

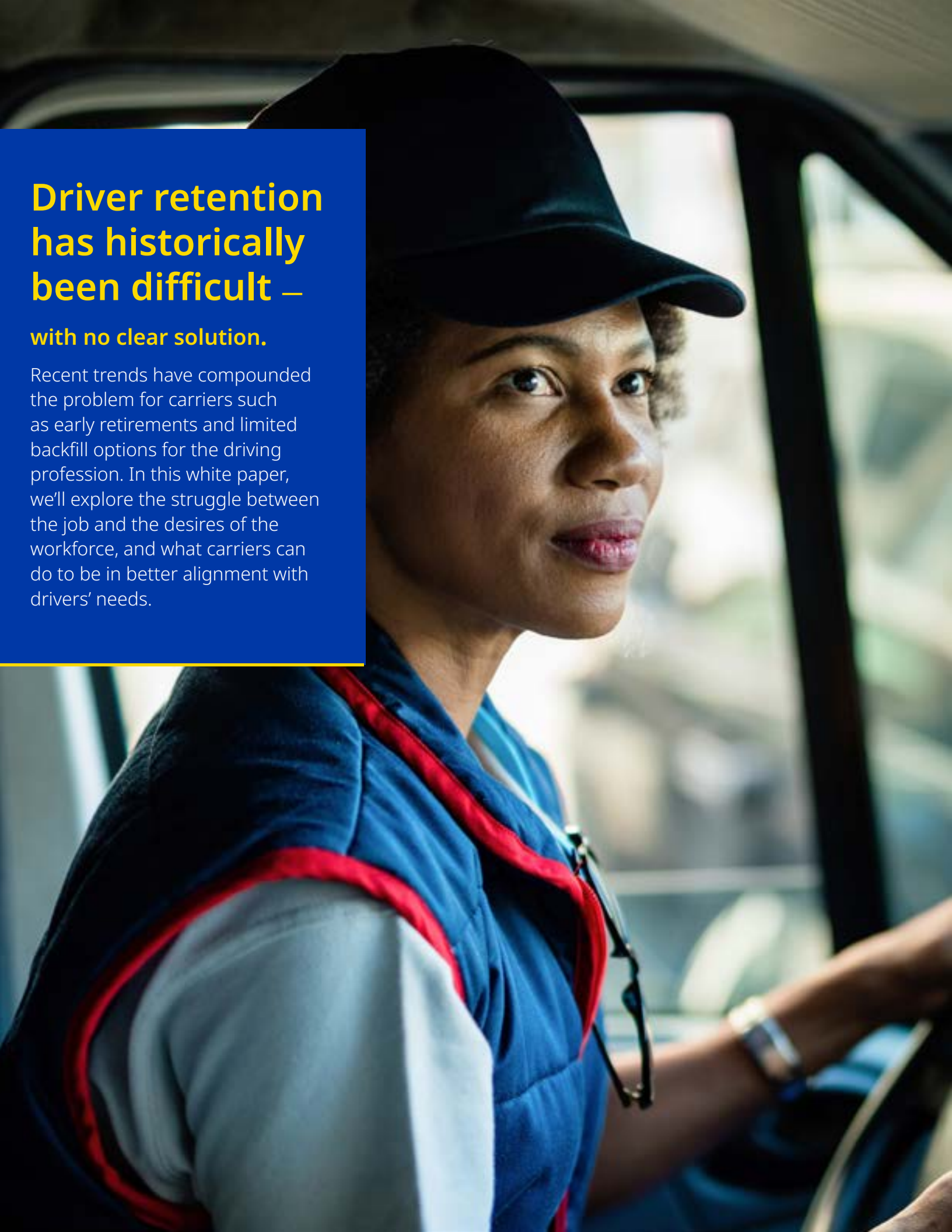


# **What Drivers Want:** Insight for Carriers to Hire and Keep the Best

A White Paper from EBE Technologies



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## Driver retention has historically been difficult –

**with no clear solution.**

Recent trends have compounded the problem for carriers such as early retirements and limited backfill options for the driving profession. In this white paper, we'll explore the struggle between the job and the desires of the workforce, and what carriers can do to be in better alignment with drivers' needs.



# What Do Drivers seek?

## Pay

In today's market, pay is one of the primary motivators. It's a qualifier that keeps a company competitive.

## Home Time

A supportive lifestyle is near the top of the list. Companies that accommodate home time requests are in a much better position to attract and retain drivers.

## Respect and Fair Treatment

Drivers want to be treated as professionals. They seek control over their driving careers, and companies who acknowledge work well done have better retention rates

## Quality Training

People need to feel a sense of accomplishment. Drivers without proper training will most likely not achieve the rewards and have the pride associated with doing a good job.

## Advancement Opportunities

Opportunity for advancement can mean different things. It may involve transitioning roles such as becoming a mentor, supervisor, or filling a management position. To some drivers, it could be ways to earn more money. Carriers must understand drivers' motivations to keep them happy and be profitable to companies.

### INSIGHT DRIVES CHANGE

Knowing what drivers are looking for will help carriers in maintaining a sustainable driver pool. First, carriers need to address is the traditional mindset that recruiting is separate from retention. It's not. Companies that embrace this concept will be able to affect improvements more quickly than those that don't.



## Recruiting Isn't a Sequential Process

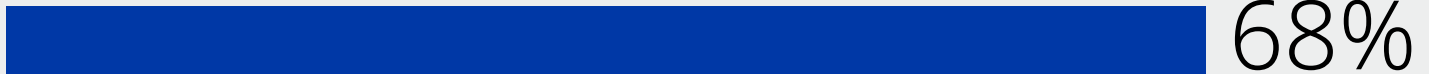
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# What Do Drivers Think?

This [graph](#) shows the reasons why truck drivers believe fleets have trouble finding drivers:

**Why do you think fleets are having a hard time finding drivers today?**

They **don't pay** enough.



They **don't offer enough miles/loads**.



They **don't get people home** often enough.



There's **no career path**.



They **don't respect drivers** and the job they do enough or treat them as part of the team.



They **don't support their drivers** and help them deal with shippers, law enforcement, etc.



They **don't provide good trucks/equipment** for drivers.





**Providing drivers a voice in their hiring process will make them feel better about coming to work for your company and they'll be more likely to stay.**

Carriers can be proactive in their outreach by asking drivers about their interests such as location, home time, equipment, or pay. It's not enough to respond to driver inquiries; carriers need to draw them in and establish rapport.

Various social media outlets provide direct communication to recruits with specific messaging. A tremendous effort focuses on marketing initiatives and the use of business tools and social media partners such as Facebook, Instagram, Twitter, Craigslist, and YouTube.

Traditional job boards and the career page on carriers' website, while still viable, aren't the only options available today.





# TOOLS TO SUPPORT DRIVERS' NEEDS

## **At the First Point of Contact**

It's not enough for carriers to say they'll support a drivers' job desires; they also have to provide the tools and culture to make it happen. This provision means having systems and processes in place for the drivers and your staff to deliver results.

For example, when drivers apply for a position, they should be able to choose their preferred criteria. If a job isn't available, mechanisms are available to track requests and alert drivers when a position opens that aligns with their criteria.

Providing drivers with personal portals to complete paperwork and view training videos are examples of how carriers can keep your workforce engaged BEFORE physically arriving to work.

These tools described above benefit everyone involved. Drivers know they'll spend less time in a classroom or onsite because they completed some necessary tasks before being onsite.



To drivers, this means getting **paid more quickly** since they'll be on the road earning money sooner. Additionally, if executed properly, drivers will feel their **preferences were taken seriously** when they receive personalized paperwork and a training packet specific to their position.

And finally, offering drivers a professional and comprehensive training program demonstrates a commitment by companies to provide the **skills and tools necessary for success**.

For drivers to feel important, carriers should respond quickly. Some applicants may not be

perfect matches now but could be in the future.

It's never too soon to nurture those drivers. And remember, recruiting is about company branding. All interaction drivers have with carriers influence how they perceive their potential employer.

## **During Driver Orientation and Training**

You want to keep drivers while onboarding, whether it's contract drivers or employees. This action shows drivers that companies value them and respect their time.

"My immediate supervisor." **One of the top reasons** given why truck drivers leave a company.

[LEARN MORE](#)

## **While on the road**

Carriers who continue with onboarding programs beyond the 30, 60, and 90 days will achieve lower turnover rates than those who move on to new orientation classes.

Surveys indicate that drivers want the feelings of reward, accomplishment, and respect throughout their tenure with a carrier. Assuming things are good with drivers is risky and puts companies in a difficult position when they report problems. Keeping a pulse on drivers is a challenge, especially when other demands get in the way of spending time with them.

To reduce turnover, offer drivers tools that keep them engaged. In addition, provide systems and processes that help management and staff be proactive in their communications and respond quickly to positive and at-risk behaviors.

## **Mobile solutions offer flexibility**

More than 90% of drivers are using smartphone and/or tablet technology today. These devices have transformed communications.

While concern exists about the use of cell phones on the job, carriers found driver retention improved by offering the ability do parts of their job from a mobile device, such as accepting loads, submitting paperwork, responding to notifications, and checking weather, traffic, and fuel prices.

Being able to do business anywhere, anytime reduces time needed to go to the terminal; thus, **equating to more home time**.

## Video Technology Can Boost Training

It's conclusive that the better the drivers' training, the more informed they are about their position, and the more likely they'll be successful. Video technology has filled many voids in the business world and has a significant impact on driver education in the traditional sense of onboarding and safety as well as productivity.

**New ways of leveraging** this technology are finding their way into the dispatch arena. By integrating carriers' video-based training solution (also known as the Learning Management System - LMS), carriers can deliver real-time, video-based instructions determined by load assignments.

## Consistent Communication Is Key

No one ever likes getting a form letter or automated emails with no personalization. However, if carriers are creative and use available technology to deliver personalized driver-related messaging, automated communications should not be counted out. Include the driver's name in the message and design space to include a driver's unique position, location, or equipment. Send links to videos on topics of interest. Craft messages from immediate executives so they feel like they are in the know.

Good communicators who write personal or electronic letters know the value of consistent and targeted text specifically to that individual.

## Video Technology & E-Learning



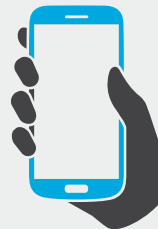
90%

of companies used e-learning as a training tool in 2020.



2025

Mobile learning will become the microlearning mode of choice.



900%

the e-learning Industry Has Grown since 2000.



98%

of Small Businesses Use Video-Based Training Programs.

**Video technology helps drivers** feel more confident when delivering freight, helps in reviewing instructions, and reduces calls to dispatch about those instructions. As a result, carriers are assured freight is delivered according to shipper standards and dispatchers are given more time to focus on helping drivers with other issues.



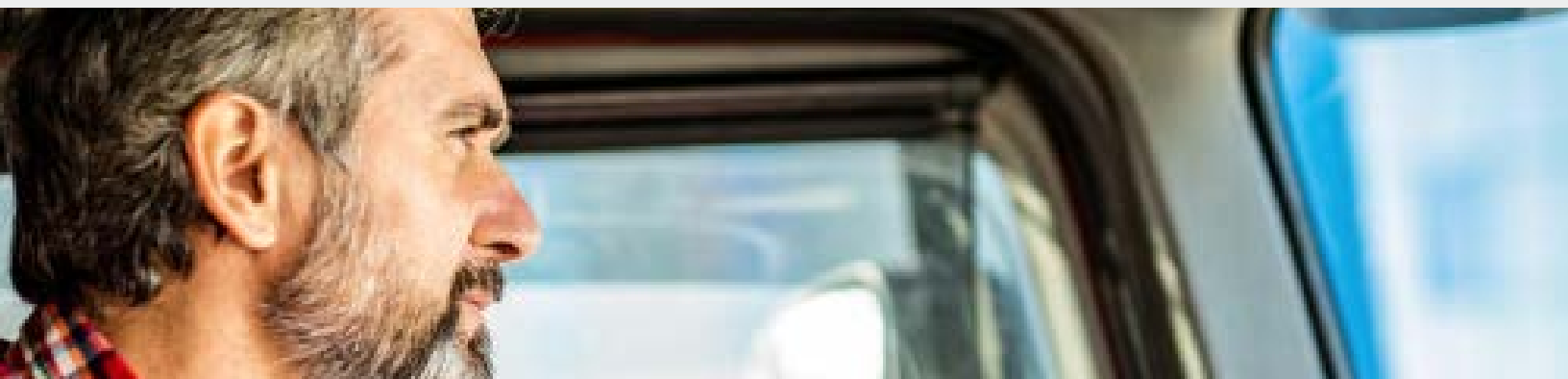
## Payment Consistency Is Critical

Pay is consistently at, or near, the top of drivers' checklist of job satisfaction. Pay rates, incentive plans, and bonuses are important, but ensuring drivers receives pay when expected can position company for success in driver retention

Carriers can reduce settlement delays and potential conflict between drivers and staff by providing systems that allow drivers to submit paperwork remotely, with little opportunity

for error, giving feedback about the receipt of or missing paperwork, and communicating expectations of cut-off periods.

Drivers don't like unexpected reductions in their pay, and those types of surprises will surely lead to drivers moving on to other opportunities. Stay ahead of this potential problem by engaging drivers in this process so they feel **more control** of their income.



## Coach Drivers Toward Success

An underlying premise of all drivers is that they aren't coming to work to find ways to leave. No matter how they define personal success, drivers genuinely want to accomplish their goals. Because of the driver shortage, carriers don't have the luxury of quickly dismissing marginal drivers. Instead, they need to coach them toward success.

Carriers must adopt tools to monitor and respond to both positive and at-risk behavior AND execute a plan in near-real-time to react to that behavior.

Drivers want to feel safe and protected by their carriers and adopting corrective action plans communicates to them that their employer cares about its drivers' safety and satisfaction.

Unfortunately, not all accidents, incidents, and other safety-related events can be prevented. How carriers respond to these situations is another way drivers can feel protected. Having procedures and systems in place in a formalized Risk Management system communicates to drivers that they are protected if they follow the guidelines, conform to company policies, and stay current on training initiatives.

An established Risk Management program will also mitigate the risk of carriers as they'll be in a better position to produce documentation that a plan was in place, procedures were followed, and everything possible was done to protect the safety of all involved.



## Learn from Departing Drivers

It's impractical to think all drivers can be retained. However, departing drivers can provide a wealth of information for carriers. A forum for drivers to communicate is all that's needed. The format can be a personal exit interview, a portal where they can take a survey, or a platform such as Facebook. This information can improve retention of carriers' current drivers and help re-recruit drivers when circumstances change at companies.

Imagine drivers leaving employment because of outdated fleet equipment, or the tractors had standard transmissions. A proactive approach focuses on an equipment replacement program that features automatic transmissions and other cab features that appeal to future and former drivers.

This example shows how to leverage information from departing drivers. The key is to have a system to gather this information and act quickly on a solution.

80%

The percentage of truck drivers who watch a YouTube video at least once a week.

*Data download:* [Examining driver opinions in today's driver market. \(n.d.\). Conversion Interactive Agency.](#)





## Carriers can positively impact driver satisfaction.

Carriers can position themselves to impact driver satisfaction positively and maintain a safe and viable fleet.

Begin with a careful review of current recruiting and retention practices and then adopt processes and technologies to support the business better.

Strategies and solutions like those described in this white paper allow carriers to communicate effectively and manage their drivers from their initial application and beyond.

These measures increase driver satisfaction and reduce turnover. By helping drivers become more successful, carriers can effectively reverse the driver turnover trend.



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