



SAFE
RESPONSIVE
ONE COMPANY
GUARANTEED



AHAA Meeting 4/10/14 - Atlanta



- **18 Years of HR Management**
- **BS in Psychology from Georgia Southern University**
- **MBA in HR Management from Kennesaw State University**
- **Member of the NAFA Safety Council**
- **Network of Employers for Traffic Safety (NETS) BOD Member**
- **Georgia Southern Board of Alumni**
- **2 and ½ years at AmeriFleet Transportation**
- **6 Years at US Foods**
- **7 at Sprint Telecommunications**





THERE IS NO SILVER BULLET!!!!

A good recruitment and retention policy requires a multifaceted program.





The Three Key Components:

1. **Retention**- A good recruitment policy starts with a good retention program.
2. **Recruitment** – Have a plan! A good recruitment policy need to be focused on a target. A “buck shot” scatter approach will lead to nothing more that a scattered, unfocused strategy.
3. **Employee Engagement** - This is the most overlooked component. Get your employees involved. They are your ambassadors!

Let’s now talk about some practical strategies to strengthen your company’s key recruitment and retention strategies.





- Cost Per Hire
- Turnover Calculations
- Employee Referral Program
- Training
- Stay Interviews - Roundtables
- Exit Interviews
- Where to recruit?



COST PER HIRE:

$$\frac{\sum (\text{External Costs}) + \sum (\text{Internal Costs})}{\text{Total Number of Hires in a Time Period}}$$





TURNOVER CALCULATION:

*Turnover rate = # of separations / avg. # of employees * 100*





Employee Referral Programs

Your best ambassadors are already working at your company. These are the employees that are already working for you.

Using the Cost Per Hire and Turnover Calculations determine what would make sense for you.

Offer a cash or other non-monetary reward for the referral of drivers. Most employee referral programs pay out once a referred employee works with the company for 6 months.



Do not under estimate a good training program. The most crucial time in a new hire's tenure is the first 90 days of employment. If you can retain them within in the first 90 days the chances are great you will have them for a year. This is why training is so critical, it sets the tone.

Have a defined training process. Whether it is on the job training or instructor led make sure he process is outlined.

Additionally have a set pool of trainers if possible. Also consider having a "buddy system" for you new hires once they leave training.





Stay Interviews

Employee's do not quit the company they quit on their supervisors and managers. Ensure that you and your managers are having dialogue with your employees to hear their concerns and issues. Failing to give them a voice and an outlet can accelerate their exiting the company.

Roundtables

Roundtable are great ways to hear and learn about the challenges that are facing your employees. It is also a good way to dispel any concerns and rumors that the employees are hearing or spreading. It is better to hear about a potential problem before it has truly become a problem.





Exit Interviews

When an employee resigns you need to find out the reason they are leaving the company. After you are notified of their resignation you need to interview them as soon as possible. This is extremely important with hard to fill and high risk positions.





Recruitment Strategies

- A good job description is critical. It is the basis for your recruitment ads.
- What do you need? What does your ideal candidate look like and have that you need?
- What can you offer the competition can not?
- Where are you looking? Is your geographic target correct?
- Consider costs. Is the cost of running a more expensive ad more costly than not being able to execute the work?
- Sign on bonuses. You need to determine the viability and when you would pay it out.
- Local ads vs. National ads. Does recruitment at the local level work better than a national requisition?
- Are you tracking your hires with an Applicant Tracking System?
- Partnerships with driving schools

