



# Recruiting & Retention Toolkit

# How to use this toolkit

This toolkit is designed to help you get the most out of your driver hiring efforts. It has been put together in such a way that you can go through and use it step by step or you can jump to the section you want to work on. The order of these sections have been put together in such a way that it will help you establish a solid hiring foundation and build upon it to branch out your efforts. You will find a roadmap to get you started and checklists as well as examples throughout the toolkit.

A goal is this tooling is to:

- Provide universal tools that are generic to and can be customized to the user's needs.
- Included best-practices from within and outside our industry while being sensitive to proprietary info from companies willing to share.



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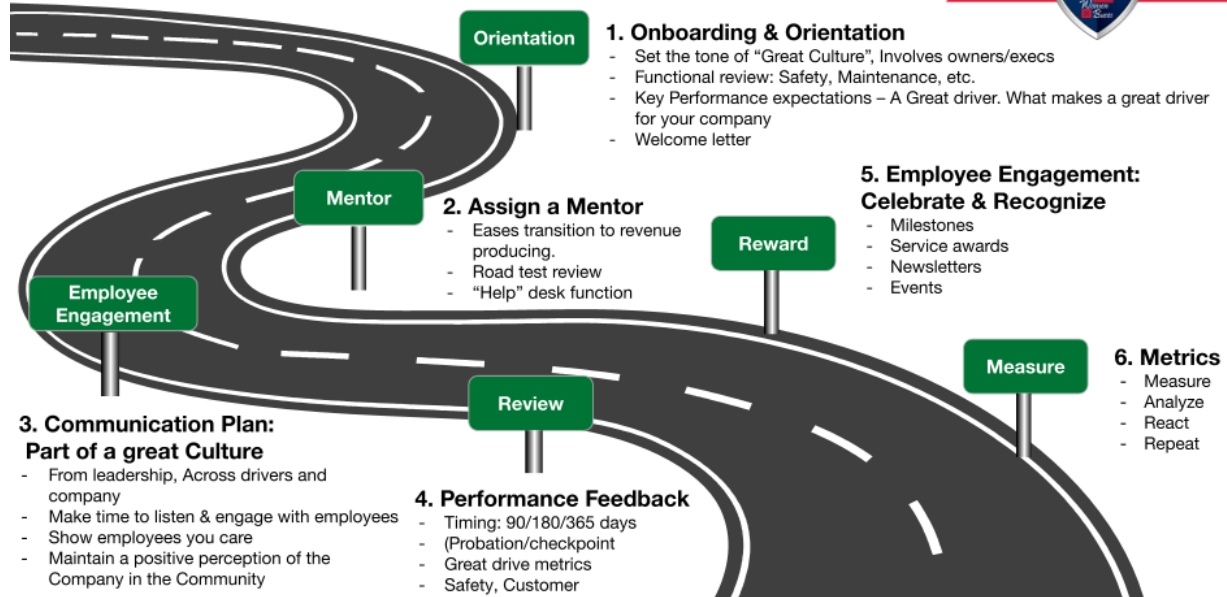


# ROADMAP FOR RECRUITING & RETENTION



Tip: Welcome your new driver by making a great impression

## Roadmap for Retention



# CHECKLIST FOR RECRUITING & RETENTION

## CHECKLIST FOR CULTURE

- Clarify your company values
- Develop your elevator pitch
- Engage your leadership team and owners
- Document and share with your employees
- Show employees you care
- Treat employees fair and with respect
- Provide a safe work environment
- Maintain a positive perception of the company in the community

## CHECKLIST FOR RECRUITMENT

- Elevator Pitch
- Messaging
- Creating a Hiring Video
- Crafting a Job Listing
- Using Your Website
- Posting Jobs on Social Media
- Listing on Hiring Websites
- Targeting New Segments
- Getting the Word Out



# CREATING A GREAT CULTURE

## Overview and Objectives

The best way to improve your driver talent pool is to retain your existing drivers. Hiring brings in new drivers, but retention is a long term investment. Retaining is also a much more cost effective approach as you avoid the expense of retraining. This section focuses on critical elements of great driver retention.

Widely discussed, SHRM (Society of HR Managers) outlines key elements:

- Employees know how top management want them to respond to situations
- Employees believe the response is a proper one
- Employees are rewarded for demonstrating these values

## What Is Company Culture?

According to [Indeed](#)

Business culture refers to the set of behavioral and procedural norms that can be observed within a company — which includes its policies, procedures, ethics, values, employee behaviors and attitudes, goals and code of conduct. It also makes up the “personality” of a company and defines the work environment (e.g., professional, casual, fast-paced).

Other elements that make up company culture include management style, expectations, company goals, local and national government policies, benefits/perks, opportunities to advance, the way employees feel about the work they do and disciplinary action methods your business uses.

According to an Indeed survey, 72% of job seekers say it’s extremely or very important to see details about company culture in job descriptions.



## Key Steps

Culture Action plan:

- Understand what makes your company unique
- Incorporate areas that will attract and retain talent
- Link the message and values into your elevator pitch
- Driven by owners / execs. They should be engaged and in front
- Reinforced constantly – Print, training, communication
- Part of recruiting, retention and critical to onboarding.
- Create a document that includes your values and be prepared to share and reinforce it.

While retention starts with good recruiting efforts, the effectiveness of your overall program and company success will need to ensure you retain your employees. Measuring turnover is critical, and key metrics include:

- First 90 days turnover, which may indicate issues in the recruiting process, communication of job role or individual traits.
- First year turnover, which may indicate broader issues related to company culture.

Per industry expert Pam Martinez of DATTCO, employees stay with the company when:

- They like their company.
- They like their co-workers
- They like their job.
- The job meets their economic or other needs.

## Attachments, Templates and Resources

### Example of Culture at MCI/NFI Group





## OUR PRINCIPLES

### 01 WE PLEDGE TO BE CUSTOMER FOCUSED

in providing safe, accessible, reliable, and technologically advanced transportation solutions with the lowest total cost of ownership to keep people and communities moving.

### 02 WE MUST EARN THE TRUST OF THOSE WE SERVE AND THOSE THEY SERVE

through a steadfast commitment to safety and quality delivered as promised.



### 03 WE FOSTER SMART LEADERSHIP

at every level to continuously raise standards and advance technological innovation and service performance. We're passionate about a never-ending pursuit of operational excellence.

### 04 WE BELIEVE IN SUSTAINABILITY

and the positive social, economic, and environmental impact of the work we do every day.

### 05 WE VALUE HONESTY, HARD WORK AND TEAM WORK

and those who do that work with pride and integrity. We strive to be a great place to build careers.

## Example from DATTCO

### Why DATTCO?

DATTCO is an industry leader in commercial and school bus transportation services, as well as vehicle repair, maintenance, and refrigeration services. The vast array of services we provide keeps us looking for talented individuals like you. We believe in a high quality of service and that "our experience enhances our customers' experience." If you're looking to join a family-owned and operated company, where coming to work every day will put a smile on your face, you've come to the right place! Life's a journey, and getting there is half the fun! Do you love working with people, and traveling? Then you may want to consider working as a professional motor coach operator! Are you retired looking for a fulfilling part-time job? Do you have kids that you would love to be able to bring to work with you? Then you may want to consider being a school bus driver! Whether you are applying for a motor coach or school bus driving position, DATTCO provides free training for a commercial driver's license (CDL), and thorough and ongoing training on CT's newest fleet of buses. Not interested in driving? We are always seeking dynamic, committed people to join the DATTCO family. Check [current openings](#) for details! Whatever type of position you seek, DATTCO is a place where you will learn on the job and explore your ultimate potential. [Come grow with our family.](#)



# RECRUITMENT



# Elevator Pitch

## Overview and Objectives

Pique the interest of your listeners

Give them reasons to work there

## Key Steps to creating a great elevator pitch

- Identify yourself & company
- Briefly explain what you do
- Tell what makes you unique
- Bring it all together and ask a question

## Do's & Don't:

- **Do** Be short & sweet
- **Do** Highlight what makes you stand out
- **Do** Practice your elevator pitch
- **Do** Get excited about what you are saying
  
- **Don't** try to be too cute or funny
- **Don't** try to tell the entire story of your company



## Example Elevator Pitch

At Make Believe School Bus Lines we don't just drive students to and from school. We drive future politicians to their first debate, scientists to their first conference, and athletes to career making games. You may even be lucky enough to have a future president or astronaut on board with you. That's because at Make Believe School Bus Lines each and every trip is a chance to help inspire and motivate the next generation! Our team is devoted to making sure that each and every student arrives safely and is ready to learn. If you're looking to make an inspiring career change yourself, come join our team and start driving toward a brighter future.



# Messaging

## Overview & Objectives

Always take an honest approach about the industry, your business and the position. You can control the message that you want to convey.

## Positives to reinforce

- Family-owned company with an open-door policy
- Meeting new people every day
- Building relationships with teams and regular customers to become a requested driver
- Going places you may have always wanted to visit or had never heard of before
- As an entry level employee, you get a corner office with lots of windows and a half million-dollar company car.
- You are part of a team that has your back; dispatch, operations, the shop, the cleaning crew
- You will also get to meet other drivers from all over the country and make lifelong friendships
- Every day is like taking a field trip
- Assisting travelers with disabilities and giving them opportunities to travel safely and comfortably
- In time you may get to interact with professional sports teams and other well-known people
- You may find yourself rewarded in many other ways than money; staying in nicer hotels, eating at nicer restaurants, getting a championship ring, getting your own personalized team gear, etc.



## The Realities of the Job

You also need to be sure to tell them about the, “not so glorious parts of the job”. You don’t want a new driver to go through the hiring process just to quit when they go through their first slow season, because they don’t make enough money.

Explain your peaks and valleys as well as any seasonal expectations you may have.

Explain the different types of work you may have and how they are assigned to drivers; charter, scheduled service, tour, school bus, shuttles, etc.

Explain how and when they are paid.

Explain it's not a Monday through Friday 9-5 job. You will be working weekends and some holidays

Provide a money management session during your training on how to get through the first year as a new driver

Not everyone is nice and or appreciative of your work

You may work many consecutive days with little down time in between during certain times of the year

There may be times you don’t work many consecutive days during parts of the year



# Creating a Hiring Video

## Overview & Objectives

Having a personalized company hiring video is a great way to showcase your company culture. By creating a 2-3 minute video and using small clips or parts of your video online you can help to create interest in working for your company. This will also help potential applicants understand what makes your company unique and why they should work for you.

Keep in mind that your video will be viewed online and it will likely be on a mobile device. If using text on the screen make sure it is large enough to read on a small device and clear and to the point. Your goal is to showcase why potential applicants would want to come to work for you not to provide a job description.

## What to include in a hiring video

- Intro - Quickly intro company-elevator pitch
- Job Description - Talk about what they will be doing, why it matters
- Testimonials - Have other drivers talk about why they love their job & what it means to them/why they do it
- Wrap Up - Tell them how to apply, what you are looking for and encourage them to call, click or come in



## How to use the hiring video

There are various platforms and ways you can share your video. Some of these include

- **Social Media** - Most social media platforms will allow you to post a video to your profile. You can also use small clips or a shortened version of your video to create a post with a link to where they can apply online.
- **Video sites** - Video sites such as YouTube.com or Vimeo.com allow you to host and share your video online. Since YouTube is owned by Google, ensuring you take the time to fill out as much information about your video as possible can also help it get found by search engines.
- **On Your Website** - In addition to having your job listing on your website you should also have your hiring video with the content and contact information. This will allow those interested to get a glimpse of what it is like to work for your company.





# Crafting a Job Listing

## Overview & Objectives

Putting together an effective and detailed job listing-Include full and part-time status if available, career opportunity (not just a job), work life balance, flexibility- Referral bonus?

## Know your audience

Before we get into how to put together an effective posting, take a moment to think about *how* potential candidates are reading your posting. If you're posting it online then you can safely assume that people will most likely read it on their smartphones, so keeping it short and to the point is more important than ever.

Even if you plan to circulate a printed copy of your job posting, it's best practice to only include what candidates need to know and leave out what's nice to know.

Going in with this approach also helps you cut down on the time you'll spend crafting your posting.

## How to write a good job posting

Make it easy to read

Include company overview

Provide an overview of the position in a brief paragraph

Summarize the personality characteristics of good candidates

List the positions responsibilities

List the positions requirements and location of job

Provide additional information and how to apply



## Company overview

Once you write this section, you can copy and paste into future postings, updating as needed. This section allows applicants to decide if they're a good fit for your company based on their own values. For example, some people decide to apply to companies of only a certain size, preferring to be part of a small team, or looking to join a large company with several departments.

Some information you might include:

Overview of your company's service offering

Size of organization # of employees

Seasonal or not

Even if you only write one line about your company, it can be a good frame of reference for a job seeker.

A description for a bus company might be:

*"Bus Company was founded in 2020, and provides superior group transportation to Edmonton and the surrounding area. Our dedicated team of professionals help our customers move their groups with safety and pride."*

## Position summary

It's always a good idea to give an overview of the role in a brief paragraph. Different from a list of responsibilities, this is your opportunity to communicate the intent of the role.

Some questions to get you started:

Is this a new role?

Who are you working with?



What do you want the role to help you achieve in peaks of business?

A 'team lead' role overview for my fictional snow removal business might be: *"The team lead role is a new role for our 2017 season. The objective of this role is to act as second in command to the owner, providing direction to the team. This person will have experience managing and scheduling a large crew of at least 10 people."*

## **Personality characteristics**

In a paragraph following the position summary, this is your opportunity to showcase your company's culture, while sharing the traits you feel help your employees become successful. If a great job candidate likes what they read they just might pick your company over another.

Give some thought to the following:

What personality traits or characteristics are non-negotiable for someone to join your team?

What personality traits are so important to you that they might allow you to look past a lack of experience?

A summary of personality characteristics for a coach driver might be:

*"We're looking for a self-starter who can manage their time, day and groups effectively and safely. The role requires a day-to-day self managed working environment and will involve very little direct supervision."*



## List of responsibilities

It's best to be as descriptive as possible in this section, providing duties along with numbers (where possible) to make it really clear what you'll expect of the successful candidate. In this section, the more details the better.

Some questions to get you started:

If this is a role for a field worker, like a cleaner, how many jobs will you expect them to complete each day?

Will the person be responsible for scheduling new jobs, creating quotes, or invoicing?

Will they be handling customer interactions face to face, or over the phone?

Do they need to be available on certain days, or during the day, evening, overnight?

Once you've made a list, keep it in that form. It's best to lay these specifics out in a bullet list.

## List of job requirements

Similar to the list of responsibilities, you want to provide a very clear list of qualifications required to be considered for the job. This way, potential candidates who aren't a good fit can self-select out of the competition.

Depending on the role, these might include:

Previous leadership experience

Experience working in a mobile service environment

Required certifications or training

Experience with specific equipment or chemicals



## Additional information

Depending on the nature of your business and the position, you may decide to include the following information with your posting. Remember that the more you include, the less questions you'll get and the higher quality your applications will be. Indicate any tools or training that you'll provide. Let candidates know if you conduct any screening or testing pre-employment and during employment. These might include drug tests, driving records, or a background check.

If the posting is seasonal, let people know if there is an opportunity for extension.

Always include instructions for how people should apply, indicating if you prefer an application or resume, sent to you by email or dropped off at your office.

And if you can't call all of the applicants back, it's always polite to mention that you appreciate interest, but you'll only be contacting successful applicants.

Finally, don't be afraid to be creative with your postings. There are less and less 'rules' compared to past thinking about what you can and can't say in a job posting (but being professional will always be in style), so if you feel like being creative to attract the right fit, do it! You'll attract a great candidate that wants to be part of making *your* company successful.



## Examples, Template & Resources

### Motorcoach Driver Requirement Example

Valid CDL with appropriate endorsements, P, S, etc

Ability to pass pre-employment drug screen

Criminal Background check

Driving Record meets standards

Benefit Examples:

401k

Health Insurance

PTO

Bonus

Gratuity

Company credit card

Company Cell Phone

Uniform

Flexibility or Set Schedule



# Using Your Website & Developing Your Company Page

## Overview & Objectives

Your website should serve as a central point in your efforts to recruit. There are also some general things your website should do regardless of if you are recruiting or marketing:

- Be Mobile friendly
- Include clear and simple ways for users to get in touch with you
- Show what make your and your company unique

## Adding a Careers or Join our team page

Creating a company page on your website is an effective way to tell a potential driver who you are. Think of it as a potential employee's first impression. It is important to give your best impression so you are not turning away potential candidates without even knowing.

Although it may be tempting to just send potential recruits straight to an application form, keep in mind they will likely want to know more about what you are hiring for first. Just like you would expect to learn more about a product or service before being sent straight to a checkout page your potential applicants will want to know more about the role they are applying for.

Depending on if you are going to use this page for hiring a single role or for various roles at your company you will need to name this page, "Join our Team", "Careers" or something similar.

## What to include on your company page



Introduce who you are to the potential employee with your company culture or elevator pitch

- Link to your company video
- List Benefits Your Company Offers. Let them know the benefits and perks of working for you, for example a school bus company might use, “Keep your little ones close” talking about how they can take their kids with them.
- List Job Descriptions
- Include a photo to capture interest such as a driver or your equipment
- List How to apply. Include at least 2 prominent “apply now” buttons. Ideally there should be an apply now button visible and easily clicked regardless of how far down the page they have scrolled. Keep in mind a button in the menu is generally overlooked even if the top menu follows them down the page.

### **Adding an online application or contact form**

As with other parts of your website it is best to keep your actual application simple and easy to fill out. If you are needing a more indepth or detailed application to keep on file you should do this in person at your office whenever possible. Some of the key things you should be looking for include:

- Name
- Phone Number
- Email





# Posting Jobs on Social Media

## Overview & Objectives

Social media is an important part of the recruitment and retention process. It is an extremely cost effective way to promote your business and act as a hiring aid.

## Facebook

In addition to marketing and reaching potential clients Facebook is also a great place to list opportunities at your company. To be able to list jobs you must first have a facebook Page after which you can post the job to your page. If your company has multiple locations and needs multiple locations you may also want to look at creating a facebook business account to manage your accounts. Although not covered in this toolkit you can learn more here,

<https://business.facebook.com>


## Creating A Facebook Page

Before you create a Page for your business, you must have a personal Facebook profile. Once you have your Facebook profile, follow these steps to set up your business Page:

- At the top of your Facebook homepage, select Create and choose Page
- Give your Page a name. Businesses typically use their company name.
- Add a category to describe your Page. This is a way for people to find you on Facebook when they search for a type of business.
- Enter your business information, like your address and contact information. Once you are finished, select Continue.
- Add a profile photo for your Page. If you'd like to do this later, you can skip this step. However, we recommend you add a profile photo so people recognize your business. When you're finished, select Next or Skip

- You can also add a cover photo for your Page. If you'd like to do this later, you can skip this step. However, we recommend you add a cover photo as Pages with a cover photo tend to get more Likes. When you're finished, select Continue to go to your new Page.

### **Listing A Job on your Facebook Page**

1. From your News Feed, click  Pages in the left menu.
2. Go to your Page.
3. Below Create Post at the top of your Page's timeline, click Job.
4. Upload a photo, enter a job title, thoroughly describe the position and add other details to your post (example: location of your company, job salary). You can also click + Add Question if you want to ask applicants more questions.
5. If you'd like to receive job applications by email instead of your Page messages inbox, scroll down to the bottom and enter your email address below Receive Applications by Email. When you have filled out the required info, click Next at the bottom.
6. Click Post.

### **Joining Groups & Posting to groups**

Using industry pages to share job postings such as Motorcoach Operators & Professional Motorcoach Operators

### **Boosting Job listings**

Facebook allows you to boost posts and jobs listings. “Boosting”, is what facebook calls turning these items into ads that you can run in others feeds. Boosting is a cost effective way to reach a large audience targeted to fit your needs.



## Linkedin

Much like Facebook Linked in will allow you to create a company page and list job openings you may have.

### Creating A Linkedin Company Page

- Click the **Work** icon in the top right corner of your LinkedIn homepage.
- Click **Create a Company Page**. You'll also select this option to create a Page for a school.
- Select the Page type you'd like to create from the following options:
  - **Small business**
  - **Medium to large business**
  - **Showcase page**
  - **Educational institution (high school or university/college)**
- Enter your **Page identity, Company or Institution details, and Profile details** information.
- Check the verification box to confirm you have the right to act on behalf of that company or school in the creation of the page.
- Click **Create page**.
  - If you receive a red error message, you may not meet the Page creation requirements or have reached the **limit for Pages created**.
- Click **Start building your page!** to **build out your Page**.

### Listing A Job on your Linkedin Company

- Click the **Jobs** icon at the top of your LinkedIn homepage.
- Click the **Post a job** button.



- If you're a Recruiter customer, you may be routed to a page with different contract options you're affiliated with. If so, click **Continue** next to **(Your Name)'s LinkedIn Job Posting**.
- On the **Job Details** page, complete the following fields:
  - **Description:** Enter a **job description** (required) in the text box.
  - **Add skills:** Specify the skills needed for the job by clicking the **Add skill icon**.
- Click **Continue**.
- On the Applicant Options page, complete the following fields:
  - **How would you like to receive applicants?:** Select how you'll be notified of applicants.
  - **Review screening questions:** We recommend adding at least three **screening questions** to help you easily identify top applicants who meet your required or preferred qualifications.
- After you click the **Promote job** button, add your credit card details on the checkout page.
  - If you already have a payment method on file, your default payment method will appear. Click **Add payment** if you'd like to add a new payment method for this purchase.
- Review the order details before posting your job. You can see your daily budget, total budget, and other details.
- Click **Post job**



# Listing on Hiring Websites

## Overview & Objectives

Using Hiring Websites is another great way to reach a large number of potential employees at a relatively low cost. These websites allow you to filter the audience that will see the ad to help get the most of your advertising dollars.

Traditional or more well known websites:

- [Indeed.com](https://www.indeed.com)
- [Monster.com](https://www.monster.com)
- [ZipRecruiter.com](https://www.ziprecruiter.com)
- [JobsInLogistics.com](https://www.jobsinlogistics.com)
- [Motorcoachjobs.com](https://www.motorcoachjobs.com)

Some others that not well known but target our potential audience:

- [AARP.org/work/employers](https://www.aarp.org/work/employers) - this is the specific area of AARP that employers would use to target potential recruits

Specific to the military, the Department of Labor has the following recommendations on their website:

- [HireVeterans.com](https://www.hireveterans.com)
- [VetJobs.com](https://www.vetjobs.com)

On the female side, the following are highly rated, and just for women:

- [Womensjoblist.com](https://www.womensjoblist.com)
- [Jobsforwomen.com](https://www.jobsforwomen.com)



# Targeting New Segments

## Overview & Objectives

There are many proactive recruiting ideas and approaches covered in the Toolkit. There are opportunities to go even further and target specific segments of the workforce as part of your overall driver recruitment plan. The key to making targeted recruiting effective is knowing your audience and why they would resonate with Motorcoach Drivers. Once your initial outreach is done, having a plan for ongoing outreach and communication will help build up your chosen segments into repeatable sources for Drivers. Below are some recruiting segment opportunities and approaches.

### Local Firefighters

Is your community a career department , volunteer only or a hybrid of the two ?

- What are their shift schedules ? 24 on 72 off? (2) 10 hour days followed by (2) 14 hour nights then having 4 days off ?
- What is the Local Union for the career firefighters?
- Contact the union to either post on their internal website ( most have other employment as a regularly visited page ) or post signs in the fire stations
- Do you already have a firefighter working for you?
- Let them do some recruiting as well
- Most already have a CDL
- They are service oriented people and work well with the public
- Take good care of equipment

### Police Officers

- What are their shift schedules ?
- What is the Local Union



- Contact the union to either post on their internal website or post in the individual precincts
- Do you already have a police officer working for you?
- Let them do some recruiting as well
- Some already have a CDL
- They are service oriented people and work well with the public
- Take good care of equipment
- Some may have a conflict of interest if they are in Commercial Vehicle Enforcement Sections specifically

### 55 or Better Communities

- We go there to solicit people to travel so why not look for people to drive as well
- Most are retired or semi retired that could be good part time drivers
- May not have CDLs but are willing to learn
- Are very good with people
- Looking for something to do

### Expanding Your Military Recruiting Segment

The Bus & Coach Industry has a long history with many ties to the Department of Defense and Military branches. Recently, in the last 2-3 years, the DoD has put a significant amount of effort into career development and assistance to transitioning military, reservists, National Guard, and veterans; thus our Industry has the opportunity to increase our targeting of several military segments for Driver Recruitment.

Why should you target the military for Drivers:

Military qualities align well with the Driver career; to name a few, both need to make responsible decisions in regards to people, vehicles, and other safety requirements, both need to operate very independently at times, and adapt to changing situations.



Many in the military also have direct large vehicle driving experience that correlates to a CDL, you can view the exact Military Occupational Speciality ([MOS](#)) that correlates to a CDL by [clicking on this link](#).

There are also established programs to help you educate yourself and potential military Driver recruits on various opportunities, please see attached brochure: [FMCSA Military Driver Programs Brochure](#)

For military recruiting generally there are two main segments:

### Reservists & National Guard

Many reservists and Guard members attend training only once a month and two weeks in the Summer and are available for full time work outside any military obligation. More recently, many have deployed with active duty military units, however are in need of a job or new career when returning home. The Owner / Operator human resources or recruiting team can develop a reservist/Guard military-specific strategy by considering:

- What reserve or National Guard units are located near your office(s) or service areas that you can target?
- Then search for information on that unit, many have their own websites and/or “career liaison” points of contact listed online.
- Proactively approach that unit to understand their support programs for career development. You can then fit your company’s Driver Recruitment program into the reserve/Guard unit’s approach. If possible, request an in person or virtual presentation to “pitch” the Driver career and specific jobs with your company.
- Do you have any reserve/Guard members from that unit already working in your company, Driver or otherwise? Having them attend your pitch alongside you can create a more personal connection. Consider bringing one or more of your vehicles to the presentation if in person, and allowing participants to look over the vehicle, board,





etc. (or even drive if they have a valid CDL!) to further create excitement and realism about the Driver career.

- After this initial presentation, consider establishing a main point of contact and regular cadence with the reserve/Guard unit for a recruitment pipeline, highlighting Driver Military recruitment success stories and general community engagement.
- Part of your regular cadence should include ongoing job postings on social media specific to the units relative to your locations and service areas. Many military are introduced to social media as part of career development and actively update their job status and/or monitor for new job postings.

The overarching recruiting strategy here is that reservists and Guard members should be a near and long term source for Driver recruitment, thus establishing more of a program with your community's units versus one-off interactions can help you grow a vibrant ongoing Driver candidate pipeline.

### Transitioning Military and Veterans

Different from reservists and Guard members, this DoD/military branch segment is made up of military members that will be leaving active duty, or have already left/retired. Many know this to be the case up to 2 years ahead of their separation date, thus making early, proactive recruiting possible, many transitioning military would ideally like to know and start their new career immediately after separation/retirement, surveys show 25% secure a new career/job before leaving the military and another 50% immediately after separation .

The core reason for targeting this segment, military desired traits and CDL applicability, and the means to target them are similar to the reservist/Guard segment. So you can utilize some of the same approaches.

The key differences are one, the demographic which may affect the recruiting channels you use, and second, where the transitioning service members' geographic career interest may be located.



- Transitioning military may have served 2 or 40 years or anywhere in between.
- The average age of an enlistee is just under 21. And although retirees are generally in the 40-50 age range, the average enlistee age and possibility they served only one tour presents a younger demographic that you need to be aware of.
- Approximately 70% of transitioning military will move to another state versus stay in the area of their final duty station.
- These transitioning/veteran segment differences will cause you to consider these items in your approach to this segment:
  - Utilize military-related social media more in your recruiting
  - In your career description, highlight such opportunities as working with the latest GPS technology, driver apps, and other tech - this can also be positioned as adding to the service members' resume, by learning and working with new technology
  - This younger demographic may also relate to being a Motorcoach Driver as an interim career/job, or 2nd job, so you can highlight the flexibility of this career and the hours, allowing for other work, school, etc.
  - You could consider positioning that you are aware the service member may transition back to another state than where your specific Owner / Operator business is, be sure to highlight that the Industry / The American Bus Association has similar companies and jobs available in all 50 states - this will help us as an overall industry, the service member could initially engage with you, but you could refer them to Owner / Operators in different states

Some Military Related Assets you could utilize in developing a targeted recruiting program for your business:

- Get to know your military: <https://www.defense.gov/KnowYourMilitary/>
- Why and how to hire veterans: <https://www.military.com/hiring-veterans>



- List of Military bases:

[https://en.wikipedia.org/wiki/List\\_of\\_United\\_States\\_military\\_bases](https://en.wikipedia.org/wiki/List_of_United_States_military_bases)

- Military Base Guide: <https://www.military.com/base-guide/browse-by-service>

You can search each branch's content for transitioning military, vets and reservists to see what job and career programs you could fit into:

- National Guard: <https://www.nationalguard.com/>
- Army: <https://www.army.mil/>
- Marines: <https://www.marines.mil/>
- Navy: <https://www.navy.mil/>
- Air Force: <https://www.airforce.com/>
- Coast Guard: <https://www.uscg.mil/>



# Getting the Word Out- Communicating with staff

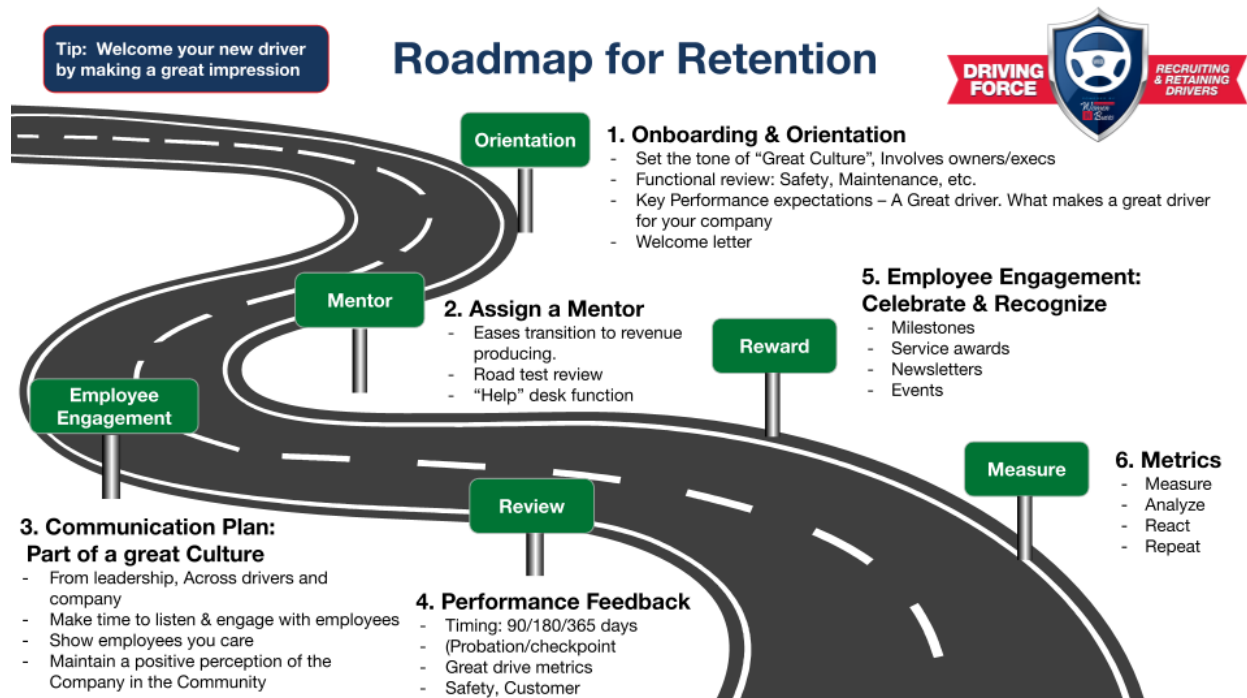
## Overview & Objectives

There are several opportunities to get the word about your open positions that go beyond social media and job websites. Now is the time to get creative and go beyond traditional methods.

Effective communication methods we found were:

- Announcements over your 2 way radio
- Postcards mailed to your community
- Sandwich board signs
- Working with local school departments to advertise open positions. This is an opportunity to reach every household of an enrolled child
- Park a bus at a known location with a sign advertising you are hiring
- Attending local job fairs and working with local unemployment office

# RETENTION



# Introduction

## Overview and Objectives

Retention is a critical element in a company as retained employees will ultimately reduce your recruiting efforts. Retention begins with the recruitment process and how you present your company.

## Key steps

- Orientation and Onboarding
- Assign Mentors
- Develop an Employee Communication Plan
- Provide Performance Feedback
- Celebrate Success

## Attachments, Templates and Resources

- See within each sections
- Also, a special checklist for [“Retaining Furloughed Drivers”](#) is in the appendix



# ONBOARDING & ORIENTATION

## Overview and Objectives

Onboarding and orientation is the best way to set the tone for a new hire and make a great first impression. Although they are related:

- Onboarding is the entire process of getting your employee (Driver) established in your organization.
- **Orientation is part of onboarding, but is typically limited to a period of time where the new hire learns about the company, culture and key job responsibilities. During orientation, it is important for the employee to meet and begin to feel like part of your team.**

## Key Steps to Effective Onboarding

Pre-Start Date:

- Create an outline for your onboarding process
- Create a training plan
- Review driver key success factors and benchmarks
- Send a Welcome Letter
- Create an outline for your orientation topics

Conduct an Orientation Meeting

- Create an orientation agenda and host the orientation for the new driver



## Create an outline for your onboarding

### Overview & Objectives

**Remember, onboarding should include everything your employee will need to be effective in your organization and outstanding with your customers.**

### Key Steps

- Tailor to your company
- Think about including some of the following:
  - A overview of the company
  - Expectations of drivers
  - Policy and procedures
  - Training plan

## Create a training plan

### Overview & Objectives

**The training plan is a well defined, comprehensive training program that will provide the necessary tools for the driver to be successful.**

### Key Steps

- Define the types of training that will be critical, where typical categories include:
  - Internal process and procedures
  - Driver regulatory items such as hours of service
  - Vehicle orientation and safety



- Company specific programs such as payroll, electronic logs and charter software
  - Ride alongs
  - Customer service
  - Note: Some companies may provide CDL training as a benefit.
- Training programs can range from custom to standardized and are available from many sources including:
    - Government Agencies
    - FMCSA has a model training curriculum for MC drivers that includes instructor and student guides and PowerPoints.
    - Insurance Partners/Providers
    - Industry Associations
    - Equipment Manufacturers
    - Industry Suppliers for example: PAX Training, JJ Keller, Smith System, NSC
    - YouTube

## Attachments, Templates and Resources

Equipment manufacturers have available training on a variety of topics.

- [MCI](#), has created a ABA Women in Buses Catalog for Drivers within their Learning Management System (LMS). Materials are free of charge and you can establish reporting and certificates.
  - To gain access: Email Scott Crawford [Scott.Crawford@mcicoach.com](mailto:Scott.Crawford@mcicoach.com)
  - Three main programs are outlined below and available Free through the Learning Management System (LMS) at [Welcome to MCI Academy](#)
- Motor Coach Operator Certificate program



- MCO Certificate Program – 4 certificates. MCO 3 is designed to meet the new CDL classroom requirement. 33 hours of training across all 4 certificates
- FMCSA Motor Coach Operator curriculum
  - FMCSA MCO curriculum – Released by the FMCSA in January which was created by Daecher and Associates under contract. About 11 hours of training.
- New Hire Driver test
  - New Hire Driver Test – 100 question test made up of questions from the FMCSA curriculum.
- The American Bus Association, in conjunction with Prevost, has an entry level driver curriculum available for a charge.
  - <https://www.buses.org/education/aba-entry-level-driving-training-the-courses>
- PAX Training has online Motor Coach and Driver Safety Training. The PAX Platform also allows operators to create their own unique training courses that can also be delivered online. PAX also provides ongoing training and online recording keeping.
  - <https://www.paxtraining.com/industries/motor-coach/>
- JJ Keller has DOT and Safety Training
  - <https://www.jjkeller.com/learn/transportation-dot-training-compliance>



## **Review your company's success benchmarks**

### **Overview & Objectives**

**Success benchmarks can help set the stage for your expectations of the driver. They should link to how they will be measured, the performance feedback they'll receive and also include much of what can make a great driver for your company.**

### **Key Steps**

- Define employee success benchmarks based on your company's values, goals and objectives
- Create a checklist of key factors for your company

### **Attachments, Templates and Resources**

Examples of some key factors for your company may be:

- Safety
- Compliance
  - Uniforms, cell phones, etc.
- Customer satisfaction
  - Define performance expectations line runs, tours, and charters
  - Determine the elements that differentiate your company
- On-time and route accuracy
- Attendance



## Driver Expectations and Metrics

Dear Driver,

Thank you for joining our company. We pride ourselves in providing excellent drivers. Some areas that are important to excelling in this role and will be part of our ongoing feedback will include:

### Driving excellent

- Safety first
- Smooth ride
- On-time, know the route

### Tour & Charter

- Help with luggage
- Know the passenger count
- Communicate issues as appropriate

### Safety & Compliance

- HOS
- Safety message on coach

Sincerely,

Company X

Signature

Name

Title



## Send a Welcome Letter

### Overview & Objectives

A welcome letter is an opportunity to alleviate pre-employment jitters and allow for the employee to re-confirm they made the right choice with your company. It sets the tone for a positive work experience by letting them know exactly what is next and who to call with any questions.

### Key Steps

- Date and time to show up.
- Pre employment requirements
- Agenda highlights
- Any other required action
- Include friendly and upbeat messaging

## Create an agenda for your new driver orientation

### Overview & Objectives

The agenda should be given to the driver to outline all of the key activities for their first day or weeks as they prepare to hit the road.

### Key Steps

- Develop an agenda for the day/days. Items you may want to include are:
  - overview of the company
  - Expectations of drivers
  - Policy and procedures



- Training
- Highlight your unique company culture
- Include meetings with or presentations from Key Management & Owners
- Include meeting with or presentation from key functions HR, dispatch, safety, operations & maintenance
- Review your company's success benchmarks – “What makes a great driver?”
- Review the training plan
- Host the meeting



# ASSIGN A MENTOR

## Overview and Objectives

A Mentor is an experienced employee that can help make the transition from new hire to seasoned driver easier. The role of the mentor is to show the new driver the ropes and be a helpline for basic questions.

## Key Steps

- Select a mentor from a pool of successful drivers that have interest and experience.
  - A mentor should be an honor within a company. A good way to recognize these drivers is to add this as part of your employee recognition program.
- Explain the role
- Role includes:
  - Help desk
  - Questions on rules and policy
  - On the road test / ride-alongs.
  - Usage of company systems or equipment such as radios, electronic logs and vehicle operating systems



# Communication Plan, to Promote Great Culture

## Overview and Objectives

Frequent and clear communication is an important element of employee satisfaction and retention. A communication plan should be multifaceted, with employees hearing both information useful to their jobs as well as information on company status and strategy. Hearing from owners and executives is also important. Effective companies use multiple modes ranging from in-person, zoom, video, newsletter, email and social media.

## Key Steps

- When planning your communication
  - Think about what employees want to hear
  - 2-way dialog
  - How they like to communicate
- 2-way communication is key
  - Make time to listen, take time to respond.
  - Act on feedback
  - Let employees share ideas
  - Communicate respectfully.
  - Include your best drivers and employees in sharing and developing content.
- Determine what type of information you'd like to highlight. Examples can include:
  - Information on your company status and recovery





- Information on company strategy
  - Opportunities to drive
  - Employee/s of the week/month
  - Industry news
  - Feedback/answers to employees questions.
- Determine the most effective ways to communicate for your company. They may include
    - In-person meetings
    - ZOOM video
    - Pre-recorded video
    - Newsletters
    - Email
    - Social media
    - Facebook company or driver pages where drivers talk to each other, share info and provide answers.
  - Determine the frequency that you want to communicate.
    - You may have multiple modes with different timing on each mode.
    - Example could include:
      - i. Weekly email
      - ii. Monthly newsletter
      - iii. Quarterly Zoom/Video
      - iv. As needed Social media postings
      - v. Text messages



# Provide Feedback on Performance

## Overview and Objectives

You've set the stage, communicated and now your driver is out with your customers. The next step is to provide feedback for your employee. Performance feedback is an opportunity to engage with the driver and focus on continuous improvement. Always remember to acknowledge feedback on positive performance as well as what requires additional coaching. Having regular feedback will keep both you and the employee on the right track. When done correctly the employee will feel comfortable stating what areas they need to work on. These regular interactions are key to retention.

## Key Steps

- Align timing with critical timing for possible turnover
  - 1 week on job
  - 90 days
  - 1 year
  - 3 years
- Ask the employee to provide what they did well, and what they can improve on.
- Provide feedback that aligns with your Key Performance criteria
- Includes both positive (What they did well) and Improvement area.
- Be specific
  - What you did. Specific example
  - What was the impact?
  - What is the plan moving forward?



- Start/Stop/Continue
  - Start: Do something not previously done.
  - Stop: Doing things you should not.
  - Continue: Doing certain things.
- Rating
  - Assign a rating if appropriate with your feedback process



# Celebrate and Reward Success

## Overview and Objectives

It is important to build a team atmosphere in an open and communicative environment. One way to do this is to CELEBRATE milestones and success. Celebrating success does not need to be a monetary reward. There are several ways to acknowledge accomplishments of the individual and provide a sense of pride for the employee that will lead to retention.

## Key Steps

- Types things to celebrate/recognize
  - Milestones
  - Service awards which could include:
    - i. Driver of the week/month/year
    - ii. Years of service
    - iii. Customer feedback
    - iv. Safety award
    - v. Perfect attendance
  - Share in newsletters
  - Host company events such as BBQ's, Picnics and off-site outings.
  - Birthdays/Births/ other success
- Create award symbols
  - Pins, badges, etc, a visible recognition of success, and to incentivize others to do the same.
  - Announce at company meetings, newsletters or post throughout the company
  - Use company social media to showcase your employee's accomplishments.



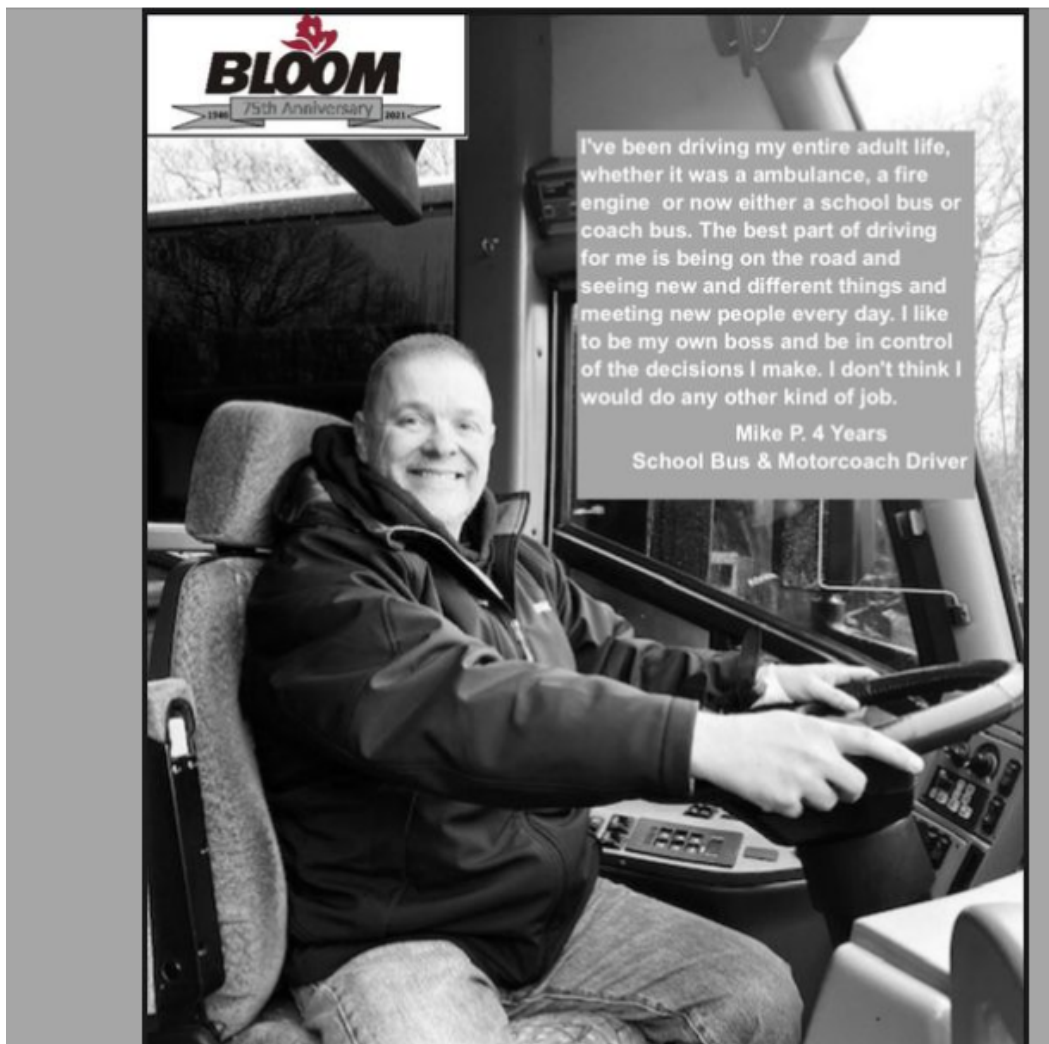
- See example below from Bloom, where the driver is both featured as part of the recruitment process.
- Token of appreciation
  - Gift cards
  - Team pizza parties or cookouts
  - Personalized handwritten notes from management



**Bloom Tour and Charter Services**

March 2 · 🌐

Being a driver affords so many opportunities. # bloombus #whyidrive #driver #schoolbus #motorcoach



# Measure, Analyze, React & Repeat

## Overview and Objectives

Measure and learn from your success and correct your weaknesses to improve retention. Most companies do not have tracking over time for employee retention. Installing some basic metrics can:

- Indicate if your approach is working.
- Provide areas in which you can improve.

## Key Steps

- Install, most important processes to track and measure.
- Key metrics could include:
  - 90 day and 1 Year Turnover
    - i. Turnover is # employees leaving/average over the period.
  - Stay and Leave Interviews to develop a TOP 10 reason list.
    - i. Interview employees:
      - 1. “Why do you stay with us?”
    - ii. Exit interviews
      - 1. Why did you decide to leave us?



Drivers are the face of your company. Hiring the right people and taking the necessary steps to retain them will lead to the success of your business. This toolkit was created to help your company attract and retain drivers. Creating a positive company culture is imperative to retaining employees and allowing them to put their best foot forward. How an employee is treated after they are hired is perhaps even more important than the effort required to attract new employees.

The Driving Force was created to tackle the nationwide driver shortage. We encourage you to use all of the parts of this toolkit as they are the Driving Force's best practices. Please think of this as a living toolkit. We would love your feedback, as we want to continue to improve and make it as useful as possible.



# Appendix

## A case study in creating a new solution for an old problem



**Pam Martinez**, Vice President

Human Resources & Risk Management

**Introduction: As presented by Pam Martinez, DATTCO**

[\(WIB Presentation Recording\)](#)

The bus and motor coach industry has long struggled with retaining bus drivers year-over-year. Magnified by a post COVID environment, we were even more concerned about our existing drivers returning to work. We decided to offer a retention bonus to focus on our existing employees who were coming in everyday verses a signing bonus to bring on new employees.

### Background

Our retention bonus is meant for a School Bus driver after a lay-off period but can be used for any type driver including paratransit and motorcoach. We offered the retention bonus at some locations, not all. For the payout terms we used driving days in lieu of calendar days in case school was shut down due to unforeseen reasons such as a pandemic or weather which allowed flexibility. Establishing payout criteria is critical.

### To Be Qualified:

- Must have worked the prior school year
- Must be present on the first day of school





## Payout

- ½ paid out after working 45 driving days
- 2nd ½ paid out after an additional 45 driving days

**Results: Metric show significant reduction in turnover with better retention!**

## Locations Eligible for a Bonus

10 Locations offered a bonus and lost **20 LESS people** than the prior year

- 4 out of 10 had better retention
- 2 stayed the same
- 4 were worse (only slightly)

## Locations without a Bonus

12 Locations did not offer bonus and lost **38 MORE** people than the year before

- 0 out of 12 had better retention
- 3 stayed the same
- 9 were worse

## Recommendations

- Assess your current staff and possible resignations
- Develop a plan that works for your company, geographic area, and your budget
- Communicate and promote the plan
- Make it beneficial to both the employee and company
- Company size doesn't matter, tailor a program to meet your needs

## Key takeaway

Retaining employees saves the company more money than hiring new ones and will increase employee satisfaction.



## A case study in transforming an existing program into a WOW program



**Pam Martinez**, Vice President

Human Resources & Risk Management

**Introduction: As presented by Pam Martinez, DATTCO**

[\(WIB Presentation Recording\)](#)

The bus and motor coach industry has long struggled with recruiting bus drivers. Our company used a recruiting contest to boost our existing referral bonus program.

### Background

Our company needed to hire 90 School Bus Drivers and an additional 90 monitors in five months for a new contract. We held an internal contest with our employees to increase the number of new applicants. We ran the contest at two locations

- Over a 2 month period
- Winner must have a minimum of four referral candidates for the contest to pay out
- Payout needed to have a “wow” factor
- \$1,000 per referral (current program) plus \$5,000 for the winner!
- Winner of the contest would receive a minimum of \$9,000 (based on min 4 referrals)

### Results

High-energy, local manager ran the contest with the freedom to be creative in the execution of the contest and the materials needed to be successful. We received **23 Referrals** within **2 months** from a possible 52 drivers. We also saw the following results:

- Employees asked for Yard Signs to put on their lawns and personalized it with their own names. (A sign the manager created to promote the contest at work)
- Employees asked for signs for their cars
- Employees were posting on social media



- Employees were calling people they knew from other companies
- Employees were using referral forms made up by the Company (Another creative solution by our local manager)

### Recommendation

- Create a contest that has a “**WOW**” Factor
- This will be different for each company
- Is there currently a program in place? Make it a “**WOW**” program
- What dollar value creates a “**WOW**” program for your Company?
- Communicate the contest and promote it throughout the entire contest timeframe.
- Create excitement with the employees
- Provide the “tools” and the freedom to make it their own
- Use this case study as a guide and tailor it to fit your company’s size, needs and financial situation. This can be done on a smaller scale with smaller prizes and payouts
- Having a champion of the program is important to push and promote the program

### Key Takeaway

Use your company’s greatest assets, employees, to be your billboard and spokesperson. Create a buzz amongst employees and make it a fun event for staff to participate and show their company pride.



## A Case Study in reshaping a Company Culture



**Gregory S. Hendricks,**

Director of Safety & Compliance

**Introduction: As presented by Greg Hendricks, Salt Lake Express**

**(WIB Presentation Recording)**

Company Culture is one of the best ways to improve your driver talent pool and to retain your existing drivers. Understanding your perceived company culture and your willingness to reshape existing culture are critical to your success in this area.

### **Background**

Without fully understanding why, we were experiencing problems in recruiting and retaining drivers. Even though we offered unrealistic sign-on bonuses and offered raises to any driver that complained, we still experienced a high driver turnover rate.

Drivers created a narrative that fostered a toxic culture. Although it was narrative that was not true, management delayed in addressing concerns head on, and the rumors began to spread among employees and our potential hiring pool. What we missed was that rumors feed actions, negative or positive, and the negative rumors almost became a self-fulfilling prophecy.

Once management heard that the rumors started to include safety concerns, which is always a top priority, it was time to take immediate actions. Here is what we did:

- Asked for outside help



- Insurance provider gave us their unique perspective on culture through statistics
- Asked for public opinion from the community and past clients
- Admit the problem to all employees and ask for their help and feedback
- Admit and recognize that you may be the enabler of this toxic culture
- Began to hold semi-annual (paid) driver meetings
- Perform exit interviews and calling past employees
- Overall, we engaged and empowered employees to have a voice at the table

## Results

- Prior to action, our turnover rate was approximately 65%.
- Our current rate is 29%, including seasonal employees
- Added benefit per million miles
  - 9.58 accidents per million miles in 2019
  - 7.64 accidents per million miles in 2020

## Recommendation

### What we learned

- Keeping the status quo can create or enable a toxic culture.
  - People just want to be heard. You may get ten bad ideas for every good idea, but you will get good feedback. Listen, track feedback, and take action
  - Pay is not the main motivator of people
  - Culture comes from the top down
  - Address concerns fast in a passionate way to resolve employee issues

### Changes we made

- Inform drivers about profit/loss, ridership, major expenses such as insurance, repair costs...
- Eliminated drivers that fostered the toxic culture and could not be coached to change.
- Make the on boarding process more robust. Really spend time sharing with the applicant what makes your company unique. Share the company's values, and culture, during the interview.



- Put TV's in every driver's room and have a fresh presentation playing each week
  - Highlight a different driver each week. Highlight company news. Share great reviews.

### Key Takeaway

- Step 1: Ask drivers about your culture. What do they like? What would they want changed?
- Step 2: Conduct exit interview (recent / past)
- Step 3: Analysis of info for actions / trends
- Step 4: Make changes – Your company will be more successful' and you will be more successful.

*"Make the company you work for, the company you want to work for."*



## A case study in motivating employee behavior to meet business needs



**Jack Kaufman**

Vice President of Operations

**Introduction: As presented by Jack Kaufman**

**(WIB Presentation Recording)**

In order to recruit and retain drivers, we need to make them feel valuable. Drivers are the face of our company. “Treat people like they make a difference, and they will.”

### **Background**

As our Company shifted business priorities, we needed our drivers to shift with us and own the changes.

- Our company experienced growth during COVID as we diversified our business model from a Tour company to executive employee shuttles
- We needed to go outside the norm to recruit drivers and then needed to keep them
- We needed to find a way to recruit drivers outside of our immediate geographical area

### **What we did:**

- Provide family-like environment – a balance between a business and a family work environment
- Drivers were Friends and one was a teacher
- Built apartments above garage to support employee commuters
- Built driver room stocked with food and drinks



- Donuts for our shuttles
- Social Media presence – Others “see” how happy our drivers are

## Results

We learned that money is not always everything. If you treat people with respect and give them a good work environment, they will do the same for you and your business. Driver’s opinions and complaints are important requiring attention and changes.

## Recommendation

- Increase perks when possible i.e. company benefits, pay, and amenities
- Understand what makes each driver happy and wanting to come to work each day
- Client-driven or management “good job” \$5 gift cards. “Making a driver feel like a million bucks costs us \$5.”

## Key Takeaway

Money is not the number one factor for employee satisfaction. Employees want to feel a valued part of a team. Treat employees as an extension of your family and focus on what you can do to keep them engaged.





## MEET THE DRIVING FORCE TASK FORCE

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James Blain, PAX Training

Erin Ducharme, Bloom's Bus

Adam Hall, Bridgestone Americas

Brent Maitland, MCI

Pam Martinez, DATTCO

Mike McDonal, Saucon Technologies

John Meier, Badger Bus

Debbie Piner, Prevost

Mike Van Horn, Betterez



# Thank You

