

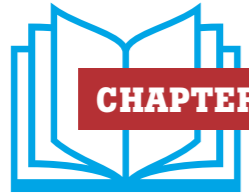
Leveraging Technology to Attract, Hire, and Manage Drivers in the Digital Age



CHAPTER 1:
**Technology Based Sourcing Strategies
for Attracting Drivers**

 **HireRight**[®]
DAC Trucking

Introducing a Four-part eBook Series



CHAPTER ONE

Technology Based Sourcing Strategies for Attracting Drivers

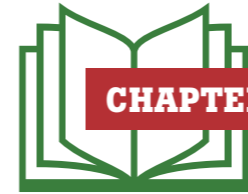
Drivers, the first of our four-part eBook Series, explores how the challenging driver labor market has motivated employers to adopt new technology based sourcing strategies.



CHAPTER TWO

Advanced Conversational Recruiting Techniques

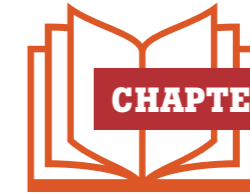
examines why today's recruiting process is fundamentally broken and practical steps you can take to qualify candidates more effectively.



CHAPTER THREE

Developing a Compliant Staged Screening Program Through

Staged Screening takes a look at industry best practices for pre-employment and ongoing screening to help organizations foster a safer working environment.



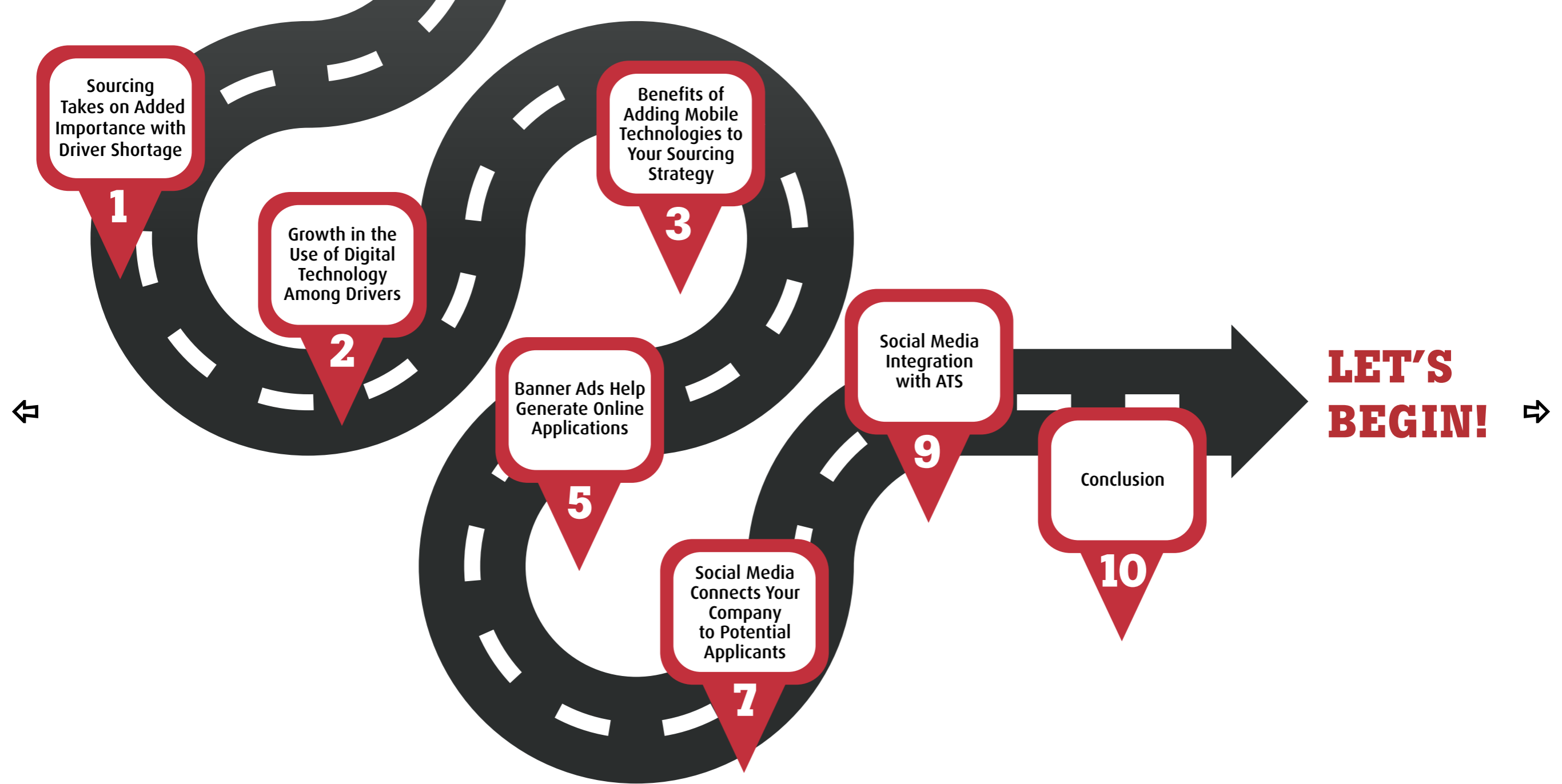
CHAPTER FOUR

Integrated Solutions for Driver Workflow Management

reviews the new intelligence incorporated into applicant tracking systems.



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eBOOK ONE:

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Sourcing Takes on Added Importance with Driver Shortage

The American trucking industry finds itself at a critical juncture unlike any other in its history. Attracting, hiring, and retaining drivers has never been so challenging, as carriers are dealing with high employee turnover, stiff competition from other carriers, and an increasingly complex regulatory environment. Without a clear, sound hiring strategy, trucking companies may find they are scrambling to employ drivers, much less ones at the top of their game.

“Driver turnover is around 100 percent per year for large fleets and most analysts project a quarter-million driver shortage in the next 5 to 10 years,” says Nick Reid, Vice President of Digital Services with Randall Reilly, experts in transportation marketing services.

“Carriers must be able to find the drivers they need to be successful,

however, limited advertising budgets and recruiting resources can hamper those efforts. Successful sourcing strategies must fit a company’s specific needs and maximize their ROI. To address the driver shortage, a number of carriers are developing and implementing new sourcing strategies based in technology.”

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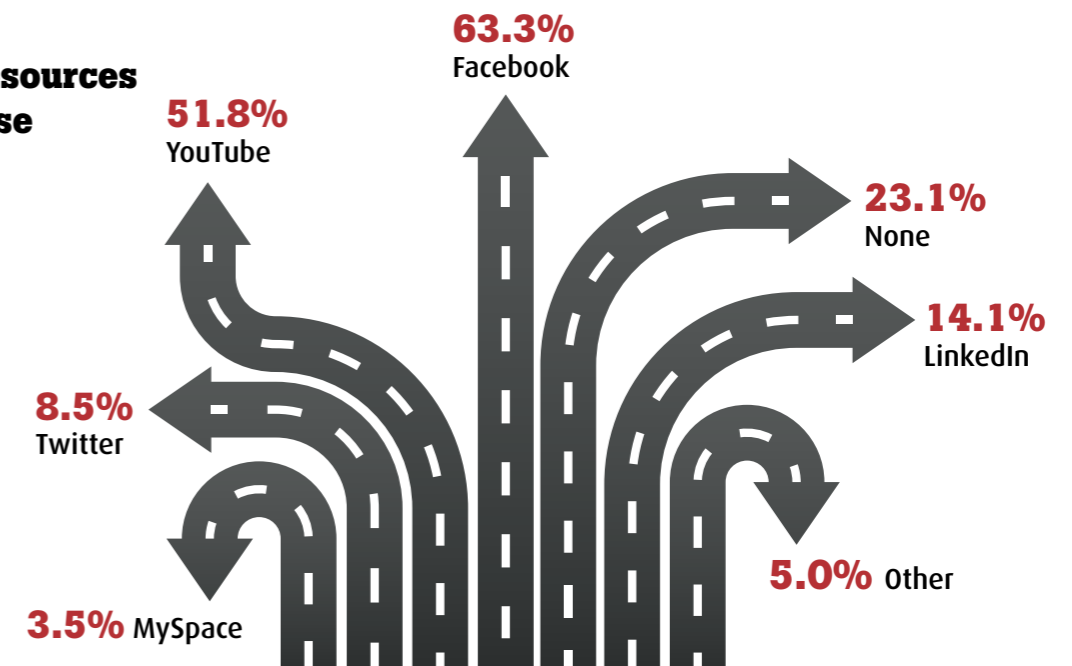
Growth in the Use of Digital Technology Among Drivers

In recent years, mobile technology and its adoption among drivers has increased dramatically. Currently 61% of Americans own a smartphone¹, and more than one-third own a tablet computer². Moreover, according to an analysis by the International Data Corporation (IDC), by 2015, more users will access the Internet via mobile device than a traditional computer³. Given this strong trend of increasing mobile adoption, it comes as no surprise that drivers use these devices to search for a new job.

“Drivers are more tech-savvy than ever and must be recruited on a digital level,” states Scott Miller, Senior Vice President for Sales at Randall Reilly. “Drivers have adapted to mobile technology in a big way. However, it’s a double-edged sword. Mobile devices and social media add new opportunities for sourcing drivers but also add a new level of competition.”

Randall Reilly’s January 2014 Connectivity Study asked company drivers where they look most often to find a driving job, and 67.3% responded through an internet search, 12.3% via word of mouth, and 8.5% through trucking magazines. The same study also found that 80.4% of drivers use the internet daily (31.2% constantly; 26.1 several times a day; 23.1 at least daily) and 66% use a smartphone to access social media services.⁴ For many carriers, Facebook has become the go-to resource for drivers looking to change careers.

Online Resources Drivers Use



“Drivers are more **tech-savvy** than ever and must be recruited on a **digital** level.”

Benefits of Adding Mobile Technologies to Your Sourcing Strategy

Mobile-based sourcing efforts can help companies identify potential candidates. Global positioning system (GPS) technology allows companies to target potential candidates within a specific geographical area by sending them information via text message. These messages can be about career events or employment opportunities. According to some sources, text-based advertisements can have a response rate up to 12%.⁵ These types of campaigns can be personalized to the end recipient and implemented on a very cost-effective basis.

Mobile-based strategies are in real-time, so rather than waiting until a candidate is back at his or her computer, companies can connect with potential employees at a moment's notice.

This immediacy can facilitate communications and help reduce time-to-hire. Communicating with candidates via mobile technologies can promote better engagement throughout the entire hiring process.



According to some sources, text-based advertisements can have a **response rate** up to **12%**.

Companies use a wide variety of approaches to integrate mobile strategies into their overall sourcing programs. Some of these strategies include any combination of the following:



Communicating job opportunities, career events and other news via text message through an “opt-in” community obtained via social media outlets



Soliciting passive candidates with highly personalized text messages, identified via acquired target lists or GPS technology



Placing quick response (QR) codes in traditional ads that when scanned by Smartphones provide more information on the company or directs the reader to an application page



Optimizing the career section of the website to make it easy to navigate via mobile devices



Developing an application that candidates can download to learn more about the employer, seek information on open positions, and apply for jobs



Creating abbreviated job applications that work well on mobile devices to encourage candidates to provide the necessary information to initiate the process

Because these strategies are still relatively new, some employers seem to be a little less certain about adopting these tactics, but for those who do engage in some of the above strategies, the benefits can be very real and immediate.

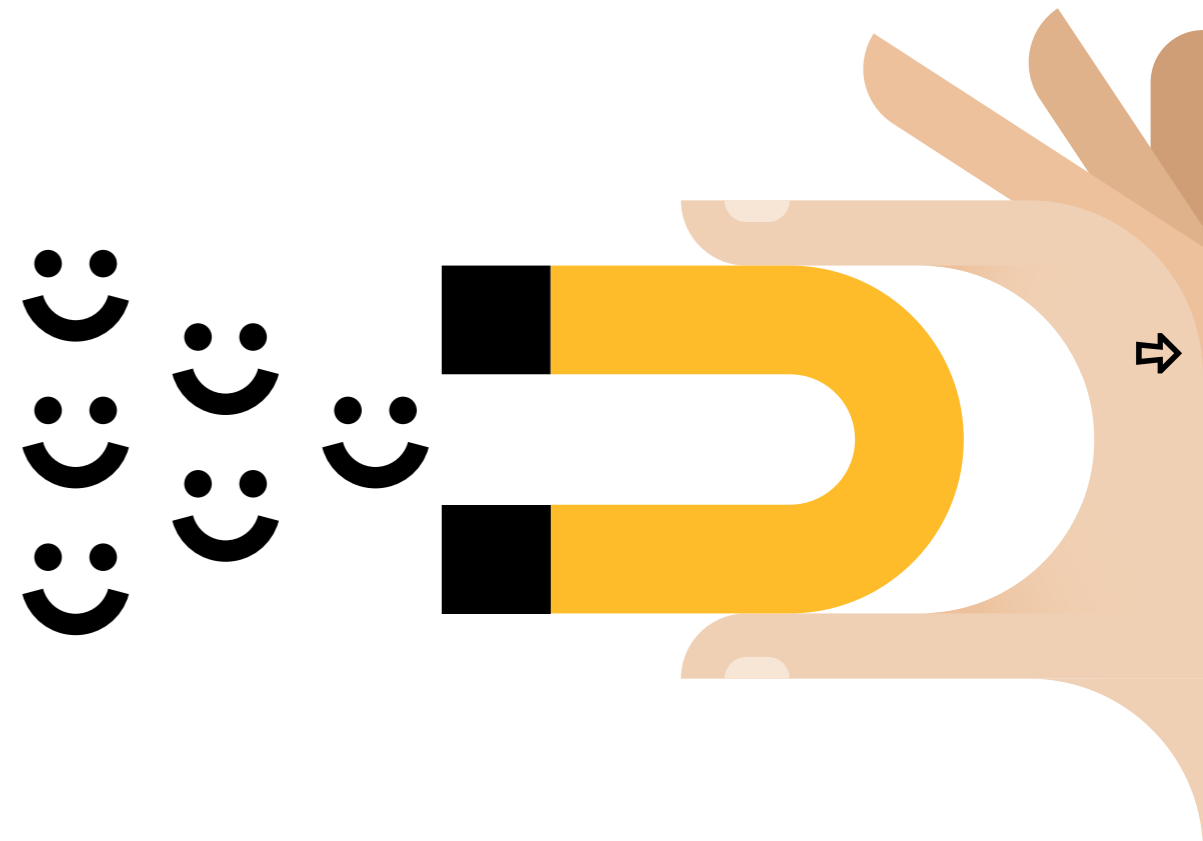
The benefits can be very **real** and **immediate**.

Banner Ads Help Generate Online Applications

Hundreds of potential truck drivers use various search engines every day to check for current job openings. But there are no guarantees they will visit your site. That's where banner ads can help.

Many companies are now using banner ads to target drivers. Research has discovered that banner ads, even if the ad is never clicked, increase brand awareness by 63 percent.⁶

Because a banner ad is graphical in nature, it is somewhat like a traditional ad you would see in a printed publication, but it has the ability to bring a driver directly to your company's website or an application page. Carriers can selectively target specific websites, audiences, regions of the country, and specific days and times for ads.



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Banner ad campaigns are measurable as well—the number of ads clicked, applications submitted, and hires made. This provides valuable data to determine the effectiveness of the ad, allowing adjustments to be made as needed. Here are some things to think about when utilizing banner ads:



- **BANNER ADS ARE RELATIVELY INEXPENSIVE TO USE.** Most advertising is done on a pay-for-performance basis—you only pay for actual clicks from your ad. This lowers your overall cost per hire.
- **SET YOUR BUDGET WITHOUT WORRYING ABOUT OVER SPENDING.** You can review the performance of your ads and tweak as necessary to ensure optimum performance.
- **RETARGETING IS AN OPTION TO MAKE THE MOST OF YOUR ADVERTISING BUDGET.** Based on a driver's search history or the websites visited, banner ads can appear on sites that driver's visit online.
- **IF YOU PLAN ON TRYING RETARGETING, CONSIDER USING A FREQUENCY CAP** which limits the number of times a tagged user will see your ads. Be strategic with how and when you serve ads—work with your retargeting provider to determine what makes the most sense.

Social Media Connects Your Company to Potential Applicants

Social media provides an easy, cost-effective way to reach a large number of people with little or no upfront investment. Once a driver becomes part of the company's Facebook or Twitter community, the company can actively market to this group.

Social media allows recruiters to connect to potential candidates, especially those who may not be actively engaged in a job search. Sites like LinkedIn, are powerful tools to proactively identify potential candidates. Once these candidates are identified and brought into the network, social media can keep potential candidates informed of appropriate news and events. In this way, even an individual who may have passed on an older opportunity could be encouraged to take advantage of the next job opening.

According to a poll recently conducted by Spherion Staffing, 47% of job-seekers believe an organization's online reputation is just as important as the final job offer when deciding to take a new position with an employer.⁷ Carriers that treat their drivers well will be praised in chatrooms, on message boards, in face-to-face conversations, on Facebook, Twitter and other online locations.



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So, how are employers taking advantage of the power of social media? Depending on a company's objectives, these tactics can be combined in a number of ways.

Leverage online networks of current employees to publicize open positions, generate interest in your company and provide news to passive candidates

Establish an online recruitment brand, which helps communicate important information like culture, ongoing developments, industry news and open positions

Search individual profiles on professionally oriented sites, like LinkedIn, to identify and contact potential candidates

Communicate job opportunities, career events, and other news via text message with an "opted-in" community cultivated via social media outlets



Social Media Integration with ATS

As employers implement new sourcing strategies to leverage social media and mobile-based platforms, many are turning to their applicant tracking system (ATS) provider to help facilitate these tactics. Some e-recruiting solutions enable a company, via its ATS, to automatically post job openings on sites like LinkedIn, Facebook, Twitter or other identified networks.

Another relatively recent innovation is the ability for current employees to share job openings and other pertinent news with their own personal social networks, expanding reach and maximizing referral programs.

Once a candidate is identified, the e-recruiting solution can then determine whether the individual is in a current employee's social network. If not, the recruiter can then request that the employee leverage his or her connection as a manner of introduction and referral.

Some ATS solutions can directly integrate with social media offerings to identify possible passive candidates. Even if the candidate is uninterested at the time, the ATS can facilitate his or her entrance into the employer's online community and then manage proactive, strategic communications to better market the company and its employment brand.

One last innovation worth mentioning is the intelligence offered by an e-recruiting solution, which can analyze social networks and channels that are not only generating the largest volume of applicants, but also those that are actually creating the highest number of actual hires.

Intelligence can analyze social networks and channels that are actually creating the highest number of **actual hires.**

Conclusion

Recruiters are increasingly using mobile strategies, banner ads and social media channels to target drivers. However, carriers must realize that no single or blanket sourcing solution will work for every fleet. Trying everything can be just as ineffective as trying nothing at all. A smaller initial spend on a new approach will allow companies to monitor and measure the response, thus guiding future sourcing decisions.

“Find out what response works best for you,” says Reid. “For some it’s raw data; for others it’s a gut feeling. Don’t try to be everybody else. There are obviously all different channels. Determine what channel leads to the best hires and pursue that rather than a scattershot approach.”

As more recruiters turn to technology-based strategies to help them identify and hire the best employees, HireRight can complement these efforts.

HireRight partners with the industry’s top e-recruiting solution providers to co-develop unique, pre-integrated employment screening solutions that allows companies to leverage their recruiting solution investment for background screening.

Determine what channel leads to the **best hires** and pursue that rather than a scattershot approach.

About HireRight

HireRight offers on-demand employment background checks, drug and health screening, and electronic Form I-9 and E-Verify solutions that help employers automate, manage and control background screening and related programs. Many companies, including more than 9,500 transportation organizations trust HireRight because the company delivers customer-focused solutions that provide greater efficiency and faster results.



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or visit us online at
www.hireright.com/transportation

¹Pew Internet & American Life Project, "Smartphone Ownership 2013," June 5, 2013. Available at <http://www.pewinternet.org/Reports/2013/Smartphone-Ownership-2013.aspx>
²Pew Internet & American Life Project, "Tablet Ownership 2013," June 10, 2013. Available at <http://www.pewinternet.org/Reports/2013/Tablet-Ownership-2013.aspx>
³Karston Weide, "Worldwide New Media Market Model 1H12 Highlights: Internet Becomes Ever More Mobile, Ever Less PC Based," IDC, October 2012.
⁴Trucking Media™ /a division of Randall Reilly, "Overdrive 2014 Connectivity Study", January 2014
⁵<http://textassure.com/mobile-sms-ad-response-rates/>
⁶Reasons to Use Display Ads; Business2Community.com; Nov. 12, 2012
⁷Spherion Staffing, "Latest Emerging Workforce Study Discovers New Workplace Realities and Significant Employer/Employee Disconnect," released January 30, 2013. Available at http://spherion.com/Documents/2013EWSO1_FINAL.pdf

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