

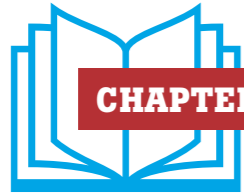
Leveraging Technology to Attract, Hire, and Manage Drivers in the Digital Age



CHAPTER 2:
**Advanced Conversational
Recruiting Techniques**

 **HireRight**[®]
DAC Trucking

Continuation of a Four-part eBook Series



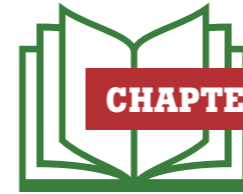
CHAPTER ONE

Technology Based Sourcing Strategies for Attracting Drivers, explored how the challenging driver labor market has motivated employers to adopt new technology-based sourcing strategies. [Read more >>](#)



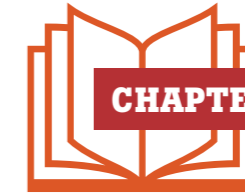
CHAPTER TWO

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

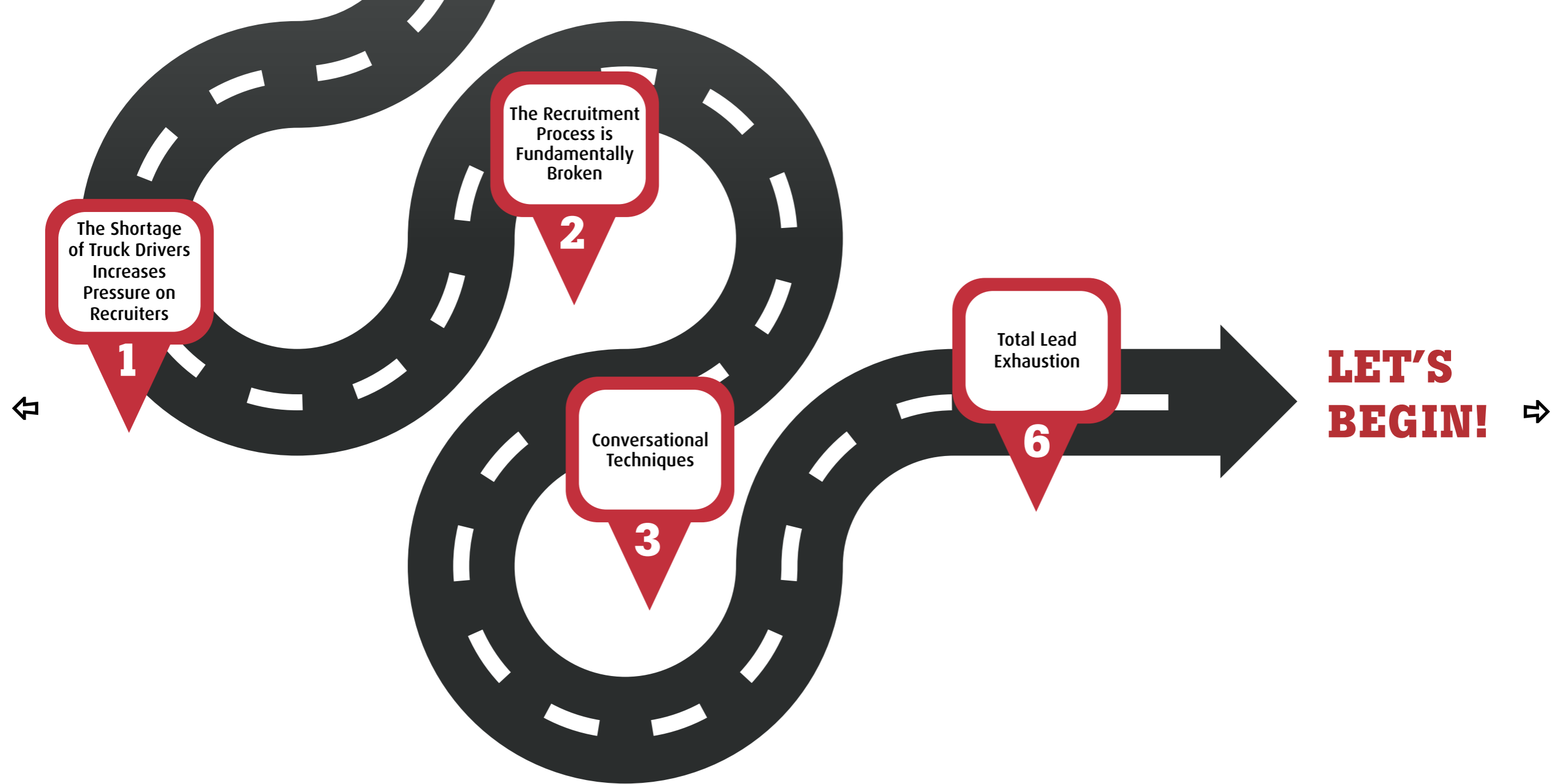


CHAPTER FOUR

Integrated Solutions for Driver Workflow Management reviews the new intelligence incorporated into applicant tracking systems.



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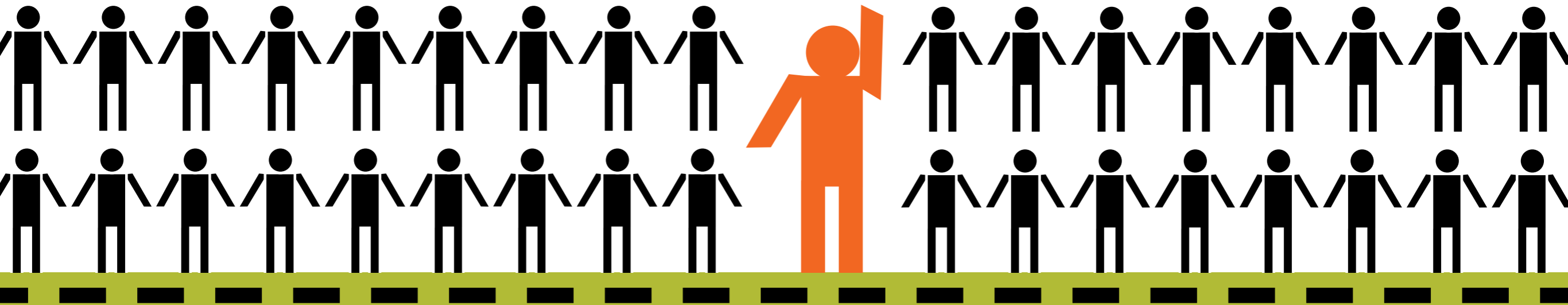
eBOOK TWO:

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The Shortage of Truck Drivers Increases Pressure on Recruiters

The recruiting process is essential for a carrier's success, yet recruiters are struggling to bring in the number and quality of drivers that fleets require for the long term. The American Trucking Associations estimated 2013 turnover rates at 96 percent for large fleets, and 82 percent for small fleets.

← To keep up with demand, the industry must add an additional **100,000 drivers annually** at a time when there's already an acute driver shortage¹. To be successful in today's competitive market, recruiters must rethink how they interact with potential employees. →



Estimated 2013 **turnover rates** at **96%** for large fleets and **82%** for small fleets.

The Recruitment Process is Fundamentally Broken

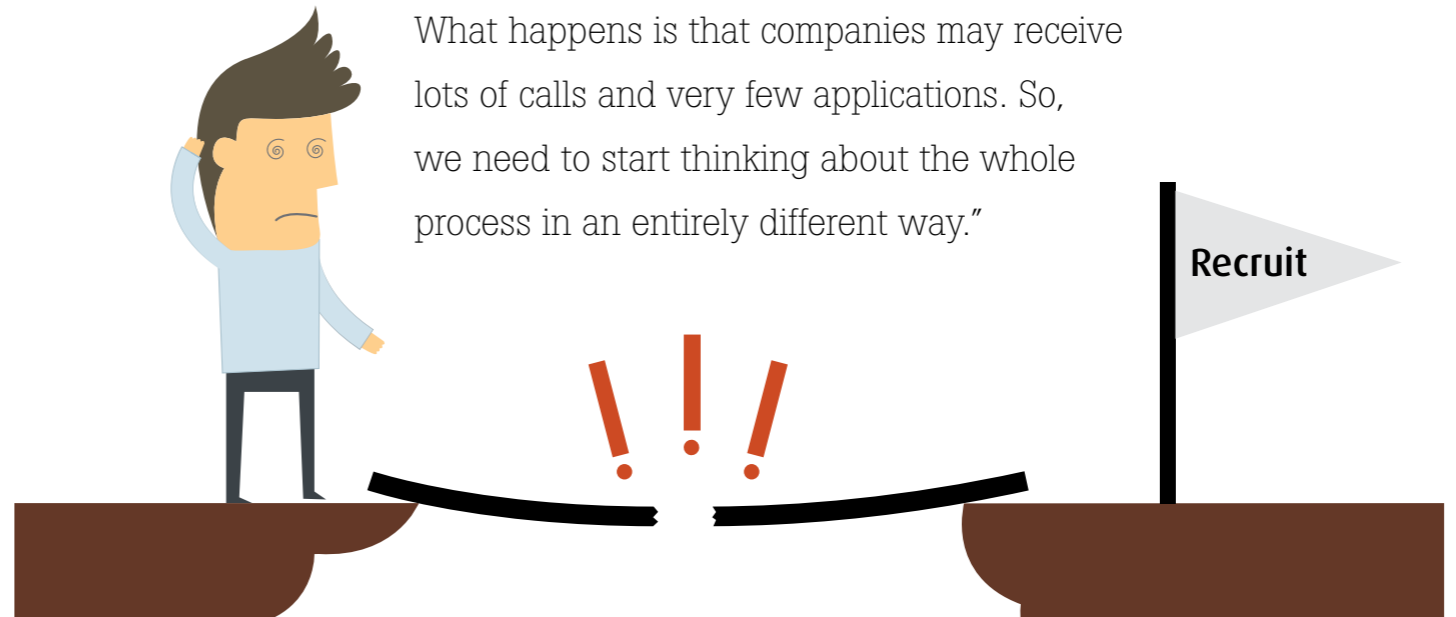
W. Kelly Anderson, President and CEO of Impact Training Solutions, Inc.—specializing in transportation industry recruitment, retention, management, and development—believes the recruiting process undertaken by many carriers is fundamentally broken.

“The typical recruiter is not trained as a salesperson, but a call taker,” Anderson says. “Their main goal is to take down some basic driver information, so they can fill out a qualification sheet. However, because they are so focused on receiving the information they need to fill out the form,

they forget that there is a **real live person on the other end of the line**. They miss out on a chance to learn more about the individual and explain why their company would be a good fit for the driver based on the information they have learned through the conversation.”

After the initial qualification phase of the call, recruiters often proceed into what Anderson calls “Spray and Pray”—spray the caller by telling them everything the company offers and **pray that something sticks**. Then the recruiter instructs the driver to fill out an Internet application.

What happens is that companies may receive lots of calls and very few applications. So, we need to start thinking about the whole process in an entirely different way.”



“The typical recruiter is not trained as a salesperson, but a **call taker.**”

Conversational Techniques

Carriers should take a step back and review their recruiting processes and procedures for how they might improve their efforts. In today's "social world" where carriers have to actively compete against each other for qualified drivers, it's important, and virtually necessary, to build relationships with prospective employees.

Understandably, recruiters don't have hours to spend on the phone with every driver who calls; but they should devote as much time as necessary if the caller sounds like a good prospect. The key is creating a conversation that enables the recruiter to know fairly quickly whether the hiring process for the prospective driver could go to the next level. With each call, recruiters should also be establishing the groundwork for welcoming the driver into their fleet.



1. Get a Name

This may seem obvious, but some recruiters become so focused asking about driver qualifications they forget to ask a caller his/her name which is one of the most important and basic relationship-building techniques. "By asking for a caller's name it sets the stage for a **conversation not an interrogation**," states Anderson. "No name, no relationship. No relationship, no trust. No trust, no hire. It all starts with getting their name."



2. Point of Referral

With each call, be sure to ask the driver how they heard about your company. Was it word of mouth, an Internet banner ad, an industry publication, or another source? This only takes a few seconds but provides **valuable feedback** to identify which of your company's advertising and sourcing efforts are most effective.

No name, **no relationship.**

No relationship, **no trust.**

No trust, no hire.



3. Ask Open-Ended Questions

“Tell me what you are looking for in a job” is an excellent way to get a conversation started. By becoming an active listener, recruiters can glean pertinent information such as qualifications, previous employment, reasons why the driver is looking for a new job, benefits or perks that

are important for switching to a new job, among other things. The recruiter can ask questions and clarify responses without seeming overly aggressive.

Through the conversation, the recruiter may be able to determine the driver is not a good fit for the company. However, that’s not all bad because the driver has established a relationship with your company. If his or her circumstances change, the driver may keep you in mind for future employment opportunities, or possibly tell other drivers about the **positive experience** they had talking with your company’s recruiter.

4. Offer a ‘Piece of Candy’

From the open-ended conversation, the recruiter has learned why the driver is interested in leaving his/her current job and **the key factors** important for that driver to consider for their next opportunity. At this point, you can offer what Anderson calls a “piece of candy.”

“Every company offers numerous benefits (different flavors of candy in a bowl); however, not all benefits (or types of candy) are going to strike a chord with your audience,” says Anderson. “Instead of throwing the entire candy bowl at them and overloading them with candy they don’t want, pick and choose the specific benefits that target their pain points.”



Pick and choose the specific benefits
that target **their pain points.**

5. Record the Information in your System

During your conversation, enter the driver's information into your system—current employer, previous history, any special qualifications, and contact information. This **information is vital** during the initial hiring process and will help in **future recruitment efforts** even if the driver does not have further interest at this time.



6. Take Action

“Too many times, I’ve heard recruiters tell callers to go online and fill out an application and we may get back with you if everything checks out,” says Anderson.

“Stop doing this! If you want drivers to apply then show some initiative.”

If the caller is a good prospect tell them about the next available orientation date and discuss the steps they should take to attend that particular session. Recruiters need to get drivers excited about the job and motivated enough to follow-through with the hiring process. Give them a valid reason to consider your company for a job instead of another.



Recruiters need to get drivers **excited** about the job and **motivated** enough to follow-through with the hiring process.

Total Lead Exhaustion

After what could be deemed a successful phone call with a potential new employee, the recruiter's job still isn't complete.

Following up with the applicant is just as important as the initial conversation, especially if the driver doesn't take the steps outlined during the call. If an applicant fails to fill out an online application or attend an orientation session, call him/her to find out the reason. It may simply have been forgotten, or the driver, more seriously, may not think your company is a good fit. Depending upon the response, you still may not convince the driver to join your fleet, but you will never know unless you follow up.

"As recruiters, we need to exhaust every lead we have," Anderson says. "When you hang up, you have a lead in your system. Take ownership of that relationship, nurture it and if it doesn't pay off immediately it will over the long haul."

Your chances of making a good hire increase significantly if you use conversational techniques and follow through on leads. From now on make sure every phone call is a relationship-building experience. A positive recruiter experience plays a significant role in how your entire organization is perceived both pre-and-post hire. In today's tough driver labor market, you can no longer sit back and wait for driver's to fill out your applications. You need to actively sell your company and sell your enthusiasm for wanting the driver to join your team.

You will **never know** unless
you **follow up.**

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.



Contact Us >>

Or simply call us at 800.400.2761
or visit us online at:

www.hireright.com/transportation



¹ "U.S. Truck Driver Turnover Rate Remains High, but for Now Seems to Remain Just Below Crisis Levels"; Supply Chain Digest; March 25, 2014

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