



SMART HIRING PRACTICES

March 24th 2:00 ET

Outline

- Introduction & Questions Brent Maitland 5 min
- Guest speakers (40 min)
 - Patrick Slater – DATTCO Recruiting Transformation 20 Min
 - Greg Hendricks – Salt Lake Express 20 Min
- Q&A Brent Maitland 5 Min
- Latest tips Brent Maitland 10 Min
- What's next Adam Hall 5 min





Introduction

Created by the ABA's Women in Buses Council, Driving Force is a program designed to tackle the nationwide driver shortage by providing industry operators tips and tools to recruit and retain their most valuable asset: **Drivers**



Who is behind the Driving Force?

James Blain, PAX Training

Erin Ducharme, Bloom's Bus

Adam Hall, Bridgestone Mobility Solutions

Brent Maitland, MCI

Pam Martinez, DATTCO

Mike McDonald, Saucon Technologies

John Meier, Badger Bus

Debbie Piner, Prevost

Mike Van Horn, Betterez



Where is the Driving Force?

All Content Hosted On ABA's
webpage

<https://www.buses.org/about/drivingforce>

Access the Toolkit, Webinars,
Video, Tips and More



TIPS ON RECRUITING & RETAINING DRIVERS

[Driving Force: Tips for Retaining and Retraining Your Furloughed Drivers for the Spring](#)

[Driving Force: The Importance of the Elevator Pitch](#)

[Driving Force: Creating a Great Job Listing is Important Part of Recruitment](#)

[Driving Force: Recruiting Tip: Conveying the Joy of Being a Professional Driver](#)

[Driving Force: Driver Recruitment Video](#)

Steps to prepare for recruiting and retention

- ✓ Review the roadmap and toolkit
- ✓ Customize to your company
- ✓ Engage leadership
- ✓ Culture Check (See right)



Roadmap for Recruiting & Retention

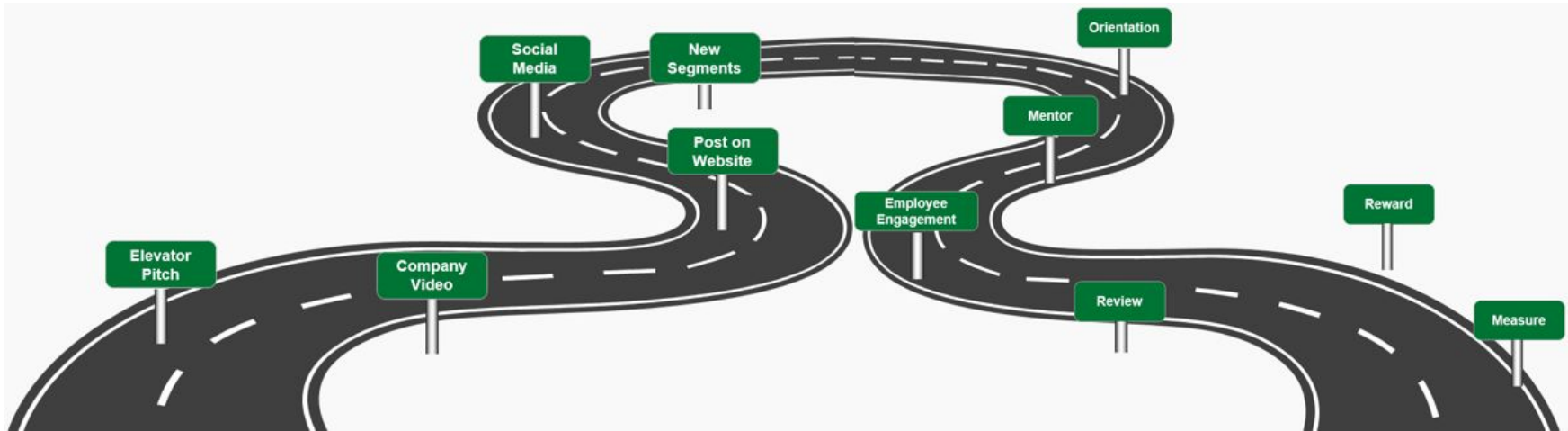
Culture is Critical

- ✓ Develop & showcase your company values
- ✓ 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

RECRUITING



RETENTION



The Recruiting and Retaining Roadmap will Enhance Your Most Valuable Assets – Drivers!

**DRIVING
FORCE**



**RECRUITING
& RETAINING
DRIVERS**

Roadmap for Recruiting

A
New
Career



**Tip:
Know Your
Company
Culture Before
You Begin**

1. Create an Elevator Pitch & Message

- Describe who you are what you do
- Reasons to work for you
- 20-30 seconds
- Create interest

**Elevator
Pitch**

4. Social Media & Hiring Site Posting

- Facebook, LinkedIn, Indeed, Monster, etc.

**Social
Media**

3. Post on Company Career Page

- Insert your elevator pitch
- Post your company video
- Create a Job Listing including benefits & key job responsibilities

**Company
Video**

**Post on
Website**

2. Develop Company Video

- Include elevator pitch
- Highlight key elements of the job descriptions
- Include driver testimonials
- Use toolkit script

5. Target New Segments

- Military, Firefighter, Police, Women
- Leverage existing employees

**New
Segments**

Tip: Welcome your new driver by making a great impression

Roadmap for Retention

DRIVING
FORCE



RECRUITING
& RETAINING
DRIVERS

Orientation

1. Onboarding & Orientation

- Set the tone of “Great Culture”, Involves owners/execs
- Functional review: Safety, Maintenance, etc.
- Key Performance expectations – A Great driver. What makes a great driver for your company
- Welcome letter

Mentor

2. Assign a Mentor

- Eases transition to revenue producing.
- Road test review
- “Help” desk function

Reward

5. Employee Engagement: Celebrate & Recognize

- Milestones
- Service awards
- Newsletters
- Events

Employee Engagement

3. Communication Plan: Part of a great Culture

- From leadership, Across drivers and company
- Make time to listen & engage with employees
- Show employees you care
- Maintain a positive perception of the Company in the Community

Review

4. Performance Feedback

- Timing: 90/180/365 days
- (Probation/checkpoint
- Great drive metrics
- Safety, Customer

Measure

6. Metrics

- Measure
- Analyze
- React
- Repeat

Q & A

Question for our upcoming panelist on the WIB event series on driver recruitment and retention.

- I am very interested in knowing what methods of recruiting new drivers are working well for each of the presenters.
- Specifically, what platforms or services are you using to recruit/solicit from, what software or processes are you using to complete pre-employment checks and what protocol/curriculums do you use when onboarding then training your new driver employees.
- Do you currently use more of a technology based approach or paper files? What programs have been most successful for recruiting and onboarding?
- We are looking into several new technologies currently in order to transition our process from a highly manual and paper based routine. I am interested to know what works well and what others are using to improve their process while being cost effective as well.
- I would also be interested in whether they are using an effective driver referral program and if they could please discuss in detail.



Prior Webinar Case Study

- [Link to Driving Force Case Study](#)
- DATTCO
 - Retention bonus vs. signing bonus
 - Using a recruiting contest to boost an existing referral bonus program
- Salt Lake Express
 - Transforming your culture





The Recruiting Transformation at DATTCO
Patrick Slater – Recruiting Manager

Top Lessons Learned

- Metrics
- Job Postings
- Candidate Follow Up
- The Interview
- Questions?

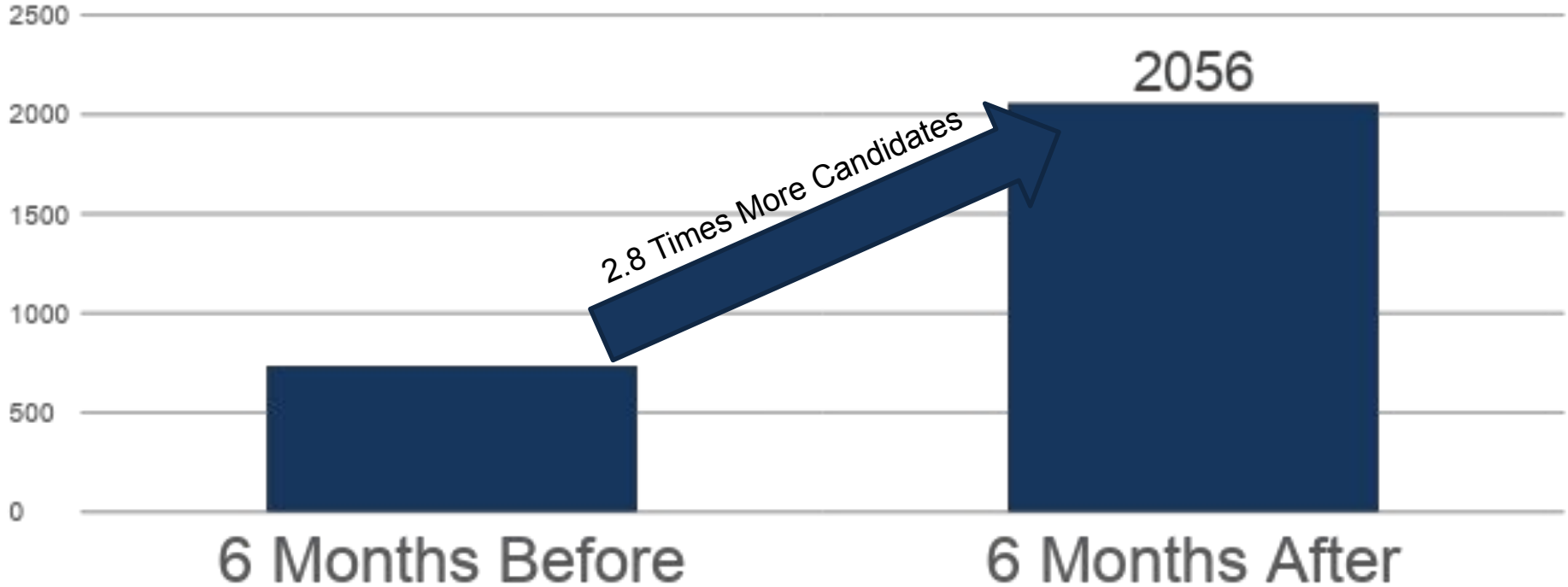


Metrics

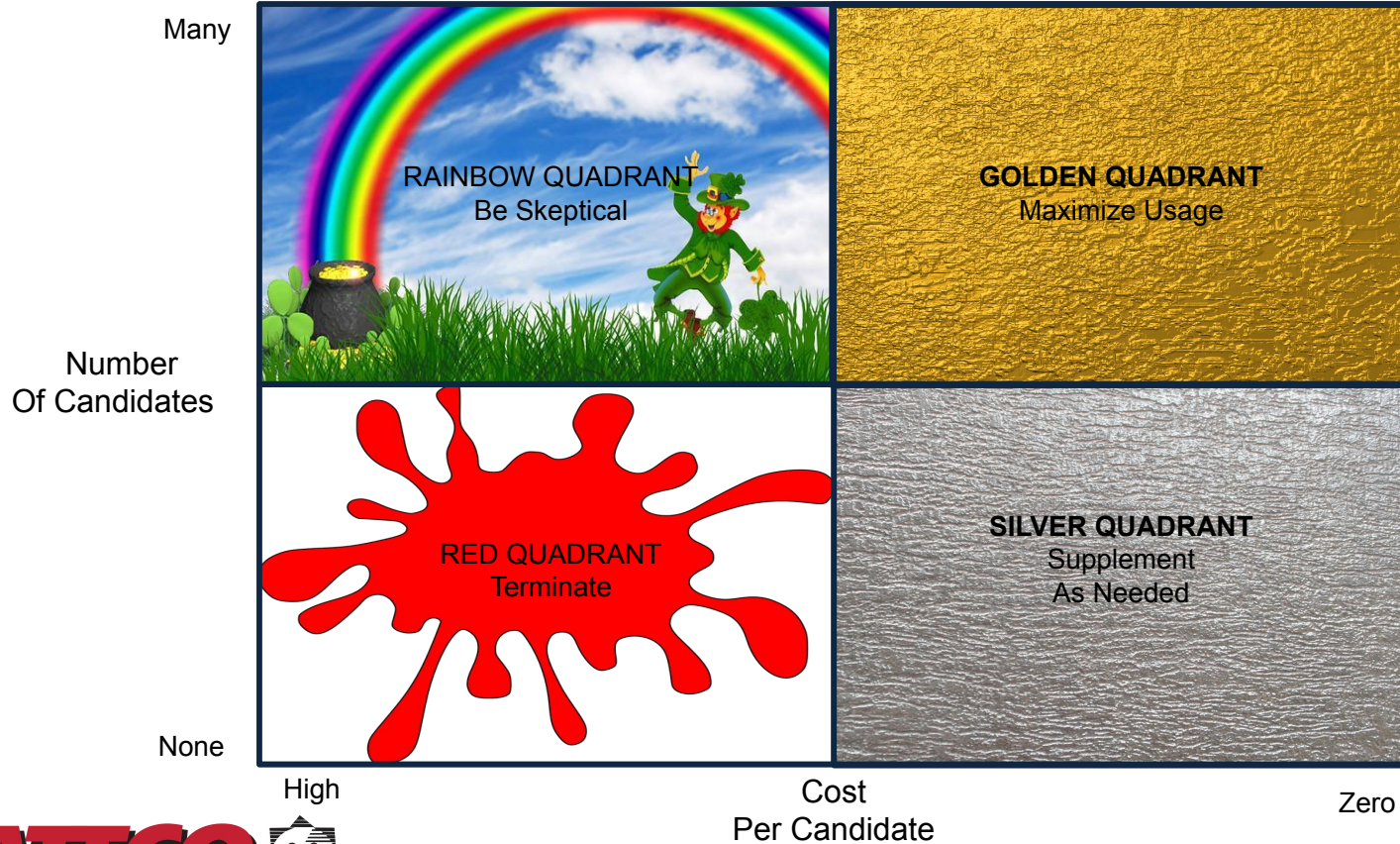
- Goal – Cost effectively maximize the number of candidates generated
- The Process – Test, Measure, Improve, Repeat
 - Test – Change one thing, small/no budget
 - Measure – Before/after, side-by-side comparison, source analysis, ATS, Excel
 - Improve - Eliminate ineffective tactics, expand effective tactics
 - Repeat
- Source analysis
 - Indeed (free) 54%
 - DATTCO.com 38%
 - LinkUp 5%
 - ZipRecruiter 3%
- Work smarter, not harder



Number of Motorcoach Driver Applications



Recruiting Tactic Selection



Top Lessons Learned

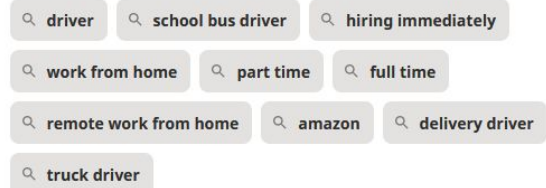
- Metrics
- Job Postings
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Job Postings

- Title is king
 - Primary keyword search
 - Identify how candidates search for your position
 - Experiment (e.g., Coach Driver, Coach Bus Operator)
- The description
 - Think like a candidate - What they want vs. what we want (e.g., modern fleet vs. must pass a drug test)
 - More selling, less screening (e.g., see the country vs. must provide 10-year work history)
 - Publish compensation (“Up To”)
 - Think like a marketer, not a bureaucrat (e.g., This position description in no way states or implies that these are the only duties to be performed by the employee.)
- Differentiation – Be different and better (e.g., We’re a bus company vs. our employees gave us the highest ratings in the industry)
 - Not money!
- Refresh process – Every 28 days
 - 67% of candidates apply within the first 14 days

People also searched:



Job Postings continued

- Warm tone (e.g., 5 years experience vs. MUST have a minimum of 5 years experience driving coach bus to be considered)
- Well-written & error-free (e.g., Vehicle Cleaner vs. Vehicle Cleaner)
- Trainee Posting (e.g., Coach Driver Trainee) – 316% more candidates
- Indeed (free) – it's where the candidates are
- Multiple job postings simultaneously (e.g., Motor Coach Driver, Charter Driver, Coach Bus Driver, Bus Operator) – multiple lures & bait catch more fish
- Scrub the process to make it easy – Indeed, PC, mobile, careers page



Top Lessons Learned

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- Candidate Follow Up
- The Interview
- Questions?



Candidate Follow Up

- Call and text within 1-3 days – no email
 - Call and text (almost) everyone – With or without a resume or application
 - Set the hook – get them interested and then ask for the application
- Don't decide for the candidate (e.g., they live XX miles away, they don't want to work here)



Top Lessons Learned

- Metrics
- Job Postings
- Candidate Follow Up
- The Interview
- Questions?



The Interview

- Face-to-face
- Warm, welcoming environment
- Give & take - half sell, half interview
- Be honest – impacts retention
- More interviews = more drivers
 - Strongest correlation (0.27) – even more than the number of candidates (0.03)!
 - Schedule more interviews



Top Lessons Learned

- Metrics
- Job Postings
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- The Interview
- Questions?



Contact Information

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SALT LAKE *Express*



Tips, Background Checks & Onboarding at Salt Lake Express
Greg Hendricks – Vice President of Compliance and Operations

Where are all of the drivers?

- Have your elevator pitch ready – YOU are selling them
 - Tell everyone you meet that you are hiring. Carry business cards.
- Sometimes third party websites can help
 - Indeed, Zip Recruiter
 - Different websites in different areas. Example Zip Recruiter in Vegas
 - If you offer training then search for cashiers, oil techs, school teachers. Anything other than bus drivers.
- No bad ideas.
 - We took the advice of DATTCO to put yard signs in drivers yards
 - Emailed all of our customers on the shuttle side
 - We sent an email to previous drivers

Personal Touch

- Delay the “Scary” FMCSA application for later
 - Get them into the funnel. 3 contact questions: Name, Best Contact and Type of License
- Time is of the essence! Focus on engagement in the first 24 hours
 - Make sure they know: Their **WAGE**, process next steps, how to contact you
- Your recruiter must have the right personality.
 - Drivers like to talk. Your recruiter should be prepared to listen and talk for at least 20 minutes about nothing.
 - Its ok to make it a formal interview or save that for later. Just get them talking.
- If all looks good, let them know they are **HIRED!** – Pending application and background.

Onboarding and Beyond

- Use the DrivingForce tools!
- Be ready for in person and remote onboarding
 - Utilize free services such as Youtube or paid service such as JJ keller.
- Engage the entire team
 - Dispatchers, customer service reps, sales reps, safety. The more introductions the better.
 - Have each department call new hires throughout their first month.
- Assign a mentor
 - A mentor is a friend and peer. Not a manager or trainer

Background Checks

- What type of background checks are required?
 - Driving history (MVR). *3 years and every license state.*
 - Clearinghouse. Full Query. All CDL holders.
 - DOT employment verification. This must be submitted to all previous employers that meet 49 CFR part 40. *Driving and safety sensitive jobs.*
 - Must try three times to get a response.
 - All three tries must be done within 30 days of hire.
 - Don't be that company that sends three attempts in one day.
- Software can enable and automate this and other process
 - Pre-employment
 - DQ file assembly
 - FMCSA clearinghouse
- Currently using [DriverReach](#), but other are available and easy to use.

Contact Information

Website



Gregory S. Hendricks

V.P. Compliance & Operations

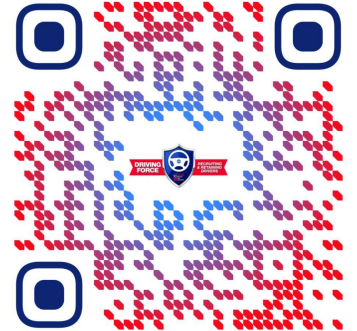
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Case Study





Latest Tips

What Is Your Why?

Why Should a Driver Work for You?

Determine your Why and Showcase this on your Social Media and Website

Examples of your Why:

- Visit New Places
- Have New Experiences
- Home Every Night
- Road Warrior
- Be Your Own Boss
- Work/Life Balance
- Flexibility
- Set Schedule or Advance Notice Of Schedule
- Interaction with Passengers
- Treated as Family or a Member of the Team
- Sense of Pride (Motorcoach Operators Page)
- Use Highly Skilled Computerized Equipment
- Pay Structure



Top Ways To Recruit New Drivers

- Communication is Key with New Candidates
 - Respond within 10 minutes
 - Use text and calls – email is becoming slow
 - 20 min personal interview?
 - Bypass formality to keep people in your recruiting funnel
- Show off your Company Culture
- Use Social Media
- Make Your Why Known
- Use your Drivers as Free Advertising!
 - Yard Signs, Competitions
- Set up a Drivers Committee
- Create Lead Generators
- Send Link of Drivers Video
- Have a Training System in Place





What's Next



1. Following this session slides will be available <https://www.buses.org/about/drivingforce> and we'll create a tips sheet.
2. We want to hear from you! Be on the lookout for “Driver Hiring & Retention” Survey 2.0 Mid-April





To Learn More About The Driving Force Visit

<https://www.buses.org/about/drivingforce>

Have an idea or want to share feedback?

Email **DrivingForce@buses.org**

Erin Ducharme **educharme@bloombus.com**

**DRIVING
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& RETAINING
DRIVERS***