LEADERSHIP – WHAT TFES ARE DOING:

- **Training for current and future leaders:** 86% of TFES invest in leadership development. Offerings include tuition reimbursement for relevant programming as well training courses subsidized or provided by the company. This investment supports future leaders and succession at the business.

A professional development plan guides the creation of learning goals, objectives and pathways for future leaders so all efforts are reflective of the interests, skill sets and development needs of everyone. Continuous learning is also a critical element of succession planning for any organization. Effective succession planning helps to protect workplace culture, which takes time to develop and solidify.

- **360° feedback assessments:** The 360° feedback process includes gathering and assessing feedback from an employee's direct reports; colleagues and peers; supervisors; and the employee. It provides a holistic evaluation of areas of strength as well as those requiring improvement, and a process of self-reflection and fine-tuning of management and leadership styles that resonates with the organization and personnel.

- **Offering mentorship along the employment journey:** Many TFES offer mentoring programs to employees, including driving (both new and experienced) and non-driving occupations. At any stage of the employment journey, mentoring programs are intended to go beyond helping individuals acquire specific skills or competencies. Most often, mentoring programs are long-term (at least four to six months) and driven by relationships and personal development, organization and personnel.

Mentorship is considered a gold-standard approach for onboarding new hires; however, the benefits of mentorship can span a career.

Fully embracing the power of mentorship, several TFES incorporate the process into onboarding, peer-to-peer mentoring (such as mentorship platforms and portals for existing drivers) as well as leadership mentoring. In addition, employees who have had a positive mentoring experience themselves are more likely to volunteer to mentor others.

### Consider this:

The pandemic has taken a toll on all staff, including HR leads. Great workplaces need great HR leads—as such, all workplaces need to ensure that their HR leads are taking the time they need to recharge, refresh and re-vitalize. Their health directly impacts organizational health.

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## 8 Achievement of Excellence

### Top Fleet Employers – Achievement of Excellence

Each year, we celebrate the fleets that go above and beyond in certain areas – further demonstrating their leadership and commitment to their people.

#### Achievement of Excellence for Training and Skills Development

This award is presented annually to a Top Fleet Employer that has demonstrated a formal commitment to supporting the professional and skills development of its employees by fostering a culture focused on continuous and ongoing training and learning. This includes offering career development opportunities and identifying key processes and programs for performance management and training across the entire organization.



#### TFE21 Winner – Challenger Motor Freight:

Challenger Motor Freight demonstrated an exemplary dedication to training and skills development by attaining a perfect score in this category. The organization’s extensive and ongoing performance

management program offers multiple professional development opportunities for employees; a multitude of training and development courses ranging from technical to leadership competencies; on-site driver training and finishing schools; significant investments in leadership development; the launch of a virtual learning Leadership Library; and in-depth coaching and mentoring programs to support the development and progression of all employees. These are just a few of the many reasons why Challenger Motor Freight received this award.

#### Achievement of Excellence for Workplace Culture

This award is presented annually to a Top Fleet Employer that demonstrates a strong commitment to adopting and promoting a healthy and positive work environment for all employees. This includes a mission statement or purpose that clearly identify an organization’s values, beliefs, areas of focus and more. It is formalized in writing and has policies, procedures and practices that support it.

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**TFE21 Winner – SUTCO Transportation Specialists:** Sutco demonstrates a strong commitment to promoting a healthy and positive work environment – as evidenced through their solid set of HR policies and procedures, mission, values,

code of ethics and vision that is put into practice every day. They provide numerous amenities at the workplace and to the drivers at their terminals. They practice a strong commitment to work life balance as drivers and other employees are afforded multiple flexible work arrangements, including accommodation requests that are considered on a case-by-case basis, pet policy, accommodation policy etc. An example is that some of their drivers are moving to a 4 – on - 4 – off schedule to achieve a greater work-life balance. The children of employees are welcomed in the office to help accommodate the balance between work and parenting. These and many more workplace practices shows SUTCO to be a progressive family company that respects and values employees as they balance their work, personal and family obligations.

### Achievement of Excellence for Workplace Diversity & Inclusion

This award is presented annually to a Top Fleet Employer that has demonstrated a formal commitment to supporting its employees regardless of age, sexual orientation, religion, race, color, gender, national origin, gender identity or expression, disability status, veteran status or any other status protected by law. Its policies and approaches promote a workplace environment inclusive of women, the needs of younger employees and other under-represented groups including indigenous peoples, people with disabilities, visible minorities and new Canadians.



**TFE21 Winner – XTL Transport Inc:** XTL is playing a key role in moving the dial on inclusivity by employing and supporting talent from various under-represented groups. XTL uses comprehensive methods to demonstrate their commitment

to diversity, evidenced by a direct linkage to their corporate values. They take specific approaches and set goals for attracting diverse talent to the workplace. At XTL, the employees are educated and trained on the diversity & inclusion policy. Their diversity and inclusion training programs target all employees and address a range of issues, including unconscious bias, microaggressions, and cross-cultural communications. XTL's effective training moves beyond simply encouraging employees to tolerate differences to teaching employees on how to work well together while embracing diverse perspectives.

### Achievement of Excellence for HR Innovator

This award is presented annually to a Top Fleet Employer that has demonstrated a “thinking outside of the box” approach to HR initiatives. This can be a one-time initiative focused on a single aspect of an HR plan, or an ongoing initiative that is unique or industry leading. Whether it is a new technology, or a new idea, we want to learn about it.



**TFE21 Winner – Logikor:** Innovation requires “out-of-the-box thinking” and a willingness to try new approaches to HR management. Logikor stands out in this area. It is commendable the number of applications and practices the company

put into place to support employees during an exceptionally challenging year. These include use of the “When I Work” app used by front-line managers to track work schedules from their mobile device; the Trello app for project management so everyone involved is aware of task status; and automation of the process of equipment inspections which makes it an easier exercise for their operators while eliminating paper waste. Data analytics is an obvious area of focus for this organization, and it continues to build on the progress made to better support its employees.

### Achievement of Excellence for Employee Engagement

This award is presented annually to a Top Fleet Employer that has demonstrated a formal commitment to supporting and engaging with its employees. Here, employee surveys often provide information about how an employer is doing, as do management approaches and communication practices. This includes things like open-door policies, staff meetings designed to garner employee feedback, recognition approaches and more. It is evidenced by a workplace culture that values the opinions of employees—and acts on them.



**TFE21 Winner – ONE For Freight:** ONE For Freight achieved exceptional performance in employee engagement. The company has a comprehensive scope of HR policies in place, clearly outlining expectations for employer and

employee behavior and conduct. ONE For Freight's support of its employees is

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obvious in its flexible work arrangements; work-from-home policy (which was in place pre-COVID); salary top-up or additional time off; and Fitness for Duty program, which is not just physical but mental stress awareness and fatigue management training.

### Achievement of Excellence for Workplace Wellness and Mental Health

This award is presented annually to a Top Fleet Employer with a demonstrated commitment to overall employee mental health in the workplace. This includes policies and practices that foster an environment where employees feel comfortable talking about mental health, and formal commitments like employee assistance plans and leave provisions for employees in need of support.



#### TFE21 Winner – Roseneau Transport Ltd.:

This leading fleet demonstrates a holistic and multi-faceted approach to workplace and mental health, offering a range of supports and programs throughout the year to encourage all employees to

keep their health and wellness top-of-mind. From providing a personal trainer for all staff at their Edmonton Head Office to access each week to providing Fitness for Duty training for all staff (which includes physical training, mental health awareness and fatigue management), Roseneau Transport 's commitment to their employees is evidenced in all their daily practices – including office arrangements, and more.

### Achievement of Excellence for Women in the Workplace

This award is presented annually to a Top Fleet Employer that has demonstrated a commitment to gender equality and ensuring women are represented and supported within their workplace. This includes things like recruitment approaches designed to appeal to women, onboarding programs to support women drivers, encouraging women to seek coaching and mentoring opportunities and other initiatives to support their professional development.



#### TFE21 Winner – RYDER Canada Supply Chain Solutions:

Ryder demonstrates a commitment to women in the workplace. They initiated a think-tank that meets monthly to devise new strategies to encourage and support female

drivers. Ryder is also an active participant in various women's organizations, annually supporting a scholarship program to make technical training and education more affordable for women who strive to grow a career in trucking.

### Achievement of Excellence for HR Leadership

The Award of Excellence in HR Leadership is a new award this year to celebrate a Top Fleet Employer of Distinction that has demonstrated excellence by consistently maintaining high scores overall in the established rating criteria of the TFE application, thus exemplifying our Top Fleet Employer principles. The award recognizes an organization that has long-term dedication toward HR excellence and has been part of the Top Fleet Employer Program for at least five years. It is presented to a Top Fleet Employer of Distinction that is an industry leader and represents the best of HR practices worth emulating. Simply put – they put their words into action.



#### TFE21 Winner – Kriska Holdings Ltd.:

Kriska exemplifies excellence in HR leadership within the industry. It is commendable how the company has consistently maintained high scores in the different criteria of the TFE application over the years.

**STAY TUNED!** This fall Trucking HR Canada will launch a series of 5 NEW resources to help industry employers and HR managers tackle the most pressing HR issues. Dive deeper into flexible workplace practices, diversity, equity and inclusion, workplace wellness, compensation and what managers need to effectively navigate this new environment.

**STAY CONNECTED!** Updates on the launch of these resources will be sent through social media and our newsletter.

## Trucking HR Canada Recognizes 77 Exemplary Fleets

				
				
				
				
				
				
				
				

				
				
				
				
				
				
				
				





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