



Key Techniques

to Find & Retain the Next Generation of Drivers

**Chapter Three:
How to Attract Millennials for Trucking Jobs**



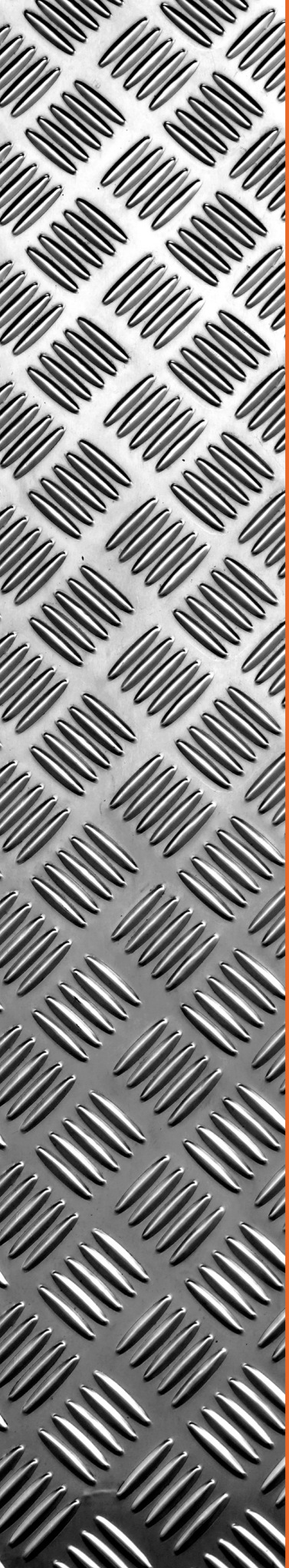
Continuation of Three-Part eBook Series

Chapter One, “3 Step Process to Increase Your Driver Count ” explained the three basic steps to help increase the size of your fleet.

Chapter Two, “Strategies to Decrease Driver Turnover” reviewed key retention processes that may help stem driver attrition.

Chapter Three, “How to Attract Millennials for Trucking Jobs” will provide insight into what Millennials value and a game plan to make trucking careers attractive.

eBook content provided by AvatarFleet for HireRight.



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Who will be behind your wheel in 2020?

Do you have a powerful strategy to attract **Millennial drivers** or are you at risk of aging out drivers? The average age of an Over-The-Road driver is 49 years old and the average lifespan is 61 years.

Do you have a plan in place to create a pipeline of younger talent? And more importantly, what are you doing to **improve the lifestyle of your drivers?**

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Key Take-Aways:

1. Understand the **generational differences** in the workforce.
2. How to apply the generational **differences to trucking**.
3. **Real world examples** of recruiting & retaining millennials in trucking.

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Generational Differences in the Workforce

Generations are groups of people born or living at about the same time that **share three common experiences:**

- World/national/regional/local events
- Technology
- Parenting styles

These common experiences create a generational culture. Culture is the environment in which we live and work. It is shaped by shared beliefs, behaviors, traditions and rituals. Culture is important in the workplace because environment is **a stronger influencer of behavior than personality.**

Align your workplace culture to the over-arching generational culture to see results in your recruiting and retention efforts. Invest in your workplace culture because **culture trumps personality.** Understanding the generational culture will help prioritize your initiatives and define your target demographics and psychographics.



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The Generations of Today's Workforce

Boomers (1946-1964): Population of 84 million¹

The Boomer Generation is often portrayed as a generation of **optimism, exploration and achievement** with increased educational, financial and social opportunities. Compared with previous generations, Boomer adults pursued higher education or relocated away from their family to advance their careers. The face of the workplace began changing from a fairly racially homogenous, paternalistic environment to one of increased racial and gender diversity.

This generation coined terms such as the **“glass ceiling”** and the **“equal opportunity workplace”** and began using personality profiles to build awareness of how to get along with all co-workers.



One non-portable telephone—
maybe a party line

AM radio—
top 40 hits

Black & White
television—three
network channels

Stoves and ovens
to heat food—TV
dinners but no
microwave ovens

Influential Events

- Social upheaval of the '60's
- Civil rights and feminist movement
- Vietnam War and protests
- Moon landing
- "Sex, Drugs and Rock & Roll"

How Boomers were Raised

- Independent, unorganized play
- Nightly family dinners
- Mom raised kids, Dad provided discipline and income
- No "helicopter parents"—kids were less over-protected and coddled

Work Behaviors

- **Communication:** Annual review with documentation
- **Work Style:** Long work hours—managers value seeing employees at a desk
- **Loyalty:** To the company
- **Career Goal:** Loyal to one employer, move up the ladder and earn material possessions

Gen X (1965-1981): Population of 68 million¹

Gen X is often referred to as the **“lost generation”**.

This was the first generation of individuals exposed on a considerable scale to daycare and divorce. Gen X'ers are often characterized by high levels of **“what's in it for me”** attitudes. They are one of the **best educated generations** with 29% obtaining a bachelor's degree or higher (6% higher than the previous cohort).

Concerns run high over avoiding broken homes, kids growing up without a parent around and financial planning.

Technology of the Times

Color TV
& cable

Microwaves

Atari—Nintendo

VHS recorders,
Walkmans and
cassettes

Personal
computers &
bedroom phones

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Influential Events

- Early '80's recession and widespread layoffs for their parents
- Berlin Wall comes down
- AIDS
- MTV
- Challenger explodes

How Gen X was Raised

- Mother's balance work and career with shared parenting roles
- Fairly unstructured social schedule
- Divorce rates significantly increases

Work Behaviors

- **Communication:** All employees should have access to leadership at any time, regardless of position
- **Work style:** Want to be graded on productivity, not time in office
- **Loyalty:** To growing individuals skillset, not the company—there is no loyalty to the company because companies showed no loyalties to their parents
- **Career Goal:** Work-life balance

Millennials/Gen Y (1982-2001): Population of 79 million¹

Millennials have surpassed Baby Boomers as the nation's **largest living generation** according to population estimates released by the U.S. Census Bureau.

The Millennial generation continues to grow as young immigrants enter the country. Gen Y members are **racially and ethnically diverse** and tend to be more segmented as a cohort due in part to the rapid expansion in Cable TV channels, satellite radio, the Internet, e-zines, etc. Gen Y'ers are **incredibly sophisticated and tech savvy**. From an early age, they grew up exposed to media and sales pitches. Gen Y kids, often raised in dual income or single parent families, have been more involved in family purchases... everything from groceries to new cars.

Technology of the Times

Nickelodeon

Answers in one click—Google it

Smart phones 24/7 and the instant gratification it provides

AIM, Text, YouTube, Facebook, Instagram, Twitter, SnapChat...

Netflix, Hulu, AmazonPrime, Spotify, Pandora, YT Music

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Influential Events

- Constant terrorism with 9/11 being the defining moment
- Long wars in Iraq and Afghanistan and then war fatigue
- Polarized political landscape
- Global economy
- Great Recession and mortgage bubble

Work Behaviors

- **Communication:** Crave constant feedback and need collaborative work culture
- **Work Style:** Want to make friends and need a boss who is a mentor or coach
- **Loyalty:** Job-hopping due to a constant need for new responsibility
 - 36% will change jobs every 1-3 years
 - 86% say that job hopping would not prevent them from pursuing their professional or personal goals
 - 37% would leave to pursue a completely different career path
- **Career Goal:**
 - Parallel career & life—work/life blend
 - Being a part of an organization that makes the world a better place

How Millennials were Raised

- Both parents in the workforce and shared parenting duties—helicopter parents
- Trophies for sixth place
- Non-stop schedules (school, soccer, baseball, summer camps...)



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How Generational Differences Apply to You

Recruiting: Value Proposition

Use your understanding of influential events, technology, parenting styles and work styles to shape your driver value proposition to attract millennials. (See Chapter 1 of this E-book series on how to build an attractive value proposition for drivers.) Use your internal Millennial employees to evaluate how effectively your company is at:

- Providing constant feedback
- Creating a collaborative work culture that includes mentors and friends
- Having a purpose and mission to make the world a better place

Younger drivers come with less experience. Your company needs to be willing to partner with area CDL schools and invest in a Finishing School program to organically grow your own talent. Recent CDL graduates need extra polishing for at least eight weeks and dedicated mentors from there-on-out. The good news is Millennials appreciate and value quality training and mentoring—they will invest in you if you invest in them.

Advertising

Find Millennials where they live: on social media. You'll receive the extra benefit of reducing your cost per hire because social advertising offers the most targeted and efficient advertising platforms. Utilize and invest in mobile-friendly advertising and job applications. In 2016, 90% of drivers that applied for jobs via [ApplicantCare™](#) (AvatarFleet's Applicant Tracking System) did so on a mobile device.

Is your driver recruiting website responsive? Does it load quickly and display properly on all types of mobile devices? Millennials are mobile-obsessed and will not pinch and zoom on their phones to read your website or fill out an application. Individuals interested in working for your company should be able to fill out a short contact form and simply click a button to begin the process. By incorporating a simplified, direct method, you may quite possibly nurture your leads over time and increase conversion.

Also be sure to update your company website and advertising materials to reflect the emphasis on diversity with concrete examples of your existing diversity. Millennials are the most racially and ethnically diverse generation: 44% identify as members of a minority race or ethnic group and Generation Z is expected to be even more diverse. Your content and images need to reflect the actual real world demographics because Millennials of all backgrounds want a diverse workplace. Get rid of stock images and use your real staff in ads to prove your existing commitment to a diverse workplace.

Retention

Chapter 2 of this eBook series provided a checklist of 75 retention tactics, but there are three concepts that Millennials value the most.

SECRET TIP: Millennials **demand** these from employers, but Gen X and Boomers value them as well.

Mastery:

Sit down with new hires and define their career growth plans—where they want to be in five years.

Expect that they'll have aspirations to eventually leave, aiming for a more predictable 8:00 to 5:00 job. You can combat the job hopping tendencies that Millennials have by continuously giving them new responsibilities—find new jobs in your company because they don't have the same level of patience as Boomers.

Work backwards to set major milestones. Explain the knowledge and skills the driver needs to acquire for advancement and provide the opportunity to achieve them.

Check their progress monthly and celebrate accomplishing SMART goals.

Autonomy:

Establish Key Performance Indicators (KPIs—e.g. on-time delivery, MPG, zero accidents, etc.).

Give employees the tools, knowledge and training to accomplish their KPIs.

Let drivers help formulate the plan on how they will achieve those metrics.

Reward hitting KPIs by paying for their Netflix or Hulu account—something they value that they would lose if they quit.

Purpose:

Market examples of how your company makes the world a better place to prospective and current employees.

Support charitable causes that your employees choose. Give them paid time off and financial contributions to support those causes. CitiBank is looking to capitalize on Millennials altruistic motives by paying 60% of entry level base salaries for a year of service before starting their full-time position. While it has the benefits of community service, Citi is very transparent that they see a return on this investment.



Real-World Examples of Recruiting & Retaining Millennials in Trucking

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Information provided by **Jetco Delivery**
Brian Fielkow, CEO; and Kyle Kristynik, President

Collaborative Culture:

- Millennials and Gen X employees expect that their voices will be heard at the top. At Jetco Delivery, we established a Driver Committee where members were elected by their peers. The Committee meets on a monthly basis and a member of the committee attends all managerial meetings to make sure driver opinions/concerns are heard. While this generation rightfully demands a seat at the table, the added benefit is Boomers love it as well.
- Millennials expect to have access to new technology and clean, updated work spaces, so we recently built a state-of-the-art work facility featuring the latest technology. Collaborative work spaces, a café, and a gym help facilitate millennials desire to create a community of peers at work. In addition, ergonomic furniture helped to support their need for a wellness component in the workplace.
- We financially promote employee collaboration with team bonus plans that support our company goals.

Constant feedback:

- Driver expectations are set on day one with a Culture Contract that is signed by the new driver and the driver manager. The driver manager reviews this contract with the driver every month. Millennials want more feedback than an annual review, and we believe that if the lines of communication are always open (as they should be), feedback is constantly occurring.
- Jetco Delivery has an open-door policy so that there is no separation between management and the team. That means our CEO and President will drop what they're doing (if possible) to give or receive feedback. Removing the driver's window eliminates a physical barrier to feedback.

Purpose:

- We continuously communicate and market internally to our drivers that they are the backbone of the economy. For example, we have customers in the healthcare industry, so our company promotes the message that without our drivers, pharmacy shelves would not be stocked. We offer verbal recognition during company and team meetings as well as email shout outs.
- Our company is proud of our employees and their philanthropic endeavors. We encourage them to actively support a cause and give time back on the clock. For example, one employee wanted to support Susan G. Komen, so we printed pink Jetco shirts and wrapped his tractor in pink. This is exponentially more impactful than strictly writing a big check.

Mastery:

- Our company encourages and provides cross-training and career advancement for all employees. Drivers are invited into dispatch where they can shadow the operations team and vice versa.
- The Driver Committee provides an established mechanism for drivers to take a more active leadership role in the company.
- Drivers work with their managers to discuss and set future career goals. As an example, our first Driver Chairman became a Driver Liaison.

Driver Value Proposition:

- Many Millennials are reluctant to try trucking and it's our job to persuade them of the many benefits that trucking can offer, especially as more Boomers want to get off the road.
- While our business has historically been a primarily local operation, we are intentional about growing our business through customers who help get our drivers home. Life on the road alone is not conducive to the social, collaborative culture this generation demands. Home time is a key value we can offer our drivers.

Information provided by **Melton Truck Lines**
Marilyn Surber, Employee Services Manager

Recruiting:

- Millennials are very diverse, so we have our actual drivers featured in our ads, which makes our message more real and relatable.
- Our ads show drivers doing community service work because helping others and making a difference in the world is very important to this generation.
- We've noticed that traditional trucking job boards miss the passive younger candidates and tend to attract job hoppers. Our younger drivers are coming from ads on Facebook, Instagram, Twitter, YouTube, and SnapChat.

Mastery:

- Millennials like to be trained, especially if you show them WIIFM (What's In It For Me). We provide frequent quick training with YouTube videos housed on our Melton Truck Lines channel.
- We created a farm system for younger talent through a Finishing School. We are seeing more second career students than millennials in the schools so we have started showing our CDL school partners how to find younger talent.

Collaborative Culture:

- Having a social presence is important to our Millennial audience. We use our social sphere for company communications, photo contests, etc.
- We created different social groups for various employee segments (drivers by customers/regions/dispatchers, trainers, office staff, etc.) in order to distribute relevant content to each group. Messages become ignored noise if they are irrelevant to the audience.
- Our drivers are distributed all over the country at any given moment, so we utilize monthly YouTube messages from the President to keep everyone informed of company news.



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Sound Off About Trucking

We all know that Millennials will be an important part of our workforce in the coming years but **did you realize how fast this is approaching?** A recent FleetOwner report found that millennials will comprise 75 percent of the workforce across all industries by 2030. In fact, the report also showed that millennials will make up the majority of the labor pool in the U.S. by the end of 2016.

Now is the time to start highlighting the strengths of trucking—new technologies, great pay and benefits, the ability to travel to new places, meet new people across the country, be a part of an active on-the-road social community, make an impact on communities nationwide, and improve skills by taking audio courses while on the road. Entice drivers by emphasizing the overall experience and tying the job to causes such as donating a penny to charity for X miles they drive, offering constant feedback, helping drivers along a career path and offering more driver rotations so they can spend more time at home.

Millennials enjoy sharing and affirming their work and personal life socially. Think of the Facebook “like” button. Are you publicizing how you make the world better? What intrinsic rewards are a part of your job? Are your current drivers creating compelling stories about your company/brand that Millennials will find interesting? Share your company culture and the unique benefits you bring to the table. These small affirmations can make a huge impact in attracting and retaining Millennials for your organization!

Special thanks to AvatarFleet for providing content for this eBook.

About AvatarFleet

AvatarFleet's mission is to help companies keep their trucks full with professional, safe drivers. Trucking companies use their innovative products and services to Recruit, Hire, Train and Retain safe drivers. AvatarFleet provides an Applicant Tracking System with behavioral assessments, a complete Driver and Truck Compliance Management System, Professional Safe Driver Training Courses and customized Recruiting and Retention services.

About HireRight

HireRight offers on-demand employment background checks, drug and health screening, and electronic Form I-9 and E-Verify solutions. Many companies, including more than 9,500 transportation organizations trust HireRight because we deliver customer-focused solutions that provide greater efficiency and faster results.

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¹ <http://blog.vistage.com/webinar/dr-gustavo-grodnitzky-webinar-summary-ready-come-understanding-motivating-millennial-generation/>