

Top Fleet Employers

HR BEST PRACTICES REPORT






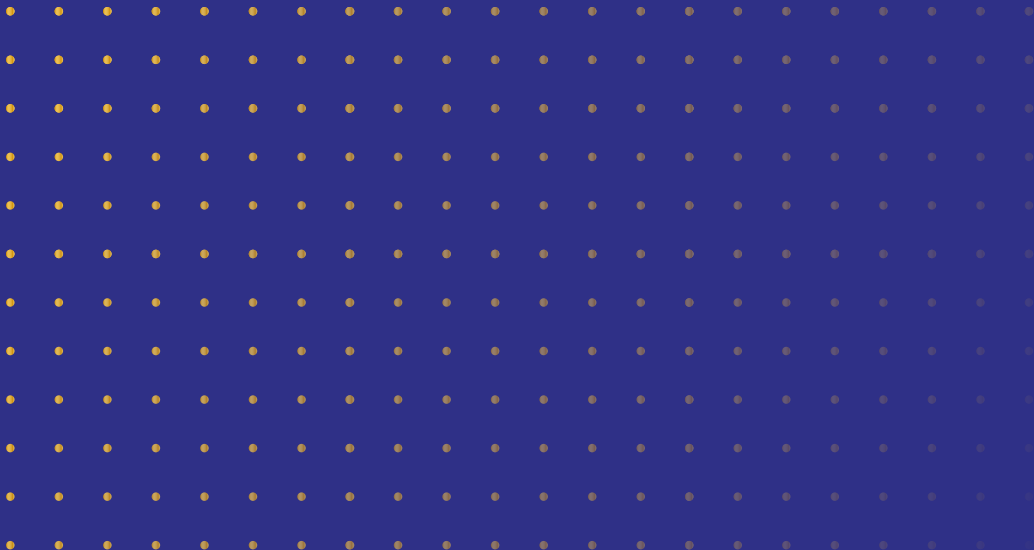


Table of Contents

— Building Skill-Based Organizations.....	<i>06</i>
Enhancing the Employee Experience.....	<i>10</i>
Retooling Work Through “True Hybrid” and AI	<i>16</i>
Driving a People-oriented Culture	<i>20</i>
Expanding Approaches to Address Employee Burnout and Mental Health Challenges	<i>24</i>
Leadership Through Collaboration	<i>28</i>

10th
ANNIVERSARY

2023



This year marks the tenth anniversary of our Top Fleet Employers program, which recognizes human resources leadership and innovation in trucking and logistics.

Fleets undergo a rigorous application process each year, and only the best are named Top Fleet Employers. Ranging in size, scope, and the services they offer, our TFEs strive to make a positive impact on their employees, communities, and industry. Their HR practices and achievements are examples for others to follow.

As we delve into what makes this year's group of TFEs so notable, this report looks at trends and tactics that are shaping the future of HR in trucking and logistics. It explores the following themes:

- Building Skills-Based Organizations
- Expanding the Employee Experience
- Rebuilding Work Through "True Hybrid" and AI
- Creating a People-Oriented Culture
- Expanding Approaches to Address Burnout and Mental Health Challenges
- Leadership Through Collaboration

Please join us as we celebrate a decade of HR excellence and explore the exciting path charted by our TFEs. Their strategies, successes, and learnings can guide you to greater HR achievements in the years ahead.



Building Skill-Based Organizations

In a rapidly changing business landscape, organizations have had to become adaptive and agile¹ to recruit top talent. One way to meet today’s workforce planning and recruitment challenges is by becoming more skills-based. Instead of simply hiring more people to fill gaps, organizations can focus on developing existing employees’ abilities through learning.

SKILL-BASED ORGANIZATIONS IN ACTION

Instead of focusing on hiring people who already have the skills and experience necessary for a role, skill-based organizations emphasize a candidate’s development potential. TFEs support this approach with extensive learning opportunities, including access to online education, tuition reimbursements, and formal training programs.

Why focus on building skills? Let’s face it: recruiting can be pricey. It takes hours to review, screen, interview, and test candidates, and then there’s the cost of advertising. Building skills in existing employees can save you the expense of recruiting and hiring new ones.



Developing Youth Talent (Ages 18 to 35)

Many TFEs promote the industry to younger generations as part of their strategy to build a more diverse, skills-based organization. They create a hiring funnel that introduces students and other young people to the industry and cultivates an interest in trucking and logistics even before they graduate.

Co-operative programs, apprenticeship initiatives, and school partnerships are great places to develop youth talent. TFEs use programs such as Career Talks, where employees are asked to speak to Grade 6 to 12 kids about careers in transportation and connect with young people who are underrepresented in the industry—for instance, participating in events such as Girls in Tech and Trade.

¹ McLean & Company (2023). *HR Trends Report 2023: Leading HR Into the Future of Work*.

Many TFEs have taken advantage of Trucking HR Canada's youth wage incentives program, which offers wage grants to

- new employees in the industry under 30,
- to support their efforts to attract, hire, and
- develop a younger workforce.



Train Drivers to Build Skills In-House

Drivers are essential to a fleet's efficiency and customer satisfaction. Yet finding, hiring, and retaining qualified truck drivers is a perpetual challenge.

59% of TFEs have an onsite training school for drivers with little to no experience, and 77% have a training program focused on continuously developing their skills.

Combining recruitment and in-house training can attract new drivers by helping them build the skills and knowledge they need to succeed. Some TFEs have established training programs for new and less experienced drivers, while others have driver-finishing programs that build upon existing skills. In each case, TFEs emphasize fostering the professional development of their drivers in-house, which leads to a more engaged workforce and better retention rates.





Why Invest in Developing Drivers?

Investing in developing drivers' skills can increase satisfaction and loyalty, leading to

- better retention, lower recruiting costs, and
- improved driver turnover rates.



Creating a Learning Culture

Building a skills-based organization helps create a learning culture. By prioritizing learning, truck fleets can help their teams be flexible, proficient, and adapt more quickly to changes in the industry, market, and environment.

TFEs create opportunities for continuous learning. Their leaders provide mentorship and model a growth mindset, and they promote employee-driven learning. Several TFEs provide opportunities for self-guided training and education, with the subjects chosen by the employee alongside recommendations from managers.

Consider this: Organizations can embed a culture of learning and development into their workplace. Investing in processes to

- facilitate lifelong learning is the first step
- to building a skills-based organization.
- Consider making development opportunities
- more accessible, adding lifelong learning to
- your fleet's strategic values, and recognizing
- employees who take the initiative to learn.



Enhancing the Employee Experience

TFEs know that top talent is an advantage. They strive to create an environment where individuals feel valued, engaged, and empowered because they understand that a positive employee experience supports retention and boosts productivity, innovation, and overall organizational performance.²

THE EMPLOYEE EXPERIENCE IN ACTION

The employee experience is a priority at fleets that want to attract the best and brightest.

Continuous Focus on Employee Engagement: Expanding the employee experience cannot effectively occur without input from employees.

Let's Celebrate: Our industry has recognized the importance of valuing employee input in decision-making! 64% of TFEs have

- conducted an employee engagement survey in the last two years.

TFEs use innovative approaches to gather employee input. Some have online channels where employees can ask questions or offer feedback, which managers use to create action plans to enhance the employee experience. One fleet hosts a weekly "HR Hour"

via Microsoft Teams, where employees can ask questions about company programs and policies. Others use "Employee Experience Committees" to formalize the flow of ideas and ongoing development of employee experience programs.

Organizations that have focused on expanding the employee experience are:³

- **2× more agile**
- **1.9× more innovative**
- **1.8× more productive**

² Gartner (2023). "What Will HR Focus on in 2023?" Gartner, www.gartner.ca/en/articles/what-will-hr-focus-on-in-2023

³ McLean & Company (2023). *HR Trends Report 2023: Leading HR Into the Future of Work*.

Why Engage Employees? Enhancing the employee experience can increase the likelihood of successful HR initiatives, where

- employees feel invested in new programs
- because they have a say. Employees who
- feel valued are more likely to stay and
- contribute to the organization.



Employee Experience as a Talent Strategy

“Employee experience” is driving talent acquisition and retention as employee priorities shift.⁴ Among the tactics TFEs use to make their brand and reputation stand out:⁵

- **Match the application requirements to the job:** Does that administrative assistant vacancy require candidates to write a two-page essay and go through three interviews?
- **Follow up with candidates quickly and frequently:** Even if the candidate was unsuccessful, tell them why. It shows that you value their time and will reflect positively on your brand and reputation. Word will spread quickly.
- **Give more information about the interview:** Interviews are conversations, not tests. Consider sending the candidate questions in advance, or at least provide information on what to expect.
- **Keep track of candidates for future openings:** This can be a helpful way to source future talent and create a more positive candidate experience. Communicate your intentions and follow through. Consider keeping a database.

Many TFEs recognize the importance of personalized recruiting and onboarding. For example, one fleet hired recruiters who can communicate with candidate drivers in English, French, Punjabi, Hindi, Urdu, Serbo-Croatian, Greek, and Polish, among other languages.

⁴ McLean & Company (2023). *HR Trends Report 2023: Leading HR Into the Future of Work*.

⁵ Onishuk, Elizabeth. (n.d.). *How to Create a Great Candidate Experience*. <https://resources.workable.com/tutorial/candidate-experience>

Consider this: *“Employee experience” is not just about adding new employee programs. If you’re looking for innovative ideas when it comes to enhancing the employee experience, consider these options:*

Draw on more than one communication channel

Fleets are encouraged to communicate through multiple channels, such as all-hands town halls, employee focus groups, Teams and Slack channels, employee panels, one-on-one discussions, and leadership fireside chats.

Invest in career development planning

Employees who see the bigger picture of how their everyday work pushes them forward in their career will be more engaged, motivated, and committed. Consider offering one-on-one career mapping with drivers and non-drivers alike.

Offer enhanced parental leave policy and programs

Invest in your employees by going above and beyond minimum legislative requirements. Consider offering EI top-ups, continuation of benefits, and scholarship programs for employees’ children.

Enhance total compensation

Compensation isn’t just about a salary. Consider ways to offer more competitive benefits, such as more paid vacation, a technology stipend, paid gym memberships, pet insurance, or revamping pension plans.



Retooling Work Through “True Hybrid” and AI

Conventional notions of the workplace have given way to a new paradigm shaped by hybrid working models, artificial intelligence (AI), and automation. These forces hold the potential to reshape not only how, when, and where we work but also the very nature of work itself.

TRUE HYBRID AND AI IN ACTION

TfEs are leveraging hybrid work models, AI, and automation to be more efficient, enhance their operations, and move to the forefront of an industry in rapid transformation.

Defining True Hybrid

As McKinsey & Company suggests in its 2023 State of Organizations report:

“*True-hybrid organizations create policies, workflows, and documentation that help employees understand which activities are best done in person and whether those activities are best carried out in real time or asynchronously (that is, with all team members being online when it’s most convenient for them rather than simultaneously). True hybrid organizations also consistently address the shortcomings of conducting activities in the less optimal format.*”⁶

If one thing is clear in 2023, remote work is here to stay. Fleets that continue to offer flexible and hybrid work arrangements have policies, workflows, and documentation that clearly define the parameters of remote work. These strategies can help fleets establish and embed procedures that support hybrid work:⁷

- **Create boundaries that facilitate work-life balance for employees.** This could look like having a disconnect policy or blocking emails after hours.
- **Be purposeful when you require employees to come into the office.** If employees are required to come in when they could do the same work at home, it may decrease engagement. Create guidelines about when the team comes together in person for meetings, collaboration, celebrations, and social events.

⁶ McKinsey & Company (2023). *State of Organizations 2023*, https://www.mckinsey.com/~/_/media/mckinsey/business%20functions/people%20and%20organizational%20performance/our%20insights/the%20state%20of%20organizations%202023/the-state-of-organizations-2023.pdf

⁷ Ibid.

- **Increase communication effectiveness.**
Be clear about expectations and avoid information overload. What channels will be used for what types of communications? What is the expected response time? What are your business hours, and when is it acceptable to contact team members?

Automation in HR Processes

TFEs are automating their HR processes. Aside from implementing new human resources information systems (HRIS), several TFEs use software to optimize HR workflows. Some use robotic process automation to reduce workloads or automate onboarding, recruitment, performance, and benefits-tracking processes using software like JazzHR and Workday. Fleets also use applications to help drivers optimize their schedules. These include third-party time-tracking and scheduling applications, such as When I Work, or applications developed in-house.

72% of TFEs reported having an HRIS

83% have taken actions around automating key HR processes

Why Automate? Automation benefits both the employee and the employer.

Individually, employees experience

- streamlined processes, from onboarding
- to performance management, optimizing
- their time and energy for more impactful
- tasks. Fleets benefit from enhanced data
- accuracy and insightful analytics, which
- help accelerate decisions and optimize
- workforce management.



The Power of AI

From talent acquisition to employee engagement and beyond, AI offers a spectrum of transformative applications. 45% of TFEs say they use AI in their organization. A few use AI chatbots to streamline recruitment. While some TFEs report using AI to automate “people processes,” there is much work to be done to fully tap into the power of artificial intelligence in human resources.

Why Implement AI?

The ROI is evident. Driving automation forward through artificial intelligence can help create self-sufficient processes, eliminate inefficient work paths, and save money by increasing efficiency.

Consider this: *Don't know where to start when it comes to implementing AI? Here are some of the areas where AI can be the most useful, and the platforms associated with it:*

Talent Acquisition and Recruitment

HireVue and Entelo use algorithms to analyze resumes, assess candidates' skills, and predict their fit for specific roles.

Employee Onboarding

Click Boarding and Kallidus automate the onboarding process, ensuring consistent and personalized experiences for new hires. Chatbots can provide instant answers to common questions, easing the transition for new hires.

Performance Management

Reflektive and 15Five offer real-time feedback and performance analytics. They analyze data to provide insights into employee progress, highlight strengths, and identify areas for improvement.

Benefits Administration

Gusto and Zenefits employ AI to assist with benefits enrollment and management. Chatbots provide employees with information about available benefits and help navigate the selection process.

Redesigning Work

We cannot talk about automation and workflow optimization without acknowledging its implications on work as we know it. As technology improves, fewer people will be needed to complete the same amount of work.⁸ Leaders will need to redesign work with the integration of AI technology in mind. Fleets will have to spend time training employees to fit into new roles that move away from specialization.

How can fleets get ahead of these changes? Consider these ideas:

- Emphasize cross-training among roles and embrace opportunities to train employees on AI technology
- Facilitate and encourage job sharing for those who are interested
- Analyze and reorganize jobs by examining their skills and tasks during your next organizational review

⁸ Gartner (n.d.) AI in HR: A Guide to Implementing AI in your HR Organization. <https://www.gartner.com/en/human-resources/topics/artificial-intelligence-in-hr>

Driving a People-oriented Culture

A people-oriented culture puts employees at the center of organizational strategies⁹, exemplifying a commitment to their well-being, growth, and overall engagement. People-oriented cultures can lead to better performance, innovation, and an enduring sense of purpose in employees while decreasing costs associated with turnover.

PEOPLE-ORIENTED CULTURES IN ACTION

By embracing and implementing a people-oriented culture, TFEs create an environment where employees are not viewed as resources, but valued stakeholders.

Values Orientation

A company's values provide a framework for how employees interact, make decisions, and contribute to the collective mission. To develop a people-oriented culture, fleets can communicate values that foster a sense of unity, purpose, and shared beliefs, and then act in ways that align with those values.

Some TFEs conduct surveys to gauge how well they are upholding their values. Others include values in their performance reviews and onboarding processes. One TFE reported

discussing values at the start of every single executive meeting. These are just some of the innovative practices TFEs use to uphold values that centre around their people.

Consider this: Fleets who haven't already may consider creating an employee value proposition (EVP). In a 2023 study performed by McLean & Company, organizations that have an EVP are 1.2x more likely to report their HR department is high performing at recruiting compared to those that do not have an EVP. EVPs capture the factors that set an organization apart from the rest of their industry, as well as act as a guiding force embedded into the company's everyday work.¹⁰

⁹ Mercer (2023). *Global Talent Trends 2023 Data Report Canada* from https://www.mercer.com/assets/ca/en_ca/shared-assets/local/attachments/pdf-global-talent-trends-2023-data-report-canada.pdf

¹⁰ McLean & Company (2023). *HR Trends Report 2023: Leading HR Into the Future of Work*.

Embedding Diversity, Equity, and Inclusion into Culture

While many TFEs have a formal DEI strategy or policy, there is still work to be done to promote a more inclusive and equitable workplace.

Why DEI? A more diverse workplace means more diversity in experience, beliefs, and opinions. It can help fleets become more

- innovative, perform better, and enhance
 - their brand as an employer.
-

Embedding DEI into a company's culture creates a foundation for more structured processes to help fleets create equitable workplaces. Start by examining current processes that influence culture from a DEI lens, and consider the following as next steps:¹¹

- Provide employees, drivers, and managers with training to help them identify unconscious biases.
- Create an open space for dialogue on topics less talked about such as gender identity versus sexual orientation, intersectionality, microaggressions, etc. This can be done formally, through training discussions, and informally, such as including pronouns on name tags.
- Add diversity, equity, and inclusion to your fleet's strategic values, or create values that revolve around DEI if you have not yet documented your fleet's values!



¹¹ HR Dive (2021). *Ways to Embed DEI into your Company Culture*. hrdive.com/spons/4-ways-to-embed-dei-into-your-company-culture/610779/



Leading by Example

The local community can have a huge impact on culture. Many TFEs recognize this and give back to their communities through volunteer efforts and sponsorships.

Let's Celebrate: Our industry is excelling in its corporate citizenship action! 97% of TFEs

- sponsor community events



One TFE serves its community by supporting families and refugees impacted by the war in Ukraine; it offered a job to a worker who was struggling to support their family after they moved to Canada. Other examples include creating committees to lead initiatives such as supporting local businesses, providing employees with paid time off to volunteer at non-profits, and donating to charities.

Clearly, TFEs are driving a people-oriented culture by putting their community at the core of their operations.

Consider this: Creating a people-oriented culture isn't about token acknowledgments or perks. It's a dynamic, ongoing process of

- adapting, learning, evolving, and listening.
- Commit to putting employees at the
- forefront of any decision that affects an
- organization's culture. Listen, learn, and then
- act on their insights.



Expanding Approaches to Address Employee Burnout and Mental Health Challenges

As workplaces respond to the effects of a pandemic, labour shortages, and recession, it's important to address employee burnout and mental health issues.

ADDRESSING BURNOUT AND MENTAL HEALTH CHALLENGES IN ACTION

TFEs recognize the importance of proactive mitigation over a reactive response. They invest in systematic interventions and prioritize comprehensive well-being strategies. This includes flexible working schedules, clearly communicating roles and expectations, and supporting employees' work-life balance. Some have wellness committees to facilitate these efforts. Rather than offering blanket benefits across the workforce, one TFE has software that asks each employee about their overall health and recommends a personalized wellness plan.

Why is employee mental health

important? A burnt-out workforce is an unproductive workforce. To achieve

- organizational goals and financial targets,
- fleets need to prioritize employees' mental
- health so they can perform better.



Developing a comprehensive program that prevents stress and burnout takes time and effort. Consider the following HR best practices:

- Emphasize psychological safety so that employees feel comfortable asking for help.
- Reward innovative thinking to improve job satisfaction.
- Create more ways for employees to connect socially.
- Train managers on supportive supervision techniques and how to encourage employees to care for their mental health.



40% of TFEs have a mental health program that goes beyond an EAP

Root-Cause Focus

By going to the source and collecting employee feedback, fleets can create wellness programs that focus on the root causes of mental health issues and burnout. Among the most common factors in burnout in 2023:¹²

- Inability to take time off
- Lack of work-life boundaries
- Workload intensity
- Lack of support resources to prevent burnout
- Lack of investment in automation and technology that could reduce workload

Harnessing People Data

While employee feedback is essential when it comes to implementing wellness programs, fleets can use the resources they already have through people analytics. Many TFEs consistently gather data about employees from exit interviews, stay interviews, turnover analyses, values check-ins, and engagement surveys. Fleets can maximize their investment in this data by connecting their analytics across multiple sources and programs.

Wellness as a Part of Total Rewards

Many fleets have mental health and wellness benefits in their total rewards/compensation packages—benefits that go above and beyond their Employee Assistance Program. Some cover physical health benefits such as massage therapy, nutritional consultations, and fitness classes. Others provide expansive mental health benefits such as on-site access to a therapist, nurse-led coaching for eldercare, and access to sleep counselors.

These benefits are part of an employee's total compensation package and can help fleets be more competitive when attracting or retaining top talent.

¹² Baruffati, A. A. (2023). *Burnout Statistics 2023 you shouldn't ignore* • Gitnux. GITNEX. <https://blog.gitnux.com/burnout-statistics/>

95% of TFEs conduct exit interviews

69% use “people data” to help make decisions

64% consistently conduct employee engagement surveys

Performance From a Wellness Lens

Adding wellness metrics to employee performance goals is a great way to improve mental health and reduce burnout. Consider using these techniques to reframe performance from a wellness lens:

- **Wellness-Infused Goals:** Incorporate wellness objectives into employee performance targets. For instance, set goals for taking regular breaks, physical activity, or participating in mindfulness sessions. These objectives can coexist alongside traditional key performance metrics. Then, recognize those who achieve results on wellness!

- **Balanced Workload:** Encourage managers to consider employee well-being when assigning tasks. Ensure workloads are manageable and realistic and allow for a healthy work-life balance.
- **Mindful Productivity:** Promote mindfulness practices to enhance productivity. Encourage short breaks for meditation, deep breathing, or other mindfulness exercises, emphasizing their positive impact on focus and clarity.
- **Holistic Skill Development:** Expand performance goals to include skill development that supports wellness. Offer employees opportunities to enhance stress management skills, health and wellness, and work-life harmony.¹³

Consider this: Encourage and train supervisors to engage in periodic mental health check-ins with their direct reports as part of performance discussions. Managers can have open conversations about stressors, challenges, and strategies for maintaining mental well-being.



¹³ McKinsey & Company (2023). *State of Organizations 2023*, <https://www.mckinsey.com/~/media/mckinsey/business%20functions/people%20and%20organizational%20performance/our%20insights/the%20state%20of%20organizations%202023/the-state-of-organizations-2023.pdf>

Leadership Through Collaboration

Collaborative leadership fosters a culture of inclusivity and empowerment. It drives the development of effective leaders and amplifies the potential and contribution of every team member.

Why Facilitate Collaborative Leadership?

Increasing employees' responsibility and autonomy and involving them in decisions

- will improve employee engagement, boost
- productivity and support retention. It also
- helps fleets achieve performance targets
- and financial goals because collaborative
- leadership encourages employees to reach
- their full potential.

COLLABORATIVE LEADERSHIP IN ACTION

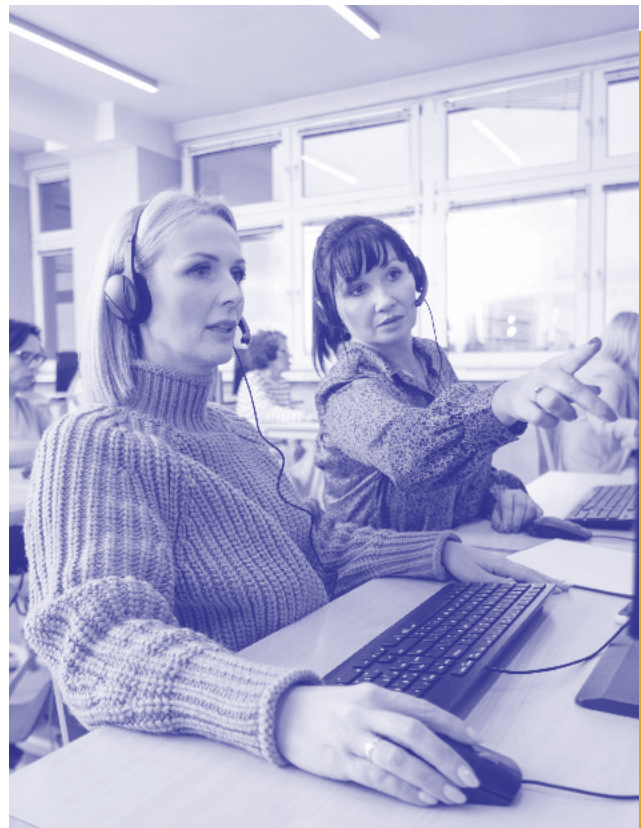
TFEs embrace flatter organizational structures that promote open communication, shared decision-making, and a collective pursuit of excellence. This approach extends to leadership development and career planning initiatives, where TFEs prioritize cultivating leaders who inspire, mentor, and guide.

Let's Celebrate: 98% of TFEs use formalized training programs, mentorship initiatives, and leadership onboarding strategies

- to promote leadership growth in
- their employees.

Unlocking the Hierarchy

TFEs promote collaborative leadership styles. By involving employees in decision-making processes, they create a shared sense of ownership, agency, and responsibility for the organization's vision that helps attract and retain top talent.



Consider this: Unlocking the hierarchy must come from the top down. Managers can consistently seek out opportunities to

- empower employees, instill agency and
 - autonomy in their work, and give them
 - ownership over tasks and decisions. Make
 - sure to explain the importance and positive
 - outcomes of collaborative leadership
 - and share decision-making power across
 - job levels.
-

Fostering Collaboration

TFEs use technology that supports synchronous working. For example, data generated from Microsoft’s collaboration apps, such as Outlook and Teams, can show where staff are collaborating. These applications can report on email volume versus what’s happening in Teams, with the goal of increasing collaboration in Teams rather than email. Leaders can tap into anonymized data to understand where an intervention might need to take place, with more coaching to encourage real-time collaboration in Teams. Data derived from these collaboration apps enable businesses to understand employee communication patterns and make better management decisions.¹⁴

69% of TFEs offer real-time dashboards with HR analytical data to support decision-making

Several TFEs encourage collaboration by designing projects that intentionally include multiple areas of the business. Others have reaped the benefits that team engagement and socialization have on connection and collaboration. These approaches not only enhance the quality of decision-making but also cultivate a sense of ownership and commitment. When individuals feel their voices are valued, they become more motivated, emotionally invested, and empowered to contribute to the organization’s success.

Discuss Career Paths as a Collaboration Opportunity

Collaborative leadership means having open discussions with employees about their career paths. Several TFEs have programs for those not yet in leadership to help them develop their leadership skills. One TFE asks HR to discuss potential “employee career path journeys” with each employee. They share the feedback with the employee’s supervisor and host a department meeting to conduct an internal 9-box succession plan to map out the next steps for employees who are ready to advance or who expressed interest in another opportunity.

¹⁴ Computer World: 5 Hot Workplace Collaboration Trends (2023)

69% of fleets have career paths mapped out for drivers and 57% for other roles

There are many ways that fleets can help employees develop a career path that takes them where they want to go. Consider the following ideas:

1. **Cross-Training Opportunities:** Career paths can be lateral. Offer opportunities for employees to gain experience in different roles within the fleet.
2. **Skill-Based Advancement:** Develop a framework for skill-based progression. Employees can advance by acquiring new certifications, endorsements, or specialized training.
3. **Succession Planning:** Identify critical roles within the fleet and create a succession plan. Prepare employees to step into these roles in the future, ensuring continuity. Drivers may be identified as successors for a dispatcher or planner role, and this may serve as a retention lever.
4. **Transparent Pathways:** Communicate career paths clearly. Provide roadmaps that detail the skills, experiences, and milestones required to move from one position to another.
5. **Regular Check-Ins:** Conduct regular career development discussions among employees and their supervisors. These conversations can help align individual aspirations with fleet needs and identify potential growth opportunities.





104-720 Belfast Rd.
Ottawa, Ontario K1G 0Z5

(613) 244-4800
theteam@truckinghr.com

truckinghr.com/top-fleet-employers

