

delivery trucks  
 dump trucks  
 long haul routes  
 short haul routes  
 auto haulers  
 snow plow drivers  
 tanker hauler  
 dedicated routes  
 courier drivers  
 flatbed trucks  
 cube van drivers  
 logging trucks  
 furniture movers  
 fuel truck drivers  
 lowboy drivers  
 regional routes  
 local drivers  
 animal haulers  
 refrigerated trucks  
 hopper trailers  
 LTL freight drivers  
 team driving jobs  
 oilfield truckers  
 mine site truckers  
 grain haulers  
 company drivers  
 owner drivers  
 hotshot haulers

# Recruitment, Retention and Training of Truck Drivers



Phase 2 – Revised  
Recommendations



December 2018



FAR NORTHEAST TRAINING BOARD (FNETB)  
your Local Employment Planning Council

COMMISSION DE FORMATION DU NORD-EST (CFNE)  
votre Conseil Local de Planification de l'Emploi



**FAR NORTHEAST TRAINING BOARD (FNETB)**  
your **Local Employment Planning Council**

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**COMMISSION DE FORMATION DU NORD-EST (CFNE)**  
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# 1.0 INTRODUCTION

## 1.1 Project Sponsor

The Far Northeast Training Board (FNETB) is a regional not-for-profit organization that is responsible for labour market information, integrated planning, service coordination for employers, and research and innovation. The mission of the FNETB is to “promote the effective planning of training and workforce development programs and services so that qualified workers are available to meet the needs of the local labour market”. The FNETB provides these core services within Northeastern Ontario and is part of a provincial network of 26 local employment planning councils (LEPC) and workforce planning boards (WPB).



## 1.2 Project Overview

The trucking industry in Canada continues to be chronically impacted by driver shortages<sup>1</sup> and the situation is similar in the FNETB catchment area. In addition to ongoing driver shortages, retirement projections for the period of 2016-2036 for AZ-DZ licensed truck drivers within the FNETB region are expected to be 910 positions<sup>2</sup>. As a response to the ongoing regional truck driver shortage and the anticipated retirements, the FNETB has initiated a project to support trucking employers in the succession planning areas of recruitment, development, and retention of drivers.

Phase 1 of this initiative included a survey with trucking industry employers, a series of initial industry consultations, and the development of a Phase 1 Report<sup>3</sup>. A list of Phase 1 recommendations can be found in Appendix A. In November 2018 additional trucking industry round table discussions took place (see adjacent Table) to seek input on the Phase 1 recommendations.

Community	Participants
Hearst	4
Cochrane	6
Timmins	10
Kirkland Lake	3
Temiskaming Shores	14
<b>Total</b>	<b>37</b>

As a result of this industry input, this report – Phase 2 Revised Recommendations, contains modified recommendations and identifies suggested leads and supporting organizations that could participate in the implementation of the recommendations.

<sup>1</sup> <http://www.drivershortage.ca/report/understanding-the-truck-driver-supply-and-demand-gap-and-its-implications-for-the-canadian-economy/>

<sup>2</sup> <https://fnetb.com/wp-content/uploads/2018/11/Truck-Driver-Far-North-East-Training-Board.pdf>

<sup>3</sup> Recruitment, Retention, and Training of Truck Drivers; Local Analysis, Key Findings, and Recommendations. June 2018. Far Northeast Training Board. Clearlogic Consulting Professionals.

## 2.0 RECOMMENDATIONS

The following recommendations identify the overall action, the purpose of the action, the suggested lead agency, the suggested supporting agencies, and a series of key activities.

### 2.1 Promote the positive impact of the trucking industry on the local economy

#### Purpose

- Increase public understanding of the value of trucking to the local economy and to the region.
- Improve the public's perception of the trucking industry.

#### Lead Agency

- Economic development agencies

#### Supporting Agencies

- Ontario Trucking Association
- Community opinion leaders (e.g. major retailers, industries, businesses, organizations that depend on trucking to ship or receive goods)

#### Key activity

- Develop a public awareness campaign that identifies the positive impact of the trucking industry on the local and regional economy. Promote the importance of the industry for local suppliers and local consumers. This message should be localized for each community, for the region, and for each partnering organization.
  - For example, a campaign with the support of Walmart might be: "We all depend on our team of professional drivers to deliver the food and house hold goods that you need".

## 2.2 Promote professional driving as a career of choice

### Purpose

- Increase the visibility and knowledge of the occupation by promoting the occupation to key influencers such as guidance counselors, peers, and parents.

### Lead Agency

- Far Northeast Training Board

### Supporting Agencies

- School boards/guidance counsellors
- Training providers
- Employment services agencies
- Trucking companies
- Economic development agencies
- Chambers of commerce

### Key activities

- Identify and participate in community-based events that bring together industry, educators and prospective drivers. These events can be job fairs, ‘touch the truck events’, industry trade shows (mining expo), fall fairs, tractor pulls, construction and home shows, etc. and identify a lead organization for each of the regional events.
  - For every event attended, there should be a consistent look and feel, and a consistent approach and messaging. Develop a plan to ensure every event has a consistent look and feel, including roles and responsibilities, key contacts, marketing process and promotional materials.
  - Showcase the varied types of driver environments (e.g. agriculture, mining, forestry, long haul, short haul) and the varied types of equipment (e.g. semis, dump trucks, snow plows, flatbed, float equipment, bulk fuels/commodities), and the varied driver demographics (men, women, teams, Indigenous, immigrants).
  - Highlight the contribution truck drivers provide to the community. Create messaging related skills development, level of responsibility, autonomy, adventure, and travel.
    - “There are 250 professional drivers that call Temiskaming Shores their home. Steve Sinclair is one of them, and he works for Grant Agriculture to ensure that farmers can get their crops in the ground and their produce to market”.
  - Identify career paths, training providers, and job opportunities.

## 2.3 Develop an awareness campaign for general and specific audiences

### Purpose

- Increase the labour pool by promoting the occupation to potential drivers including men, women, part timers (e.g. retirees), Indigenous, immigrants, recent graduates

### Lead Agency

- Far Northeast Training Board

### Supporting Agencies

- Local economic development agencies
- Chambers of commerce
- Local service clubs
- First Nations economic development officers
- Employment services agencies

### Key activities

- Create a website/webpage that contains the videos (slideshow), posters, brochures, and factsheets. This might be part of the Explore Your Options website.
- The website could contain a regional list of trucking companies, and include contact information and 'Road Knight type ambassadors<sup>4</sup>, similar to the OTA Road Knight program. These local ambassadors would most likely be the hiring managers for the respective organizations and would serve as contact points for prospective drivers to learn about the occupation, working conditions, opportunities, and training requirements.
- Create a slideshow (with speaker notes) or a self-playing narration (voice or captions) slide deck/video that promotes driving occupations for various driving scenarios – long haul, short haul, log haul, bulk containers, flatbed, etc. In addition, create five audience videos: men, women, Indigenous, part timers, immigrants. Videos should be 2-4 mins length.
- Create posters and brochures for the five audiences. The posters (60 cm x 90 cm) and brochures (letter size trifold?) will serve to draw attention and will point to a website.

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<sup>4</sup> <http://ontruck.org/meet-the-2017-2018-ota-road-knights-team/>

- The videos, brochures, and website should follow a consistent format:
  - Create a connection – “I can see myself in this job”: Include a caption of their life story – “I’m from Mattagami First Nation, and I have a family. I haul logs. I love my job and I do this for my family and my community”.
  - Identify working conditions: “I need to be alert so that I can operate my vehicle safely. It’s a hard job with long hours. I’m proud to do this”.
  - Identify career path: “I got started in this job by taking a driving course that was held in my community. I then drove a dump truck for a construction company on a nearby job site”.
  - Identify the next steps: For more information about life as a professional driver, contact a local Road Knight ([link here](#)). See here for driving opportunities ([link to website](#)). See here for training opportunities ([link to website](#)).
- Promote awareness of the website by networking with client specific organizations such as:
  - Indigenous groups – Friendship centres, Band offices, Indigenous employment services agencies
  - Women’s groups – Chamber of Commerce sub-groups and women’s support services organizations
  - Immigrant service groups such as multicultural organizations and immigration service organizations (public and private sectors)
  - Networking events, lunch and learn, promotion through the Chamber of Commerce, attending Chamber events, invitations to participate in round table discussion groups, and connecting through related service providers.

## **2.4 Increase trucking industry usage of the Explore Your Options website**

### **Purpose**

- Support employer recruitment by providing an easy to use and cost-free driver recruitment tool.
- Retain drivers within the occupation by minimizing employment interruptions.

### **Lead Agency**

- Far Northeast Training Board

### **Supporting Agencies**

- Employment services agencies
- Economic development agencies
- Chambers of commerce

### **Key activities**

- The FNETB should identify current site usage by trucking companies and establish a new participation target. Participation targets might include the total number of trucking companies registered, and the total number of job opportunities posted within a time period, and/or the total number of successful hires within a time period.
- The FNETB, with the support of the Chambers of Commerce, could promote the Explore Your Options website to trucking organizations, including the promotion of the job posting service and the “share a job” service that has recently been launch.
- Economic development agencies could identify and contact trucking companies and promote the Explore Your Options site. Economic development agencies could promote the Explore Your Options site to job seekers during recruitment/immigration fairs.
- Employment services agencies could encourage employers to post professional driving jobs and could encourage job seekers to use the Explore Your Options site.

## 2.5 Conduct out-of-region recruitment programs

### Purpose

- Given the ongoing driver shortage in the region and the declining and aging population demographics, employers may be required to attract drivers from outside the region.

### Lead Agencies

- Economic development agencies
- Trucking companies

### Supporting Agency

- Chambers of commerce

### Key activities

- Economic development agencies, in conjunction with the trucking companies, could identify and shortlist a number of recruitment events that trucking companies could participate in. These may be construction or heavy equipment trade shows, college or university job fairs (as entry level labour, support, or low risk driving positions), or job fair initiatives in prospective regions. Prospective regions may be communities that have any of these characteristics:
  - Have a high number of professional drivers
  - Have skills training programs (short-term, college, or university programs) with graduates aligned to the industry (e.g. heavy equipment mechanic, construction technology, Truck and Coach technician)
  - Have recently been affected by industry closure
  - Have low income characteristics
  - Have high levels of unemployment
- The economic development agencies could further support the trucking companies in their recruitment efforts by coordinating recruitment events, providing logistical support, promoting cost sharing between various companies, or by securing funding assistance through various government support programs.
- Economic development agencies can also support the recruitment efforts by developing and supplying promotional material such as banners, brochures, and town relocation information packages.

## **2.6 Increase the skill level of new drivers prior to or as part of workforce entry**

### **Purpose**

- Better align training programs with workplace and insurance requirements.

### **Lead Agencies**

- Training providers
- Trucking companies

### **Supporting Agencies**

- Economic development agencies
- Far Northeast Training Board
- Chambers of commerce

### **Key activities**

- Training organizations, with the support and participation of trucking companies, could develop and coordinate a more extensive driver training program. This program could be modeled on the Quebec truck driver vocation diploma<sup>5</sup>, and/or include a work placement component. Ideally, a revised training model supported by the apprenticeship structure would become a normalized part of the career path for inexperienced drivers.
- The work placement component should consider:
  - Time of year opportunities (e.g. construction season)
  - Placement duration
  - The roles and responsibilities of the learner, trainer, employer, and employee
  - Insurance coverage responsibility such as liability and WSIB
  - The format for the skills development program (e.g. apprenticeship format and/or specific industry requirements, e.g. log haul, dangerous goods)
  - The funding structure (trainer contribution, employee contribution, employer contribution)
- As part of the program structure, solicit the support of the carrier's insurance company to endorse insurability of the graduate learner.

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<sup>5</sup> <https://www.inforoutefpt.org/progSecDet.aspx?sanction=5&langue=en&prog=5791&QPROV=SIMTEQ>

- Once the draft format is established, identify champions (these may be larger employers), and deliver a pilot program. Evaluate the successes and challenges and modify as required. Identify additional host companies and expand the program as required, based on demand and the capacity to support the program delivery.
- The FNETB, along with the local Chambers of commerce, can take the lead on an awareness campaign by promoting this opportunity to trucking companies throughout the region.

## **2.7 Promote in-house workforce development**

### **Purpose**

- Stimulate the interest and the capacity of trucking companies to internally develop their workforce.

### **Lead Agencies**

- Economic development agencies
- Trucking companies

### **Supporting Agencies**

- Training providers
- Far Northeast Training Board

### **Key activities**

- Increase the awareness within the industry that identifies the current driver workforce attraction and retention challenges
- Identify in-house or external skills development options:
  - for external skills development: offer a factsheet on service providers and funding programs
  - for in-house development: offer a factsheet on the certification process, mentorship services, and funding programs.

### 3.0 IMPLEMENTATION SCHEDULE

Task	Year 1	Year 2	Year 3
2.1 Promote the positive impact of the trucking industry	P, S	O	O
2.2 Promote driving as a career of choice	P, S	O	O
2.3 Develop an awareness campaign for specific audiences		P, S	O
2.4 Increase usage of the Explore Your Options website	P, S	O	O
2.5 Conduct out of region recruitment programs		P, S	O
2.6 Increase skill and experience of entry level drivers		P	S
2.7 Promote in-house workforce development		P, S	O

P = Preparation activities, S = Start, O = Ongoing

## Appendix A: Summary of Phase 1 Recommendations

1. Modify the public's perception of the truck driver
2. Develop an awareness campaign for specific audiences
3. Promote training that addresses insurance eligibility requirements
4. Investigate the reasons for the declining number of Owner Operators
5. Promote and utilize workforce development programs
6. Encourage retention with an employer
7. Promote retention within the occupation: Professionalism
8. Promote retention within the occupation: Income distribution, minimize employment interruptions