



Attracting, Recruiting, and Retaining Drivers

APPROACHES TO ATTRACTING, RECRUITING, AND
RETAINING WORKERS FOR SMALL- AND MEDIUM-
CARRIERS

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Contents

Introduction.....	3
Figure 1: Simplified Staffing Cycle.....	3
Diversity, Equity and Inclusion	4
Table 1 – Group Representation in the Trucking Workforce vs the National Workforce	4
Branding.....	5
Strategic Thinking.....	6
Internal Recruiting.....	6
Employee Referral Program.....	7
Signing Bonuses	7
Shorten the Timeline	9
Table 2 – Regular Recruiting Timeline vs Condensed Timeline	9
How to Shorten your Timeline.....	9
Think Long Term.....	10
Bias Check.....	11
Leading Indicators.....	12
Time and Attendance Metrics.....	12
Productivity Metrics.....	12
Safety Metrics	12
Employee Satisfaction or Engagement Surveys	13
Lagging indicators	14
Conclusion.....	15

Introduction

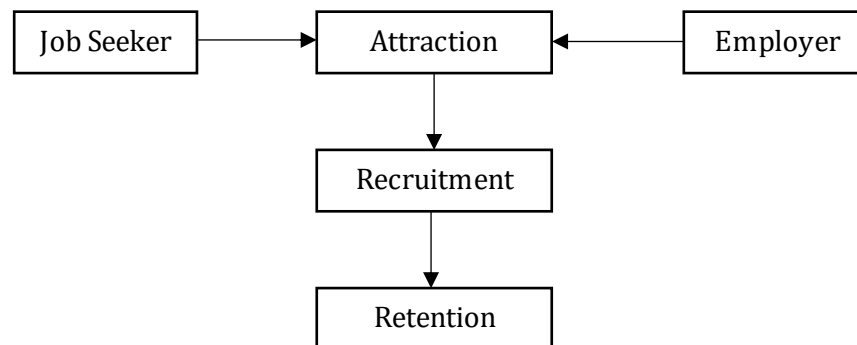
We can all agree there is a shortage of drivers in the transportation industry. Many employers have expressed concerns about their ability to attract, hire and retain suitable talent in the coming months and years. Rightfully so, it's a tough market out there. However, many employers have indicated the opposite, that they are not facing the same level of difficulty as some of their peers. What are these companies doing to stand out from their competitors?

In this paper, AMTA will outline best practices that are best applied to small and medium-sized companies but may still be applied to large companies. We will cover three areas. First, we will explore attracting potential employees to your company. Next, we will look at strategies for hiring and getting the right people on board. Finally, we will look at how to develop a retention strategy.

The Model

Before looking at actionable recommendations, it is useful for readers to visualize how an organization is staffed. The model below graphically represents the process simply.

Figure 1: Simplified Staffing Cycle



In the simplified staffing model, there are two parties involved. Employers could engage a third-party recruiter, which would impact this model slightly, however, this is not the focus of this paper. According to Trucking HR Canada, the human resources cycle or the simplified staffing cycle consists of attraction, recruitment and retention.¹ The definition of the staffing cycle is a modification of Heneman et. al's definition:

“Staffing is the process of *attracting, recruiting and retaining* a workforce of sufficient quality and creating positive impacts on the organization's effectiveness.”²

The key takeaway from this definition is the **attraction** of talent. This is the process of finding the right job seekers and ensuring they are aware of the position. The second step is **recruitment**. This is where the job seeker is encouraged to apply for the position and, the selection process takes

¹ Trucking HR Canada/Alberta Motor Transportation Association (2020) *Recruiting and Retaining Diverse Communities: An employer Roadmap*. Ottawa: Trucking HR Canada. <https://truckinghr.com/wp-content/uploads/2020/09/Employer-Roadmap.pdf>

² Heneman, Judge, Kammeyer-Muller (2015) *Staffing Organizations*, 8th Ed. Pg 8.

place, culminating with an offer of employment.³ The third step is **retention**, which is the process of ensuring that employees brought into the organization are kept in the organization. This begins long before the first day of work. It begins from the first time the individual interacts with the company.

Diversity, Equity and Inclusion

Any conversation about addressing the labour shortage in our industry must begin with an understanding of the current social environment that we operate within. Alberta's "workforce has increasing numbers of women, visible minorities, Indigenous peoples and persons with disabilities."⁴ These groups, along with youth under the age of 30, are underrepresented in our industry. These groups also consist of people who are highly capable and employable in any field. Unfortunately, they represent an under-utilized talent pool for the trucking industry.

Table 1 – Group Representation in the Trucking Workforce vs the National Workforce⁵

Group	Industry Workforce	National Workforce	Difference
Female	3.5%	48.2%	-44.9%
Newcomers to Canada	27%	26% ⁶	+1%
Indigenous ⁷	1.9%	3.5%	-1.6%
Under 30	3.4%	12.7%	-9.3%
Over 50	32%	21%	-11%

The table above shows the gaps between the percentage of employees in our industry workforce as compared to the same population in the overall national workforce. Female workers make up 3.5% of the trucking industry, while they make up 48.2% of the national workforce in all industries. Newcomers to Canada are more evenly represented, however, many of these positions are entry-level or lower-paying positions in the industry.

As we proceed through the Attraction, Recruitment and Retention processes and best practices, always consider your opportunities to engage with these groups through your Diversity, Equity and Inclusion program. It is simply the right thing to do as well as the financially wise approach to running any business.

³ Society for Human Resources Management (2014) *SHRM Learning System Global Talent Acquisition and Mobility..*

⁴ Trucking HR Canada/Alberta Motor Transportation Association (2020) *Recruiting and Retaining Diverse Communities: An employer Roadmap*. Ottawa: Trucking HR Canada. Pg 2. <https://truckinghr.com/wp-content/uploads/2020/09/Employer-Roadmap.pdf>

⁵ Trucking HR Canada/Alberta Motor Transportation Association (2020) *Recruiting and Retaining Diverse Communities: An employer Roadmap*. Ottawa: Trucking HR Canada. <https://truckinghr.com/wp-content/uploads/2020/09/Employer-Roadmap.pdf>

⁶ Labour Force Characteristics by Immigrant Status (2020) Statistics Canada, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410008301&pickMembers%5B0%5D=1.1&pickMembers%5B1%5D=3.2&pickMembers%5B2%5D=4.1&cubeTimeFrame.startYear=2016&cubeTimeFrame.endYear=2020&referencePeriods=20160101%2C20200101>

⁷ Employment by Indigenous group and industry (Jan 2021) Statistics Canada <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410036601>

Attraction

I like to explain to employers that Human Resources is part of sales. It's relatively easy to go out and sell iPhones, Ford F-150s, and Samsung TVs. It is a lot harder to sell an unknown product or a less reputable product. It is not much different for a company when it comes to the hiring process.

Google, Apple, Ernst & Young, Royal Bank and many other brands are well known in the job market. Thousands of students and experienced hires apply for positions with these types of companies every year. The recruiting department in return spends more time sorting through the applicants compared to attracting those applicants and encouraging them to apply.

On the other hand, small, unknown companies might post a job and receive very few applications. There are several reasons why a job advert may not succeed in attracting potential job seekers. Perhaps the ad is not reaching the right people because it is the wrong advertising channel in that market. Perhaps it's the organization's brand image and reputation. It may simply be the location of your operation is not attractive among many other reasons.

If your company is struggling to attract qualified candidates, you will need to consider other approaches to find those applicants and hire them.

How can you attract people to your company and your jobs?

Branding

First, build a brand that people recognize and can identify with.

- Build a brand image that stands out from your competitors. People recognize brands in the workplace just as much as when they are shopping.
- Review your company's website. Is your website modern, interactive, easy to navigate, useful, and error-free? Does it send the right message to prospective employees?
- Review your social media presence and marketing materials. How they look says a lot about your company as a whole. What they say also says a lot about your culture as well.
- Manage your google reviews, indeed reviews and be responsive to feedback, in a professional way.
- Market yourself as a diverse and inclusive company, and if you are not one already, come up with a strategy to deal with that issue.
- Target your brand image to a diverse and inclusive population, including women, Indigenous Peoples, visible minorities, people with disabilities, and youth.
- Highlight the benefits of working at your company in both the images and language used on all platforms.
- Professionally write your job descriptions and job advertisements, which are two different documents serving very different purposes.

In 2022, a lot of controversial issues are discussed online. Politics, anti-covid opinions, pro/ anti-convoy posts, anti-government memes etc. are all highly charged areas. While there is always room for discourse, your company website and social media accounts are not the places to do so. It's highly recommended to keep your company's image neutral, professional and on message. Regardless of personal beliefs, certain messaging will prevent some workers from applying, thus reducing your opportunity to hire the best people available for the job.

Strategic Thinking

Second, expand your target market and be open to new, creative, and very different ideas on where to market your jobs and company. Employers will always have access to reliable and trusted recruiting channels such as indeed.ca, linkedIn.com, monster.ca or ziprecruiter.ca. Remember every employer out there is using the same recruiting channels. Employers in other industries are also recruiting from the same pool of people that you are.

As of the date of writing this article, there were 1884 Class 1 driver positions advertised on Indeed.com across the province.⁸ How effective is your job posting, if it is sitting on the bottom of page 100 of 180 pages?

- Think big picture. Pay to advertise! Hiring on a budget of \$0.00 on a job board in a tight labour market, will not work well. Set a budget of \$300-\$500 minimum and be prepared to pay.
- Use industry-specific websites where they exist, in your market.
- Use social media, such as Facebook, Twitter or Instagram.
 - Share with friends and connections.
 - Pay to post.
 - Cross-post adverts on regional job groups.
- Pay for a resume subscription through a job board, allowing you to headhunt people who may be suitable candidates.
- Cast a wider net! Advertise in neighbouring communities or provinces.
- Attend job fairs and other related industry events in your marketplace.
- Build relationships with local driving schools and seek referrals.
- Target potential talent through diverse channels.
 - Community and ethnic associations bulletin boards.
 - Immigrant associations.
 - Agriculture societies.
 - YWCA.
 - WCB TOJ program.
- Consider hiring a translator to advertise in the language of your target candidates.

Internal Recruiting

Employers are often their own worst enemies. Before you even go through the process of trying to find a driver, make sure you consider your current employees and advertise to them. Overlooking a potential internal candidate could result in an unhappy worker who leaves to join another organization so they can have the same opportunity somewhere else.

Do you have workers in the warehouse, yard or shop who would like to become drivers? These workers are already invested in the industry and engaged with your company. Investing in their development may result in increased engagement, loyalty and ultimately retention. There are

⁸ Indeed Job Search “Class 1 driver, Alberta” (July 19, 2022)

<https://ca.indeed.com/jobs?q=class%201%20driver&l=Alberta&from=searchOnHP&vjk=acbd03c947f845dc>

programs available to employers to cover training costs for these workers to attend Mandatory Entry Level Training (MELT) and earn their Class 1 license.

When an employee starts working at your company, are they able to see where their career can go and how to get there? For example, employers could evaluate their company and define the career paths for each role in the company. Workers should be able to see how an entry-level job leads to becoming a driver, dispatcher or eventually manager or director.

Employee Referral Program

Employers often use an employee referral program during tight labour markets, often to great success. Current employees that refer a successful hire receive a monetary bonus of a few hundred dollars to a few thousand dollars depending on the company. This is a great incentive for your own workers to help you recruit. The bonus is usually contingent on the new hire completing their probation period. Additionally, the small cost of a bonus often outweighs the cost of not filling the position in a timely manner.

Research shows that referral candidates are overall better quality than applications from the public. Applicants who receive offers through a referral are more likely to accept an offer, stay with the employer longer and overall perform better.⁹ The important steps here are to first set up an effective process to entice employees to make the referrals. Second HR needs to process the application. Finally, the hiring manager needs to effectively engage the candidate.

Signing Bonuses

Other organizations use signing bonuses, which are paid once the new hire begins working or at the end of the probation period. Research is mixed on effectiveness but does show that a signing bonus needs to be part of an overall total rewards program. Workers are smart enough to see that a bonus may be a one-time reward and there may be no financial benefit for remaining with a company long term. Candidates attracted to a signing bonus may apply only because of the quick reward, hence the need to postpone payment to the end of the probation period.

⁹ Gautier, K., Munasinghe, L., Harvard Business Review (26 May, 2020) *Build a Stronger Employee Referral Program* <https://hbr.org/2020/05/build-a-stronger-employee-referral-program#:~:text=You've%20probably%20heard%20that,job%20longer%2C%20and%20perform%20better>

Recruitment

This stage consists of three steps, connecting with the applicant, conducting the interview and assessing the applicant for a job match.

Connecting

Connecting with the candidate starts at the first point of communication, by phone, email or face-to-face interaction and continues through all three stages and potentially longer. This is the point where the recruiter, representing the company, begins the relationship-building process with a candidate. As such, a well-thought-out communications plan is important.

Consider what message you would like to send to the candidate and fine-tune the message as well as the format. For example, an interview offer could be sent by a well-written and thought-out email, using a template. This ensures a consistent message and brand image and creates a positive, professional first experience with the recruiter.

This is also when the company should reach out by phone. It is the critical point for many companies it's their first opportunity to engage with the candidate and sell the job as well as the company. How do you do that? Develop a sales pitch! A sales pitch should tell the candidate why they should come work at your company.

Create an elevator pitch and be prepared to sell your employer and the position. In this pitch, you will want to focus on the strengths of the company culture, total rewards and the positives of the actual job.

Culture

- The great people here and leadership.
- Company values and goals.
- Focus on safety.
- Career opportunities/career path

Total Rewards

- Wages and bonuses.
- Benefits – RRSP/health/flex time/vacation/sick leave etc.
- Cafeteria, gym memberships, free parking etc.
- Equipment provided, boot allowances.

Positives

- Job schedule such as being home every night or home on the weekends etc.
- Opportunity for promotion.
- Supports in the company such as mechanics, dispatch, and admin support.
- Job flexibility.

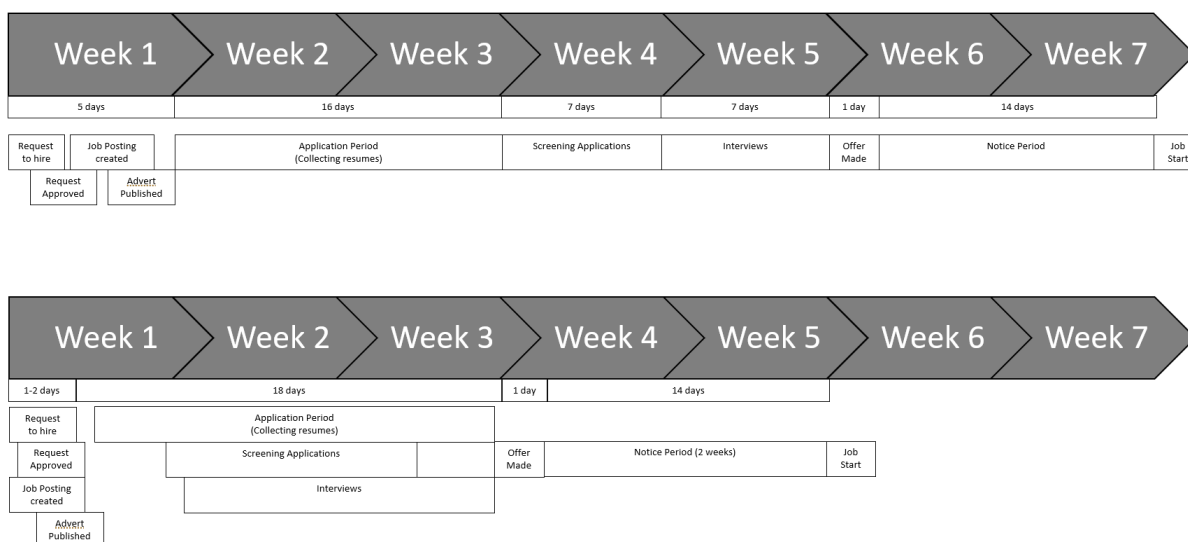
Be honest as well. If your company is not an easy company to work for, don't hesitate to tell the candidate about the challenges. Employees who go into a job with all the information tend to work

through the challenges and stay. Employees who don't have all the information will probably be unhappy and may not stay, feeling they didn't sign up for this environment.¹⁰

Shorten the Timeline

Reduce the time from the request to hire is made to the date the offer is accepted. This does not mean rushing the process, but it does mean you should remove the inefficiencies in your process. Refer to Table 2 below. Many employers take five weeks or longer to make an offer and then usually must wait for the candidate to complete their notice period of two weeks.

Table 2 – Regular Recruiting Timeline vs Condensed Timeline



Take your current recruiting timeline and compress it to 21 days from request to hire to the time you make a job offer. The goal is to always reduce that timeline by overlapping processes and pushing tight timelines. Depending on the company, its processes and interest in the position, some companies may fill a job in a week. Every position filled in 21 days or less should be considered a win. Every position filled in 22 days or more should be cause to review the process and make improvements.

While this may seem unreasonable to some employers, there is a rationale behind it. First drivers in this market are receiving multiple offers. Many of these drivers, may opt to take the first offer that comes their way, thereby causing you to keep looking. If a candidate knows they may have an offer in a few days, they are more likely to keep their application going. Secondly, an empty position can cost an employer several thousands in lost productivity every day the position remains unfilled. By speeding up the process, employers can make thousands of additional dollars in revenue.

How to Shorten your Timeline

Below are a few ideas on how employers can shorten their timelines.

¹⁰ Harvard Business Review (June 12, 2019) Stop Lying to Job Candidates about the Role. Takari, A., Wiess, J. <https://hbr.org/2019/06/stop-lying-to-job-candidates-about-the-role>

- Allow for people to walk in the door and apply in person. This is the most effective recruiting tool based on experience. This group of applicants also have higher retention rates than people pulled off job boards.
- Interview walk-in applicants on the spot. Let the hiring manager know, that they may need to make themselves available on short notice.
- Review all applications daily and call potential fits within 24 hours of application. Don't wait until the position closes.
- If people don't answer, leave a message and follow up with an email letting them know you called and would like to discuss their application.
- Request abstracts and references be provided before the interview. This allows you to conduct a background check immediately following an interview.
- Focus on communicating everything promptly. Discuss hiring decisions as early as possible. Don't put it off for a couple of days to think about it.
- Try to make offers early, so candidates can give notice earlier.
- Ensure you have offer letter/contract templates and emails with all the relevant information as a template. This will allow you to send all the information to the candidate in a few minutes.

Think Long Term

Not actually hiring right now? It doesn't matter. Assume you will be hiring soon and want to have someone ready to go when the time comes. Be honest with them, today. Let them know you are looking for future hires, we can simply call in the future. It is always beneficial to have a good candidate in your pocket that you can call on short notice.

Interviewing

Preparing and participating in a job interview can be a stressful experience for a candidate. It is also an essential step for an employer in the recruiting process. Where many employers fall short is in the timeliness, the complexity and lack of flexibility in the process. Simplify your process, in line with the goal of reducing your recruiting timeline discussed above.

- How many interviews will you require?
 - Phone screen (10-minute discussion of their application)
 - Formal interview – Have one interview if you can with multiple interviewers or schedule interviews back-to-back
- Don't drag the process out for a week or two. By condensing the interview process, the employer can decide sooner, and potentially not lose out to another company.
- Your candidates are very likely on the road when you are looking to interview them. Be flexible and schedule allow for interviews by Zoom, Microsoft Teams or phone instead of in person.
- Always schedule interviews as soon as possible. If your schedule is busy, move non-essential meetings or events to accommodate.

Assessing

Assessing a candidate is part of the hiring process. Interviews help to gauge the personality, strengths and weaknesses of a candidate about the role to understand if the candidate is a fit for the

job and the company culture.¹¹ In theory, this is done by evaluating the candidates' responses against a list of key knowledge, abilities, skills and other (KSAO') factors.

Employers should identify those KSAOs and develop a list of common interview questions that will highlight the candidate's strengths and weaknesses. Remember, this is not a script, but a guide which will allow you to compare candidates.

An important consideration in today's environment is the need for consistency and fairness in the interview and assessment process. Companies should have a formal, consistent assessment process documented and followed.

For example, two drivers with similar experiences apply for the same job and are given an interview and road test. The first candidate is told to meet the hiring manager at Tim Horton's for a coffee and is offered a 10-minute road test, where he drives a truck with no trailer around the neighborhood and is offered the job. The second candidate is brought in for two interviews and a 30-minute road test down the QEII during rush hour with a 53' trailer in tow and a full inspection and does not get the job.

Bias Check

Be aware of your biases. Bias is a belief, inclination, preference or tendency towards or against a person or a group of people. Biases are usually unfair or prejudicial and are often based on stereotypes, rather than knowledge or experience.¹² Bias is a uniquely human attribute. In some cases, the bias may be subconscious, and the individual may not be aware that they are experiencing bias towards others.

For example, many people dismiss an application because they see a pattern of job hopping, a poorly written resume, a very short resume or a history of unrelated work experience. Often under the excuse, if the candidate can't perform these basic functions, they will likely not be able to do this job if hired. In short, there is no evidence supporting this cognitive bias. In reality, there are several reasons for a poorly written resume, such as the candidate being non-computer literate, English as a second language or a lack of resume writing experience.

Human rights legislation prohibits discrimination in employment based on protected grounds of race, colour, ancestry, place of origin, religious beliefs, gender, gender identity, gender expression, age, physical disability, mental disability, marital status, family status, source of income, and sexual orientation.¹³ Passing on qualified candidates based on these protected grounds is a significant issue that employers must ensure does not happen.

In summary, focus your decision-making on the question at hand. Is this person able to safely drive a truck for my company? In doing so, you may find a gem of a worker hidden in the pile of applicants you may normally turn down.

¹¹ Scaler Academy (March 11, 2022) HR Interview Questions <https://www.interviewbit.com/hr-interview-questions/#:-:text=HR%20interviews%20are%20done%20to,into%20the%20company's%20work%20culture>

¹² Murphy, N. (10 Nov, 2021) Types of Bias <https://cpdonline.co.uk/knowledge-base/safeguarding/types-of-bias/>

¹³ Alberta Human Right Commission (11 April, 2017) Your rights and responsibilities as an employee, https://albertahumanrights.ab.ca/employment/employee_info/Pages/employee_rights_and_responsibilities.aspx

Retention

You have successfully hired someone. Congratulations. Now you have to keep them. But to understand how to keep them, employers need to look at why their employees are leaving or considering leaving in the first place. Retention Management should be based on data.

First, employers need to understand why their employees are leaving and where they are going. This is completed by conducting an exit interview and/or an exit survey. A well-designed and conducted interview is a powerful tool for collecting data.¹⁴

Leading Indicators

A leading indicator refers to future developments and causes and provides a snapshot of a company at a given time. These indicators will often precede an event. For example, poor attendance may be used as a leading indicator of poor job satisfaction. Where attendance issues are identified consistently, HR can engage with the worker to determine how the company can support them to get back on track.

What leading indicators can employers track? There are several that you may decide on; however, the metrics below are easy to calculate. In this case, you should consider these as symptoms of a larger issue at work.

Time and Attendance Metrics

When absenteeism or poor punctuality are increasing or are high, this can indicate that employees are dissatisfied and disengaged in their daily work. In general, they would rather be doing something else.

- Attendance rate – how much work do employees miss as a percentage.
- Late punch-in rate – how often do workers arrive late and how late.
- Late ELD log in, late pick ups, late departures

Productivity Metrics

Productive workers are generally engaged workers. When a company sees a decline in productivity, it should analyze and determine the reasons. Perhaps it's simply a result of a lack of work, however, productivity declines when workers are unhappy and disengaged or if they are overworked for too long.

- Productivity rates – how productive are workers when they are at work?
- On-time completion rate – how often is work handed in late, such as driver logs and pre-trip inspections?
- Quality of work – Cargo damage claims, customer satisfaction scores, incident free driving

Safety Metrics

Safety is an important metric to track and can indicate that a workplace culture cares about safety.

- Safety performance – how many safety incidents has a worker been involved in, and how serious.

¹⁴ Hansell, K. & Sharma, D., (Oct 16, 2018) Burnaby Roundtable - Exit Interviews, Are yours Providing Value? CPHR BC Webcast

- Participation in safety program – do workers actively contribute to the safety program and culture of the organization by participating in training, meetings, surveys or coaching.

When tracking leading indicators, focus on the entire company at first and break down the data into branches or departments. This will enable you to establish a baseline for future comparison. As time passes, the numbers will trend up or down providing a snapshot of the health of the organization.

Knowing that productivity is down, and attendance is declining, may provide the employer with the opportunity to investigate and develop a plan to reverse the trend. For example, by looking at declining production rates, you may learn that high-performing employees are generally dissatisfied with the amount of work put on them. Low performers are seen as cruising through the workday. This may allow you to adjust the workloads and reduce the burden on your high performers and provide new opportunities to others who may not be fully utilized.

Employee Satisfaction or Engagement Surveys

“Employee job dissatisfaction is known to be a potent predictor of voluntary turnover.”¹⁵ Given this well-accepted fact, employers should conduct a regular and well-designed employee satisfaction or engagement survey. The difference between satisfaction and engagement needs to be considered here.

Employee satisfaction can be described as the employee asking what the company has done for them lately. In this case, the employee is receiving tangible and intangible benefits from the company without having to provide much back other than their labour. A worker may be satisfied or happy with the work, in that it meets the employees’ expectations.¹⁶ For example, when the wages are paid to meet the work demand placed on the worker, they are generally happy. If wages don’t meet the expectations, they may feel unhappy or dissatisfied with the job.

Engagement on the other hand can be described as a partnership, in which the employee and employer both give and receive tangible and intangible benefits from each other. Consider engagement as how the worker displays love of their work.¹⁷ An employee may show outward, visible displays of their level of engagement. For example, volunteering to help with a social committee activity, referring friends to open positions, championing the company on social media, and actively participating in health and safety activities.

Consider the two options and decide on a path based on what you want to measure. Based on your needs and capabilities, you may design or purchase an appropriate survey for your organization. The first time you complete the survey, you will essentially set a benchmark for future reevaluation. It’s recommended to do a survey annually; however, during periods of change, growth or difficulty, the survey should be repeated bi-annually.

¹⁵ Heneman, Judge, Kammeyer-Muller (2015) Staffing Organizations, 8th Ed. Pg 683.

¹⁶ Bamboo HR <https://www.bamboohr.com/blog/whats-the-difference-between-employee-satisfaction-and-employee-engagement/>

¹⁷ Bamboo HR <https://www.bamboohr.com/blog/whats-the-difference-between-employee-satisfaction-and-employee-engagement/>

A well-designed survey should remain consistent from year to year thus allowing us to evaluate apples to apples and not to oranges. By asking the same questions, we can make the comparison to previous surveys to gauge any improvement or decline in those areas. Should there be a need for new questions, they can be added as supplemental areas of investigation.

Lagging indicators

There are three types of turnover. These are voluntary, involuntary turnover and downsizing. Voluntary turnover happens when a worker resigns. It can hurt an employer if a key employee resigns. At the same time, it allows the company to replace a lower performer with a potentially stronger performer. Involuntary turnover is where the worker is let go for performance matters. Downsizing would be when an employer must lay off workers for business reasons.¹⁸ We will only discuss the first two types.

If possible, in the event of an involuntary termination, an exit interview or an exit survey should still be conducted. The process would be adjusted given the circumstances and realities of trying to gather feedback from a potentially disgruntled ex-employee. This can prove challenging, but it will still provide valuable information, that is normally overlooked or not evaluated, as this is an overlooked group of workers.

Employers should also conduct a methodological postmortem on employees that they have terminated. Evaluating the employment relationship, at this point may offer insights on how to avoid the same mistakes in future hires. Employers need to look at the hiring process and determine if bias crept in or if there is a systemic issue with the recruiting process. Specifically, was there a flag that was missed or ignored during the hiring process that would have led you to recognize the person was not a fit.

Employers should also be tracking the following KPIs, which also serve as lagging indicators.

- **Turnover:** refers to the total number of workers who leave the organization over some time, usually a month, quarter or year.
- **Involuntary Turn Over:** refers to the total number of workers who are asked to leave the organization over some time, usually a month, quarter or year.
- **Voluntary Turnover:** refers to the total number of workers who choose to leave the organization over some time, usually a month, quarter or year.
- **Retention Rate:** shows the number of employees who stay in a company for a certain period compared to the total number of employees in that period.
- **Length of Service:** The number of days or years a worker is employed by an organization.

¹⁸ Heneman, Judge, Kammeyer-Muller (2015) Staffing Organizations, 8th Ed.

Conclusion

Attraction, recruitment and retention are the core pillars of the simplified staffing model (**Figure 1**) which provides a structure and guidance for the development of an HR recruiting and retention program. Without a program, employers may struggle to find, hire and keep the best talent available in the labour market, especially in a tight labour market.

They are also three key areas that directly impact every company. Without the right people, no company can thrive, much less survive. At the same time, if the company does not look at itself as a whole entity and provide its managers with the resources needed to be successful in the recruiting process, that company can never maximize its ability to hire the best people.

Employers must take the time to evaluate their current state and create a strategy to find, locate and entice people to apply to their positions. This is referred to as the Attraction pillar of the simplified recruiting model. Employers need to ensure that they look at their companies from the perspective of future employees and recognize that recruiting is the sales job. Just as you invest in marketing your products or services, you need to market your company as the employer of choice.

Now that the employer figured out how to source candidates, and is receiving applications, it will need to determine how to sell the job and the company to the candidate. Sometimes it will be an easy sale, but some steps can be taken at the recruitment stage to maximize your success rate. Focus on improving your message, process and timeline by being open and flexible. In addition, tell the truth about the position and company and the challenges they would face in the role.

Finally, in the retention stage, employers need to take the time to develop and track their performance in this area using leading and lagging indicators. There are numerous of each, but the most powerful and insightful leading indicators will be the results of an engagement survey. In addition, lagging indicators are a hugely powerful tool for employers. Developing an exit survey and implementing is a quick and easy win. The challenge is how to consolidate and interpret the data that comes with it.

Our Services

AMTA can provide members with one-on-one guidance on the information provided in this whitepaper. If you have any questions, please contact AMTA and our experienced staff will be happy to help. Please email Workplace Support Services at wss@amta.ca or call 1-800-267-1003.