



# ***HOW TO HIRE AND KEEP THE BEST DRIVERS***

**Our 10 best tips for medium and small fleets  
to attract road talents!**



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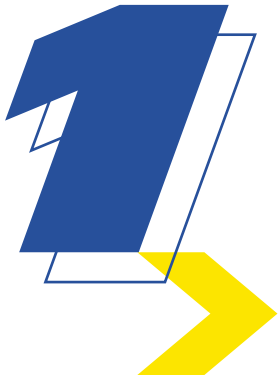
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# ***GETTING TO KNOW YOURSELF AS AN EMPLOYER***

**In a competitive job market, it is equally as important (if not more so) for a company to effectively “sell” itself to potential new hires. But if you want to keep new hires, you’ve got to make good on your promises. The best way to succeed in that is to truly know your company’s strong — and weak — points.**

## ***STEP 1: ARE YOU A GOOD EMPLOYER?***

This process starts by taking a long, hard look in the mirror and **getting to know yourself as an employer.**

- Set aside time to **review the values and mission of your fleet** and your business. What is important to you - customer service, delivery speed, company culture? How do you prioritise your time and your resources? Are you focused on growing your business? On building strong relationships in your local community?
- Ask yourself, would I want to work for me? **Evaluate the promises you make** to new hires and your own staff - from salary to benefits and incentives. Do you regularly deliver on those promises?

According to a McKinsey survey<sup>1</sup>, if an employee feels that their purpose aligns with their company’s purpose, it boosts engagement and loyalty and increases the odds that they will recommend your company to others in their network.



## STEP 2: WHAT MAKES YOU STAND OUT?

Once you've taken a deep dive, **organise your thoughts in a simple, yet efficient analysis** of your **Strengths, Weaknesses, Opportunities and Threats**, also known as a "SWOT analysis." It might sound complicated, but it's really pretty easy: knowing your Strengths, Weaknesses, Opportunities and Threats will help you keep good drivers and attract new ones. Using this analysis, think about **how you run your business, how you can improve and how you might anticipate opportunities and challenges.**

**S**

How can you best sell your **STRENGTHS** to attract future employees?

Do you have better pay or benefits? Better routes? Better trucks?

**O**

What **OPPORTUNITIES** can you capitalise on to build up your fleet?

Can you integrate new technology into your processes?

**W**

How can you reinforce a **WEAK** spot to keep your best drivers happy?

Do you need to offer better equipment? Better work conditions?

**T**

How can you minimise a **THREAT**?

Take a look at what competitors are offering new hires and do better!

## STEP 3: TALK AND LISTEN TO YOUR EMPLOYEES

The next step - and arguably the most critical - is **engaging with your employees in a meaningful way.**

- **Spend time with them**, one-on-one or in small working groups in order to truly understand what motivates and engages them. What worries or concerns them? What makes them stay with the company or what might make them want to look elsewhere?
- Determine if **how they view the company aligns with how you view the company.**

We asked European fleet owners to chime in on **getting to know their staff** — here's what they had to say<sup>2</sup>:

*"...it's about being honest and showing a caring nature - we try to do organised days out for our staff once every three months."*

— a French transport company owner

*"When new drivers join the firm, senior directors will take them out for lunch and pair them with one of the more senior drivers for the first couple of weeks."*

— a UK transport company owner

(1) McKinsey Individual Purpose survey, August 2020 — (2) according to a study "Driver Shortage Management & Switch to Sustainable Tyre" conducted by Ducker and Michelin in March 2022.





# 2

## ***ATTRACTING THE RIGHT CANDIDATE FOR THE JOB***

**Employees are the foundation of your fleet, which means they need to be qualified, dedicated and engaged. Finding the right fit for your company is challenging, but these tips will help you start digging until you find the needle in the haystack!**

### ***SAVE TIME UPFRONT***

First off, you'll need to **write a clear and inclusive job description**. If you've been posting the same one for years, think about taking the time to sit down with current team members to get their feedback and come up with a more recent, more relevant job listing.

- It should be **catchy, clear and concise**.
- **Use inclusive language**. Studies<sup>1</sup> find that non-gendered wording (he/she/they) attracts 42% more candidates than gendered language. Don't forget, female applicants make up roughly half of the hiring pool!
- **Be honest and upfront** about your expectations and the realities of the job.
- **Be employee-focused** and highlight how their job will contribute to the company, the market, and the employees themselves.

**USING NON-GENDERED  
WORDING ATTRACTS**

**42%**

**MORE CANDIDATES**



## BE FLEXIBLE

Remember that we are living in the digital age and candidates, especially the younger generations, are used to communicating online and via video.

- **Pre screening candidates** via phone or video interviews saves time for everyone.
- A Gartner study<sup>2</sup> showed that 86% of companies conducted hiring interviews via video during the pandemic. And according to a HireVue study<sup>3</sup>, the effects are lasting: 23% of companies have made the move to exclusively virtual interviewing even after pandemic restrictions eased.
- Another trend is brewing as well: **interviewing candidates via text messaging**. While this may seem impersonal, it allows candidates to reply to questions during working hours, without having to take time off for an interview. You'll likely want to incorporate other interviewing methods as well, but this is a clear benefit for those already in the workforce.
- **Avoid excessive callbacks** and have candidates meet with several people at a time.

## SELL YOUR COMPANY AND YOUR CULTURE

Don't forget that, **you're interviewing candidates just as much as they are interviewing you!** Use the interviewing process to find the best possible match. Sell them on your company values, the work environment, your company culture and other benefits and perks. Most of all, **be honest and straightforward** — you'll have to deliver on your promises once they're hired. According to the U.S. Department of Labour, a **bad hire** can cost companies at least 30% of the individual's first-year expected earnings!

We asked European fleet owners to chime in on **attracting the right candidate** — here's what they had to say<sup>4</sup>:

*"It's a mixture of pay and flexible working hours, especially in airport trucking."*

— a German transport company owner

*"You need to stand-out from the crowd as it's currently an employees' market. You need to get a good posting and really list the benefits your company has to offer."*

— a UK transport company owner

*"To improve the recruitment process, we've reduced the number of interviews per candidate — from four to two interviews."*

— a French transport company owner

*"Write job posts that point towards a 'career in transport management' not just a driver."*

— a UK transport company owner

(1) a study of ZipRecruiter "millions of job ads" (2016) — (2) Gartner HR survey of 334 HR managers conducted on April 13, 2020 — (3) according to the HireVue 2021 Global Trends Report — (4) according to a study "Driver Shortage Management & Switch to Sustainable Tyre" conducted by Ducker and Michelin in March 2022.





# ***RECRUITING A NEW GENERATION OF EMPLOYEES***

Trucking companies across the globe are zeroing in on a new talent pool: Gen Z<sup>1</sup> employees. Today's working aged Gen Zers are in their late teens and early twenties and they are the first "digital native" generation of employees, meaning grown up entirely during the tech age. These young employees are constantly connected — whether on social media, streaming, gaming or...job hunting. You'll need to *reach them there !*

## ***THE TECHNOLOGICAL BLUR***

What started as "social" media has extended far beyond friends, jokes and vacation pictures. Facebook, Twitter, Instagram, LinkedIn and TikTok have all blurred the lines between personal and **professional social networks**. While your future hires are scrolling around for fun, they're also on the job hunt at the same time.

## ***SET UP A HOMEBASE***

While not your only tool, **your company's website is the heart of your online presence**. Be sure your homepage and application process is adapted for mobile browsing behaviours. All of your social media accounts link back here, so make sure that it has everything a future candidate might need:

- Up-to-date job descriptions.
- Recruitment videos and photos.
- A company description, including benefits, perks and culture.



**96%**

***OF TRUCKERS OWN  
A SMARTPHONE***





## BE ENGAGING AND AUTHENTIC

If you haven't already, it's time to **create an online presence** on various social media platforms that goes beyond your company website in order to start engaging with Gen Zers. These digital natives spend roughly **six hours<sup>1</sup>** on social media every day!

- **Post videos of employees** who are eager to participate on your **website and social media**: they can talk about their personal experiences, highlight the upsides of the job and share why they like working for your company.
- Ask your employees to **share these posts to extend** your reach into the trucking community.
- **Create recruiting posts**, photos and videos that talk about a career in trucking, daily life and company culture and perks.

## FOCUS ON KEY OUTLETS

The online habits of Gen Z differ from older generations. For example, only **30 percent<sup>2</sup>** are active on LinkedIn, yet nearly half are on TikTok — and even more are on **Instagram**. These social media giants are keeping up with their audience's habits and some have even begun to **integrate job seeking tools into their platforms**. TikTok recently launched a pilot version of **TikTok Resumes**, "designed to continue expanding and enhancing TikTok as a new channel for recruitment and job discover," according to a press release. Job seekers can apply to jobs using creative, short and informative videos created on the platform.

## GO LOCAL

- Reach into your local community by **posting your job openings on local job boards**. In France, for example, TruckFly recently launched an online job board where truckers can search for openings by region.
- **Connect with potential candidates via Facebook pages**. Truckers in France, Spain and Germany, for example, have created popular online communities.

We asked European fleet owners to chime in on **a new generation of employees** — here's what they had to say<sup>4</sup>:

*"Having a strong social media presence does help. We use twitter, LinkedIn and Facebook to attract new drivers."*

— a UK transport company owner

*"We post new driving roles on our website and use a very good job agency. Yours needs to stand-out as there are lot of companies looking for drivers at the moment."*

— a UK transport company owner

(1) Gen Z: born after 1996 — (2) YPulse's mobile and app behavior report 2021 — (3) Social Media Fact Sheet by Pew Research Center in April 2021 — (4) according to a study "Driver Shortage Management & Switch to Sustainable Tyre" conducted by Ducker and Michelin in March 2022.





## ***IMPROVING WORKING CONDITIONS***

**It is a widely accepted fact that truck drivers have a tough job, with long hours and a lot of time away from home. Compound that with the health and economic challenges brought about by the pandemic and, as a transport company owner looking to hire and retain good drivers, you've got a big challenge on your hands. In fact, studies<sup>1</sup> show that workers, particularly younger generations, would rather quit than remain at a job they didn't like. Moreover, 91%<sup>2</sup> of Gen Zers<sup>3</sup> are open to the idea of switching jobs. In this climate, how can you hold onto your employees? While salary definitely plays a central role in retention, creating better working conditions is another great place to start.**

### ***SHOW THEM THAT YOU CARE***

The single most important factor for employees is **working for a company that cares about their wellbeing**, according to a **Gallup<sup>4</sup>** study. The analytics company identified five factors that contribute to wellbeing: career, social, financial, community and physical.

Let's start with **career wellbeing**. Today's employees aren't just looking for a job, they are looking for a career, which means **professional development**. They want to expand their skills, set professional goals and move up the ladder — all with the support of their employer. This can take the form of on the job training, mentoring programs that pair experienced drivers with newcomers or skills workshops. Providing these learning opportunities not only helps you hold onto dedicated workers but can also be used to attract new ones.



## COMPANY CULTURE

Workplace relationships have always been integral to company culture — and post pandemic, are more important than ever. In fact, **having a friend at work is the single biggest contributor to workplace happiness** for **70%**<sup>5</sup> of employees. From an employer perspective, that means creating opportunities for your team members to interact with one another — whether through training sessions, team building events or company parties planned around holidays, birthdays or sporting events. Your investment here will pay off in the long run as **50% of employees with close workplace relationships feel more bonded with their company.**



**OF EMPLOYEES WITH WORK FRIENDS FEEL MORE BONDED WITH THEIR COMPANY.**

## WORK LIFE BALANCE

**Flexible work** has become a buzz word since the pandemic — employees increasingly want to work from home or make their own hours. While these types of benefits are impossible in the trucking sector, there are other ways to **apply the principle of work-life balance**. You can offer employees a flexible vacation policy, give them a day off on their birthday or tack on extra holidays for drivers with the toughest schedules.

We asked European fleet owners to chime in on **improving working conditions** — here's what they had to say<sup>6</sup>:

*"Our drivers are regularly further qualified through internal and external training courses, they have a free wish list when purchasing new trucks and we provide family dinner vouchers as well."*

— A German transport company owner

*"New drivers are invited to training courses and celebrations (Christmas parties, etc.) even before they start work."*

— A German transport company owner

*"In 2021, we increased drivers' salaries by approx. 20%. In addition, drivers are provided with transport from and to home. We offer medical packages and other bonuses for good work."*

— A Polish transport company owner

*"Some companies provide drivers with an apartment, help find work for their spouses, pay for training or licences for young drivers."*

— A French transport company owner

(1) A new research piece by Randstad, published by Business Insider in april 2022 — (2) survey conducted online within the United States by The Harris Poll on behalf of Personal Capital from July 29 through August 2021 — (3) Gen Z: born after 1996 — (4) Gallup study, 2018 — (5) Gallup's State of the American Workplace report, 2017 — (6) Testimonials collected during the "Driver Shortage Management & Switch to Sustainable Tyre" study conducted by Ducker and Michelin in March 2022.





## **OPEN THE DOOR TO NEW CANDIDATES**

**While the driver shortage can be attributed to various factors such as the economy, the pandemic, the tough working conditions, etc., one key factor that can't be overlooked is diversity. In the US for example, tuckers tend to be overwhelmingly middle-aged, white males — with just 12.4% female drivers, 23.4% non-white drivers and 60% of drivers 45 years old or older<sup>1</sup>. These statistics reveal a huge untapped talent pool: *young and female drivers*.**

### **THE FUTURE IS FEMALE**

Women make up roughly half of the global population and yet account for anywhere between **10<sup>2</sup> to 12.4%<sup>3</sup> of the trucker population**. If that's not enough to convince you to hire more women, the **American Transportation Research Institute<sup>4</sup>** found that **women are actually safer drivers than men**. For example, they are:

- 73% less likely to be ticketed for running a red light
- 70% less likely to be ticketed for going more than 15 miles over the speed limit
- A company description, including benefits, perks and culture.

### **GEN Y AND Z KNOCKING AT THE DOOR**

Given that a hefty majority of tuckers on the road are more than 45 years old, many argue that the industry could use a youthful boost of new driving talent. In fact, the **focus on attracting younger drivers** has reached to the highest office in the US: the president. Joe Biden launched the **Safer Driver Apprenticeship Pilot Program**, letting drivers as young as 18 years old explore a career in interstate trucking (previously reserved for +21 year old drivers). Many other countries are following suit and turning towards the younger generation as well. They're finding that this talent pool is not only eager to jump into the working world, but this strategy can also help maintain the trucker population as many current drivers begin to reach retirement age. So think about **partnering with a local driving school, reaching out to highschoools and colleges** to speak about a career in trucking and **set up an apprenticeship of your own!**

(1) U.S. Bureau of Labor Statistics data for truck transportation, 2021 — (2) Freightwaves survey "Women in trucking", 2019 — (3) U.S. Bureau of Labor Statistics data for truck transportation in 2020 — (4) American Transportation Research Institute (ATRI) study, 2018 — (5) Glassdoor study, "Diversity & Inclusion Workplace Survey" septembre 2020 — (6) Testimonials collected during the "Driver Shortage Management & Switch to Sustainable Tyre" study conducted by Ducker and Michelin in March 2022 — (7) Glassdoor study, "Diversity & Inclusion Workplace Survey" septembre 2020.





## ***EX-MILITARY, FUTURE TRUCKER***

Another **untapped and highly qualified group** of drivers are ex-military. Due to their **training**, military personnel tend to be hard working, team oriented, natural leaders. Many have experience with heavy machinery, equipment and even driving large vehicles. Some programs such as **Drive for 500** have zeroed in on this talent pool and provide scholarships for commercial driver's licence classes and certifications.

Younger generations entering the workforce today seek out diversity in the workplace more than ever before. In fact, **76 percent<sup>5</sup> consider diversity to be a determining factor** when looking for a new job. So now is the perfect time to cast a wider net and diversify your fleet!

We asked European fleet owners to chime in on **opening the door to new candidates** — here's what they had to say<sup>6</sup>:

*"We have a training centre for young drivers and have so far always found apprentices, some of whom remain in the company."*

— a German transport company owner



**76%**

**OF EMPLOYEES CONSIDER  
DIVERSITY TO BE A  
DETERMINING FACTOR WHEN  
LOOKING FOR A NEW JOB<sup>7</sup>**



# ***HIRE SEASONAL WORKERS***

**The Christmas season for many means presents, parties and good cheer. For truckers, however, it can be a stressful time at work — with long hours, tight deadlines and a lot of pressure. In recent years, we've seen online holiday shopping edge out in-store sales and global shopping events such as Black Friday and Cyber Monday that have evolved into a full Cyber Week. How can transport company owners keep up with monumental spikes in demand?**

## ***WEARING MULTIPLE HATS***

The challenge is clear: If you hire enough drivers to comfortably get you through the holiday season, you'll have a trucker surplus come January. On the other hand, if you don't hire extra help, your fleet of drivers will feel overworked and you could lose them to burnout or a more attractive job offer. **Hiring seasonal staff** to get you through busy periods may just be the answer!

The idea behind "rotating deployment" is that fleet owners **hire new drivers to handle the extra workload** during peak periods and employ them elsewhere in the warehouse or depot during slower months. It's a win-win for everyone:

- New drivers are **eased into the job** by spending just weeks or months at a time "on the job"
- Truckers **learn to wear multiple hats** and are exposed to career opportunities on and off the road
- Fleet owners **get the extra help** they need during busy periods, without the financial commitment of hiring full time drivers.

### ***A GROWING ONLINE TREND***

On a global scale, 2021 e-commerce sales reached nearly \$4.9 trillion dollars — a huge bump from 2019 sales, which hit \$3.3 trillion dollars. Chances are that this holiday season will only be busier than the last — making now the perfect time **to start planning ahead for the big rush.**

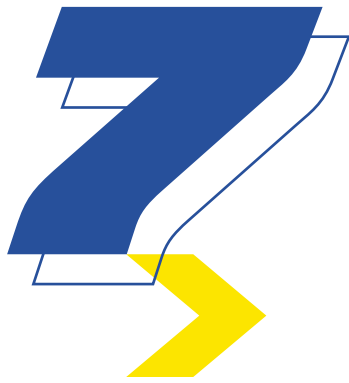


(1) Statista survey "Retail e-commerce sales worldwide from 2014 to 2025".





**MICHELIN**  
FOR MY BUSINESS



# WELCOME NEW EMPLOYEES

**Starting a new job in any industry is a big step, but in trucking it can often mean an entire change in lifestyle and work habits. With this in mind, take the time to *properly welcome* and *integrate* new employees into your fleet — it's good for newcomers, and overall team morale.**

## THE WELCOME WAGON

First impressions matter in every situation and the workplace is no different! If you want newcomers to feel at home in your company, you need to focus on **integration and teambuilding from day one**.

- **Pair new hires with experienced employees.** Giving newcomers a point person makes it easier for them to reach out and have all their questions answered without feeling like they're "bugging" anyone. It also helps ease them into the company culture and daily routine.
- **Set up a welcome lunch** with at least one person or the entire team. Then schedule regular meetings after one week, one month, three months and six months to set goals to strive towards and make newcomers feel looked after.
- **Post a welcome message** on your company website or social media accounts to let everyone know who they are! This will open the door to online and in-person exchanges between colleagues and an overall feeling of togetherness.

We asked European fleet owners to chime in on **welcoming new employees** — here's what they had to say<sup>1</sup>:

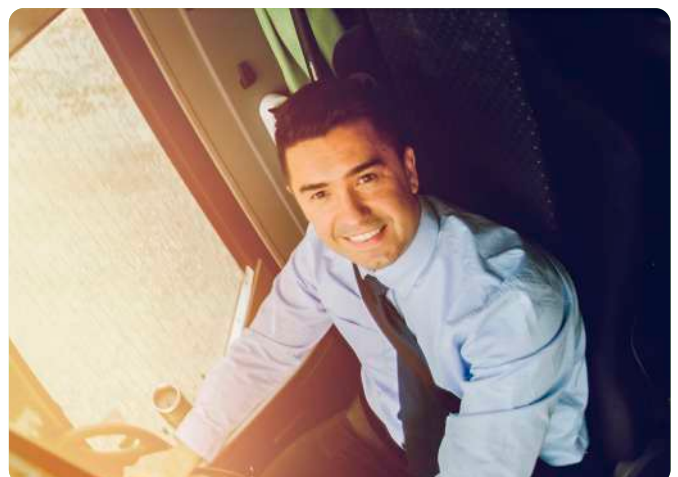
*"Drivers expect a certain level of comfort — cabin technology is a good way to attract them, especially in regards to entertainment and communication. We give them iPads."*

— a French transport company owner

*"Everyone who joins our company is given a new phone/laptop so they can communicate easily to our offices."*

*"Equipping new staff with correct tools creates harmony and a happy workplace."*

— a UK transport company owner



(1) Testimonials collected during the "Driver Shortage Management & Switch to Sustainable Tyre" study conducted by Ducker and Michelin in March 2022 — (2) Brandon Hall Group research "The True cost of a bad hire", 2015 — (3) Glassdoor report.





## ***OPEN LINES OF COMMUNICATION***

Your drivers will spend a considerable time on the road, much of it alone. Give them the tools they need to feel **happy and fulfilled** — professionally and personally.

- **Keep them up-to-date.** Give all newcomers a manual or handbook with procedural, technical and safety guidelines — something they can refer to throughout their career. Consider regularly sending links to industry news, internal and external regulations and policy updates so they are always in the know.
- **Keep them connected.** Technology has made it so much easier to keep in touch with the fleet and with loved ones! Consider providing company-sponsored devices such as smartphones, tablets or laptops to all of your employees.
- **Keep them entertained.** Nights on the road can be long and consecutive days can grow lonely. Provide fleet members with subscriptions to video or music streaming services to keep them occupied.

While surveys<sup>2</sup> show that **proper onboarding can increase retention by 82 percent**, a lot of employers are not investing in the process. In fact, almost half<sup>3</sup> of employees feel that their onboarding could have been better. Don't let that happen to your fleet!





# **TAKE CARE OF YOUR DRIVERS**

Once you've hired your truck drivers you're going to need to keep them on staff! One of the best ways to do that is to *show them you care* about their wellbeing. Whether through your actions or your words (preferably both!), here are a few ideas to get you started on the right path.

## **TAKE CARE OF THEIR PHYSICAL WELLBEING**

An **Australian study**<sup>1</sup> showed that truckers were diagnosed with three or **more chronic health conditions** nearly four times more often than the country average — with back pain, obesity and musculoskeletal conditions at the top of the list. Major factors contributing to these health problems include:

- Spending long hours sitting behind the wheel
- Limited healthy food and drink options at truck stops and on the road
- Limited opportunities to exercise

## **WHAT YOU CAN DO**

Owners of large transport companies are **hiring wellbeing coaches** to help their fleet of drivers set physical fitness goals, lead training sessions and provide nutritional and sleep tips. These coaches can help drivers track and measure their progress and motivate them to stay on track. While a full-time coach likely exceeds the budget of many smaller fleets, you might consider **investing in regular education sessions** covering various topics. These sessions can be held either in person or streamed online. And if you're having difficulty engaging your drivers, you can gamify the process and offer rewards to truckers who reach their goals.



**OF DRIVERS CONSUME THE MAJORITY  
OF THEIR MEALS IN THEIR VEHICLE<sup>2</sup>,  
ACCORDING TO A BRITISH STUDY<sup>3</sup>**

(1) BMC Public Health study "The physical and mental health of Australian truck drivers" ,2022 — (2) Road charity Brake and insurance company Direct line — (3) British Dietetic Association (BDA) research — (4) International Journal of Environmental Research and Public Health "Sleep and Mental Health in Truck Drivers", 2018 — (5) Testimonials collected during the "Driver Shortage Management & Switch to Sustainable Tyre" study conducted by Ducker and Michelin in March 2022.



## DON'T OVERLOOK MENTAL WELLBEING

It's no secret that long haul drivers spend a significant amount of time on the road, mostly alone. On the other hand, while short-haul drivers primarily work within their city or regional limits, they are faced with the stress of traffic congestion and frequent interactions with other metropolitan drivers. According to a **European study<sup>4</sup>, 13.6% of drivers suffer from depression, 27.5% are confronted with insomnia and 7.9% struggle with anxiety.**



## WHAT YOU CAN DO

**Show your support** by regularly checking in with your long haul drivers by giving them the necessary tools to remain in touch with the company, coworkers and loved ones. You can also keep them entertained while on the road with company-sponsored subscriptions to music or video streaming services. For your short haul drivers, set them up with training sessions focused on managing road stress and interactions with the general public.

And don't forget that a little recognition goes a long way! **Spotlight your top drivers** on your social media pages with video testimonials from their coworkers or supervisors or their photo and a list of reasons why they are excelling at their job. Don't be afraid to bring the whole team in and **solicit positive feedback** about your trucking star — then share it through a company-wide email, your website or on social media platforms.

We asked European fleet owners to chime in on **taking care of truckers** — here's what they had to say<sup>5</sup>:

*"Long-distance drivers have to contend with many things, long working days, long periods away from home, disrespect when loading or unloading goods at the customer, danger and risk on the road."*

— a German transport company owner

*"Equipping new staff with the correct tools creates harmony and a happy workplace."*

— a UK transport company owner

*"...it's about being honest and showing a caring nature. Driving trucks can be a lonely job so you need to think about employee mental health. We try to organise days out for our staff once every three months and have a Facebook page where people can chat."*

— a UK transport company owner

*"Create a working environment where drivers feel happy and appreciated! This includes offering hot meals at breakfast/lunch and we have created a social committee for days out."*

— a UK transport company owner

*"We have an open ear for problems — humanity comes first! We constantly strive to create a relaxed working atmosphere where everyone feels comfortable."*

— a German transport company owner



## ***PROVIDE A CLEAR CAREER PATH***

**A good employee is an incredible asset — whether they are behind the wheel, running the back office or training the next generation of truckers. Be sure that your new hires and your long-time drivers know *all the opportunities available to them* within the company. This will motivate them on a daily basis and build loyalty.**

### ***AT THE STARTING BLOCK***

When new drivers join your fleet, **pair them up** with an experienced driver to help them learn the ropes. Mentors will not only get them off on the right foot, but they can also talk to eager new hires about the various opportunities within the company down the road.

The majority of new drivers will likely begin their careers on long distance routes. Once they've earned your trust and proven themselves, **talk to them about future routes** in regional or local trucking. The possibility of staying closer to home or keeping standard hours may motivate drivers to stick with the long-haul routes until they graduate to the next step in their career.

### ***A MOVE TO MANAGEMENT***

While some drivers are happy to spend their time on the open road, others may want to seek out other opportunities that put their behind-the-wheel experience to good use in an office setting. That might include **management or dispatch roles**, for example. This switch can be a win-win for you and your driver. For example, if they have already experienced the pressure of on-time delivery goals or the solitude of nights spent on the road, they will be better equipped to encourage other drivers and keep them motivated. Other in-office roles can include mentoring new drivers, on-site supervisors or office managers — be sure to outline all the possibilities to your fleet of drivers.

**94%**

***OF EMPLOYEES' SAID THEY WOULD STAY LONGER WITH A COMPANY THAT INVESTS IN THEIR PROFESSIONAL DEVELOPMENT.***

(1) ClearCompany "employee development statistics", 2021 — (2) Testimonials collected during the "Driver Shortage Management & Switch to Sustainable Tyre" study conducted by Ducker and Michelin in March 2022.





## TRAIN THEM FOR THE FUTURE

Whatever their goal is, it is extremely important to **be clear about timing**. While it may be encouraging to think about moving up the ladder, employees may quickly become discouraged if they don't feel like they are evolving fast enough. Take the time to set up a career path for them and openly discuss their progress on a regular basis. Once you've defined their goals, set up training or mentorship programs to **help them evolve professionally**.

We asked European transport company to chime in on **providing a clear career path** — here's what they had to say<sup>2</sup>:

*"When new drivers join the firm, senior directors will take them out for lunch and pair them with one of the more senior drivers for the first couple of weeks."*

— A UK transport company owner

*"Drivers have frequent access to training with quality tools."*

— A French transport company owner

*"Our drivers are regularly further qualified through internal and external training courses."*

— A German transport company owner





## ***THE EXIT INTERVIEW***

**Even in the best of work relationships, there comes a time to say goodbye. A change in family situations, career shift, a new opportunity or retirement — there are various reason an employee might leave your fleet. Whether the reasons are related to the job itself, totally unrelated or somewhere in between, *every departure provides an opportunity to learn and to grow as a company.***

### ***CHOOSE YOUR METHOD***

Some companies prefer **face-to-face exit interviews**, while others opt for **online surveys or questionnaires**. Only you can know which method best suits your fleet of drivers. Here are a few things to keep in mind as you decide:

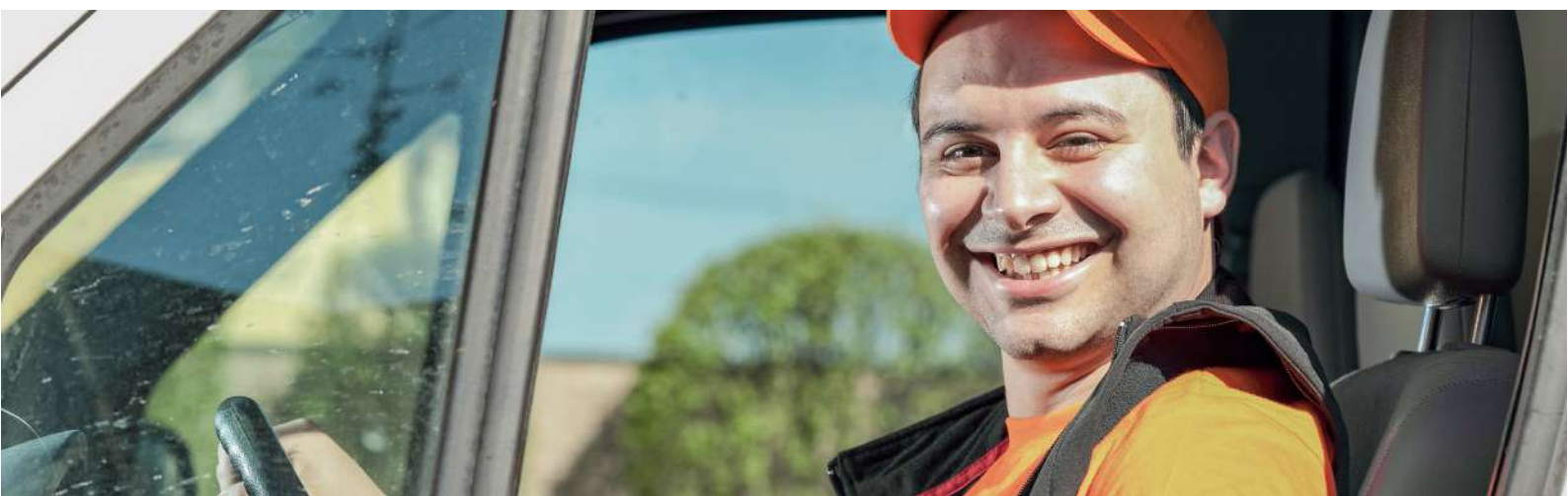
- **In person interviews can be incredibly fruitful** as they allow for followup questions. But, there is a flip side to the face-to-face method: zipped lips. Some employees may not feel comfortable speaking candidly about their job or relationships with employees and management — especially in the presence of their direct supervisor.
- Surveys and questionnaires can be a great way to **ask consistent questions** and get an honest response from your team members. The only drawback here is that you're limited to what's on the page.



***TIP: GET A NEUTRAL  
PARTY TO CONDUCT THE  
INTERVIEW***



***TIP: FEEL WHICH  
METHOD IS RIGHT FOR  
EACH INDIVIDUAL AND  
MIX IT UP.***





## ***FOLLOW THROUGH***

Departing employees can be an **incredible resource for improvement**, if you're willing to listen. The best exit interviews will produce actionable feedback. So ask the right questions — about work conditions, policies and management, for example. And here's the key step: once you get this feedback, act on it. According to a study conducted by **Harvard Business Review**<sup>1</sup>, less than one-third of company executives could think of a single action taken as the result of an exit interview! If you're going to take the time to conduct these interviews, you should take the time to **implement change based on your findings**! Doing so not only benefits your company, but it also shows other employees that their feedback matters.

## ***KEEP IN TOUCH***

If you part on good terms, former employees can end up being **excellent brand ambassadors**. They will spread the word about your company, your management practices, benefits, working conditions and culture — be sure they're sharing good news, not bad! When done correctly, an exit interview can even lead to another job interview. Keep in touch with hardworking, dedicated employees, they may come back further down the road!

### ***ACCORDING TO GALLUP, AN EXIT INTERVIEW DONE RIGHT CAN:***

- Help you **reduce turnover**
- Turn departing employees into **brand ambassadors**
- Learn about what **competitors are offering**
- **Generate a pool of data** you can learn from over time

(1) Harvard Business Review, "Making Exit Interviews Count", 2016.



