



Advancing Women in Trucking

Introduction.....	3
Making the Case.....	3
Benefits of Diversity.....	3
Employment Equity: It's the Law.....	11
Federally Regulated Employer.....	12
Provincially Regulated Employer.....	13
Trucking: The Current Situation.....	14
Increasing Representation.....	17
Advertising.....	17
Raising Your Social Consciousness / Community Involvement.....	23
Attend Career Fairs / Give Presentations.....	25
Outreach Programs with Young Females.....	26
Transportation Badge.....	26
Retention.....	27
Promote a Gender Diverse Culture.....	27
Commitment from the Top.....	28
Creating A Committee.....	29
Terms of Reference Sample.....	30
Provide a Safe and Inclusive Environment.....	31
Prevention of Violence in the Workplace.....	32
Harassment-Free and Respectful Workplace Policy.....	34
Working Alone Policy.....	36
Complaint Resolution Procedures for Discrimination or Harassment.....	37
Flexible Work Options.....	39
Develop and implement training and policies that support diversity.....	40
Measuring Your Success.....	41
Surveys.....	42
Exit Interviews.....	43
Measuring Retention.....	44

Advancing Women.....	45
Mentoring.....	45
Career Pathing.....	46
Professional Development.....	48
Networking.....	50

Introduction

Advancing Women in the Trucking Industry is a federally funded initiative through the Status of Women. Led by the THRSC Atlantic this initiative allowed the trucking industry in Atlantic Canada to research existing barriers to employment, advancement, and more importantly, strategies to support industry efforts to increase the number of women considering careers in the trucking industry. This toolkit was developed to provide information, stories and samples to help employers work towards the goal of increasing representation and advancing women in the trucking industry.

Making the Case

Benefits of Diversity

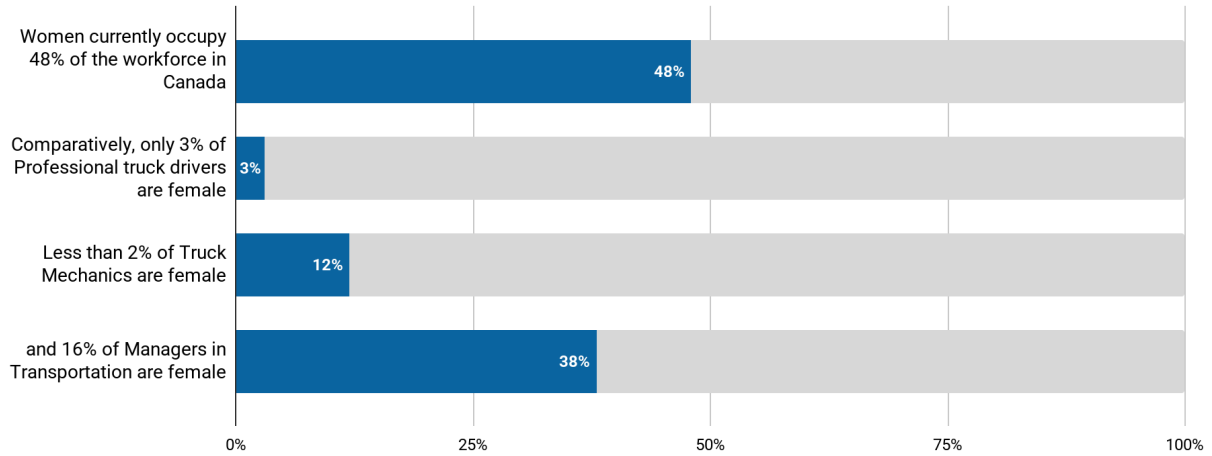
Advancing Women in Trucking: Helping Companies Make More “Cents”

Profitability is the primary goal of any business. It needs this to survive and grow. A qualified and productive workforce is paramount to making this happen. Expanding your efforts to attract, retain, and advance women in trucking is not only the right thing to do, it can increase your bottom line!

- Attracting more women will increase your access to talent in an industry that is experiencing skilled shortages.
- Taking a serious look at your company culture and benefits to ensure gender diversity can decrease costly turnover for all employees.
- Recent studies have shown a direct correlation between advancing women into leadership roles and improved company governance and economic success.

Let's do the MATH!

Currently employers are experiencing skilled labour shortages in the trucking industry for the Professional Truck Driver (NOC 7411), Truck Mechanic (NOC 7321) and Managers in Transportation (NOC 0731).



In order to attract, retain, and advance women in trucking, advocates of gender diversity are promoting things such as:

- better training and adherence to set standards,
- flexible work schedules and better benefits,
- improved working conditions, and
- inclusive culture with improved communication

Are you offering this to your workforce? Consider applying for the [THRSC Atlantic's Employer of Choice Program](#). This program will not only give you valuable insight into what your current workforce values, it will also help you build your HR business plan to include best practices for gender diversity at your workplace.

Fortune 500 companies with the most women on the board of directors outperformed companies with the least.

- Return on Equity: On average, companies with the highest percentages of women board directors outperformed those with the least by 53 percent.
- Return on Sales: On average, companies with the highest percentages of women board directors outperformed those with the least by 42 percent.
- Return on Invested Capital: On average, companies with the highest percentages of women board directors outperformed those with the least by 66 percent.

Are women competent to do the non-traditional jobs in trucking?
According to one business owner...

Our female drivers have about 25% lower accident cost

[Spevack Law Firm](#)

LOWERING ACCIDENT COSTS ADD TO THE BOTTOM LINE!



Dispelling the Myths About Women in Trucking

Although we have seen revolutionary changes in the trucking industry in the last two decades, one thing has been slow to change; the public's perception of who we are and how we do business.

According to Statistics Canada, Truck Transportation is a growing industry, which has positive job opportunities for the future.

This positive outlook can benefit both genders as males are no more suited for careers in trucking than females despite what has occurred traditionally.

So let's put away our past biases and consider the facts:

Myth or Reality: Fact Sheet

Trucking has one of the lowest female participation rates in Canada



Truck transportation (484) is the largest subsection of the North American Industry Classification System (NAICS) for the Transportation and Warehousing industry in Canada yet it has one of the lowest female participation rates at only 14%.

Comparatively women in other subsections such as Postal Services (491) and Air Transportation (481) have the highest female participation rates with 50% and 39% respectively.

One of the biggest reasons for the low female participation rates in truck transportation is that there is only 3% of women who are employed in the occupation of Transport Truck Driver (NOC 7511) yet this occupation alone account for 65% of all jobs in this subsector.

Retrieved from: http://apgst.ca/projects/pdfs/APG_WIT_web.pdf

Except for clerical positions, men are better suited for jobs in trucking



Competencies (the skill, ability and knowledge) to do a job are not gender specific. Being male or female DOES NOT determine whether you will be good at one job or another.

The fact that there is more of one gender in a particular job or industry does not prove they are more suited for that occupation. It does show, however, that our culture or society has or have had certain gender expectations when it comes to choosing employment.

On the contrary, despite the fact that in Canada there are only 3% of Professional Truck Drivers are female, some carrier's are asserting that they are statistically safer. They are on average involved in fewer accidents and are receiving less highway violations than their male counterparts, according to some trucking companies who employ female drivers.

According to Derek Leathers, COO of Werner Enterprises who employ 9000 truck drivers, female drivers are outperforming males with fewer accidents and compliance and safety issues.

<http://www.blog.sidgilreath.com/trucking-accidents/women-truckers-increase.html>

The trucking industry offers rewarding and professional careers for women.



Within the trucking industry there are a wide range of rewarding and professional careers for women. These careers range from administrative and support services to operational occupations, all with potential paths into management roles. Those who think there is nothing for women in trucking should look again.

Women can make more money in non-traditional jobs/role than they can in traditional jobs.



Although there are many reasons gender pay inequity exists within Canada, the fact is that many traditional jobs occupied by women are rated or valued lower than non-traditional jobs. This is true for the trucking industry as well.

A Professional Truck Driver (NOC 7411), for example, has a higher earning potential than the Data Entry Clerk (NOC 1422) yet there are only 3% female truck drivers. Comparatively, Data Entry Clerks in the trucking industry have a female representation rate of 86%.

Other non-traditional occupations in the trucking industry that would give females higher earning potential are:

- Mechanics, transport trailer technicians
- Managerial staff
- Safety and loss prevention specialists
- Dispatchers
- Parts technicians

According to recent data collected, Women in Canada earn on average \$0.82 to every \$1.00 earned by their male counterpart.

http://www.catalyst.org/knowledge/womens-earnings-and-income#footnote6_mzlnuqm

More specifically, under the Occupational Major Group of Trades, Transportation and Equipment Operators, and Related Occupations women are earning only 74.1% as a percentage of male income.

http://workforceplanningboard.com/Files/English/Non-Traditional_Careers_for_Women.pdf

Men make better leaders in the trucking industry



Although there are currently more men in leadership roles in the trucking industry in Atlantic Canada, this is slowly changing.

[Advancing Women in Trucking by George Fullerton](#)

In fact there are several business articles published today that argue females make better leaders or managers than their male counterparts. Although certainly a fresh perspective, it is still an observation and not biologically a pre-determined fact based on gender.

Fortune 500 companies with the highest representation of women board directors attained significantly higher financial performance, on average, than those with the lowest representation of women board directors, according to Catalyst's most recent report, The Bottom Line: Corporate Performance and Women's Representation on Boards.

Summary: Companies with higher representation of women in senior leadership roles are, on average, financially outperforming companies with the lowest.

<http://www.catalyst.org/media/companies-more-women-board-directors-experience-higher-financial-performance-according-latest>

Roy D. Adler and his colleagues at the Pepperdine University found the "correlation between high-level female executives and business success has been consistent and revealing."

<http://garfinkleexecutivecoaching.com/articles/men-and-women-in-business-leadership>

Women in Trucking are not advancing



Today in Canada the rate of female participation in management positions in the transportation and warehouse industry is the same as all other industries at 24%.

Retrieved from: http://apgst.ca/projects/pdfs/APG_WIT_web.pdf

In Atlantic Canada, we are seeing more women advance to supervisory and managerial levels in the trucking industry than ever before. In a survey recently conducted by the THRSC Atlantic, 1/3rd of the respondents in Atlantic Canada held a supervisory or managerial role. The survey also revealed that over 40% of those women who responded are interested in some type of career advancement in the next 5 years.

The THRSC Atlantic has recently offered a Supervisory Development Program to the trucking industry. Employers are sponsoring female participation at a rate of 3 to 2 in this program indicating support of women advancement.

<http://www.ontariotruckingnews.com/magazine/featured-articles/420-advancing-women-in-trucking>

The strategies needed to recruit and retain women in trucking will benefit everyone.



Many of the strategies/tools found on this website will not only attract and retain women, they will go a long way to attracting and retaining a competent workforce. [Raising your company's level of involvement in your community](#), offering benefits and flexibility to support employees and their families, as well as [developing and implementing policies and training that support a diverse workforce](#), will make you more appealing to any applicant and enhance the workplace for all employees.

Safety and security is a big concern for women in trucking



Safety and security is a big concern for all people in trucking, especially those who find themselves working alone or travelling for work. Cargo crimes as well as personal assaults are all too real in today's trucking industry for both genders. Good employers understand this and have developed and implemented policies and training programs such as the [Prevention of Violence in the Workplace](#) and [Working Alone policies](#) to keep their employees safe while on the job.

Statistically in Canada, women are 3 times more likely to be victims of sexual assault in the workplace, regardless of the industry. As a result, it is important that employers recognize women are at a higher risk and they have a duty to ensure a safe a healthy work environment by promoting a respectful and harassment free workplace regardless of the industry.

Retrieved from:

<http://www.canadianbusiness.com/blogs-and-comment/sexual-harassment-in-canada-statistics/>

Non-traditional jobs in trucking are physically demanding, dirty and not very feminine.



Throughout history, women have been no strangers to physically demanding work, both in and out of the home. So-called traditional female jobs such as home care, nursing, and food service can expose female workers to unclean working environments and physical conditions that require increased physical strength or exertion.



Princess Elizabeth in the Auxilliary Territorial Service

Today, advancements in technology and the promotion of safe work practices allow all workers, regardless of gender, to work in healthy environments with a minimized risk of injury. Automatic transmissions, lifting devices, and properly ventilated work areas are just a few of the advancements that have made non-traditional trucking jobs such as the Professional Truck Driver and Truck Mechanic better for everyone.

INTERESTING FACT: In February 1945, Queen Elizabeth II joined the Women's Auxiliary Territorial Service and trained as a driver and mechanic and was promoted to honorary junior commander five months later.

Retrieved from: https://en.wikipedia.org/wiki/Elizabeth_II

Image source: <http://media.iwm.org.uk/iwm/mediaLib//20/media-20543/large.jpg>.

This is photograph [TR 2832](#) from the collections of the [Imperial War Museums](#).

Women who work in non-traditional industries like trucking are looking for special treatment.



Generally women in non-traditional jobs such as Professional Truck Driver and Truck Mechanic are uncomfortable with the attention that comes with being in a

minority in the workplace. They find themselves often having to work harder to overcome gender biases and out-dated stereotypes.

The movement to encourage more women in trucking is not about hiring women regardless of their qualifications. It is about breaking down obstacles and barriers so that equally competent individuals, regardless of gender, can have the same opportunities.

Employment Equity: It's the Law



By law, employers in Canada are responsible to ensure equity in the workplace. This includes gender equity. What this means and which legislation you are responsible to follow depends upon the jurisdiction under which your company operates.

Ensuring a person's sex or gender does not interfere with his or her employability, pay and/or

advancement is an employer's responsibility. Employment equity is about hiring, retaining and advancing the best person for the job.

Employment equity DOES NOT mean that women must be afforded special treatment or employment opportunities despite her qualifications or ability. On the contrary, employment equity has been legislated to eliminate employment barriers that have existed and to improve a woman's access to all occupations including those in trucking that are traditionally male-dominated.

To deny someone employment opportunities for any reason unrelated to ability can be considered discriminatory. Sometimes accommodations must be made to prevent or eliminate discriminatory practices.

Something to think about:

If you hire male truck driver trainees but refuse to hire female truck driver trainees because you can not provide female coaches, are you being discriminatory? Are there accommodations you can make?

refuse to hire female truck driver trainees because you can not provide female coaches, are you being discriminatory? Are there accommodations you can make?

Check out this True Story

A trucking company, owned and operated out of Atlantic Canada, has a practice of hiring several newly licensed drivers per year. Unlike experienced drivers, these new employees were expected to start their employment under a formalized coaching program for new drivers. This required them to travel with a trained coach for a period of time until a level of competency was achieved. As many of these new drivers were training to be long-haul drivers, this arrangement meant sleeping in the truck for a period of time. In 2014 a newly licensed female driver applied for employment as a long haul driver. Her knowledge, attitude and skills were exactly what the company looked for in a newly licensed employee.

How could the company deal with the overnight issue without putting the coach or the new employee in an uncomfortable position? At first the hiring manager began to look for a female coach. The company did have a couple of female drivers, however, both were local and neither had the willingness to coach new drivers. It soon became apparent that the "on-the-road over night" issue was a minor employment barrier that could easily be overcome. The manager worked with dispatch to develop a training plan that would keep the coach and trainee local for the majority of the training program and when overnight was required, "out of truck accommodations" such as hotel rooms were arranged that were suitable for both parties. From a legal perspective, the company had fulfilled its duty to accommodate. From a company perspective, the extra investment into an employee has paid off. The female driver continues to work for the company incident-free and remains loyal to her employer and grateful for the employment opportunity.

Federally Regulated Employer

As a federally regulated company, you are legally required to follow the rules set out by the:

- [Canadian Human Rights Act](#)
- [Employment Equity Act](#)

The Canada Human Rights Commission is a federal organization created to promote the principle of equal opportunity including gender equality. It is empowered under the Canada

Human Rights Act to investigate and try and settle complaints of discrimination in employment for organizations and companies under federal jurisdiction.

For more information, please visit: <http://www.chrc-ccdp.gc.ca/eng>

Here you will learn more information regarding your obligations, your duty to accommodate and how to set up an internal process for resolving complaints.

Equal Opportunity for Employment in Canada is legislated by the [Employment Equity Act](#). As a federally regulated company, you are expected to uphold the principles of this Act by eliminating employment barriers for women and three other designated groups and to increase their representation in workplaces where they have been traditional underrepresented.

- The Truck Transport sector in Canada has a 14% overall representation of females employed
- Comparatively, the workforce in Canada has an overall female representation of 48%.
- Regardless of your company's size, you are legally required to follow the [Canada Human Rights Act](#)
- If you have 100 or more employees you are required to adhere to the [Legislated Employment Equity Program](#) that requires you to file an annual report to the Labour Program, which includes information on your previous year's overall workforce and the four designated groups. For further information see: http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/leep.page
- If your representation numbers are below that of your sector, you can be subject to a compliance audit conducted by the Human Rights Commission. See: <http://www.chrc-ccdp.ca/eng/content/employment-equity#7>

Provincially Regulated Employer

All Canadian provinces and territories have Human Rights legislation that prohibits discrimination and ensures equity in employment.

Know your Responsibility!

For more information on your legal obligation to ensure equity in the workplace, please visit the following applicable provinces in which you operate:

- [Nova Scotia Human Rights Commission](#)
- [New Brunswick Human Rights Commission](#)
- [Prince Edward Island Human Rights Commission](#)
- [Newfoundland Human Rights Commission](#)

Trucking: The Current Situation

If your business is experiencing a skills shortage that is negatively impacting your bottom line, you are not alone. GE Capital surveyed leaders in mid-size trucking firms throughout Canada in 2014 (with revenues between 10 million and 1 billion dollars) and it was noted that next to the cost of doing business; the need for a qualified workforce is a top concern of business leaders in the trucking industry.

In Canada, women make up 48% of the workforce but are underrepresented in the trucking industry totally only 14% of the truck transport sector. A focused approach to the recruitment, retention and advancement of women in trucking will not only address the issue of female under-representation, it can help deal with the issue of a qualified labour shortage.



Canada's transportation industry is forecasted to see a 31% increase in labour demand between 2010 and 2030. The Canadian truck transportation sector alone is projected to employ 369,000 people by 2021. To meet this demand the sector will require at least 153,000 additional workers, an average of 14,100 per year. At the current rate of vacancies and the retirement projections of an aging workforce, labour shortages are expected to amount to over 26,000 full year jobs by 2030.

369000 People employed by 2021

153000 Additional workers required

26000 Labour shortage by 2030

Although a lack of a qualified workforce is threatening many occupations in trucking such as managerial roles and truck mechanic, the shortage of qualified truck drivers remain one of the most acute issues as it impacts over two thirds of the entire trucking industry workforce. Nationally, women only comprise of 3.2% of the total Professional Truck Driver population. If we use the statistic that there are 300,000 truck drivers in Canada in both for hire and private carriers than 3% or 9000 of these drivers are female.

We have females in the workplace that are extremely effective, great employees and really love this type of work. I think traditional ways of thinking need to be put aside. [Trucking] provides opportunities for anyone who has a passion in this industry.

Trevor Bent

Human Resource & Risk Manager, [Eassons Transport](#)

Just Imagine:

A concerted effort by the trucking industry to increase the percentage of women truck drivers by a mere 1% per year would add 3,000 truck drivers every year to the system and aid in the reduction of projected vacancies. By 2030, women would still be under represented with less that 20% representation but would have added a third of the workforce projected to be needed. Check your company data to determine how many women truck drivers you have employed. Now imagine what would happen if you, along with the other 31,000 trucking companies registered in Canada, increased it's percentage by at least one every year?

Consider This:

Perhaps it may be time to invest in your own people. Is there a female on your front desk or at the computer entering data that has dreams of the open road? It is not uncommon for us to take the professional truck driver and convert him/her to the office and advance them to managerial roles with some time and investment. Perhaps it might be worthwhile to consider giving a female in your office the opportunity to become a truck driver or truck mechanic and have the potential for higher paying jobs.

Sources:

- GE Capital (3Q 2014) Canadian Mid-Size Trucking Industry Outlook.

Retrieved from

http://www.gecapital.ca/GECA_Document/Industry_Summary_Trucking.pdf

- Women in Transportation Careers – Understanding Participation in Canada. Asia Pacific Gateway Skills Table. (June 2015)
Retrieved from http://apgst.ca/projects/pdfs/APG_WIT_web.pdf
- Understanding the Truck Driver Supply and Demand Gap and its Implications for the Canadian Economy. (Feb 2013) Conference Board of Canada.
Retrieved from <http://www.conferenceboard.ca/e-library/abstract.aspx?did=5345>
- Beyond the Wheel. Final Report for Industry.
Retrieved from Canadian Trucking Human Resource Council. (2012)
<http://www.truckinghr.com/sites/default/files/documents/Final%20Report%20for%20Industry%20-%202012.12-029.en.pdf>

Increasing Representation

Advertising

Advertising plays a fundamental role in your recruitment process. A well-thought out, well-written advertisement for a new employee can mean the difference in receiving application from the right person for the job as opposed to receiving hoards of applications from people who neither fit the job nor the organization you represent. Also remember, where you place your advertising to reach the people you want to recruit is just as important as what you say. A well-thought out, well-written advertisement for a Professional Truck Driver is not effective if it is placed in an educational journal for dentists. On the other and, a poorly constructed advertisement in the most appropriate place can damage your company's reputation if it sends the wrong message.



Advertising for Female Applicants

Having a desire to recruit more females into the trucking industry is not the same as actually making a concerted effort to achieve this goal. Below is a list of best practices to consider when placing your advertisement for jobs within your company.

Make sure everyone in the organization, from the employees to the C.E.O. understands the importance of diversifying the company's workforce by increasing its representation of women.

The goal of increasing women employees is no different than any other strategic business strategy you undertake. You need to establish your baseline, set your goal, and create a plan to achieve. Consider the following:

1. Look at your company's current percentage of women overall and then look at each department individually that are male dominated such as managerial roles, truck driver, maintenance, etc.
2. Once you have your percentage of female representation (e.g.: you have 40 drivers in total and 2 are female you divide your total into your number of females: $2 \div 40 = 0.05$ or 5%) for the company as well as each department, you can then create a goal to increase your representation for the company overall as well as each department. So for example, if you have five percent female drivers and your goal is to increase that to 10% in the year 2016 you will need to increase your number of female drivers by 2 for a total of 4 out of your 40 drivers)
3. Make sure everyone shares this vision. Go to the section on this website, [Making the Case](#) and use this material to support your goal to increase women representation in the trucking industry. Engage in an internal campaign to get everyone in the company to buy into this goal by holding meetings, introducing the topic into already scheduled meetings, create internal bulletins or memos highlighting the corporate goal and why it is being done.

Identify what appeals to female applicants and highlight facts about your company that women would want to hear. You can do this by asking the women who are already working for you or search the Internet. Consider your organizational culture. Are you an [Employer of Choice](#)? Do you offer flexible work schedules and a safe work environment? These are just some of the questions that may appeal not only to female applicants but to all applicants as well.

There have been some surveys done that highlight what females look for in an employer. Check out Tanta de Decker's article, "Winning hearts and minds: what female professionals look for in a future employer." (Aug 2015) Randstad Sourceright. Retrieved from randstadsourceright.com

List only the essential skills required for the position and avoid adding technical skills as an essential “must have” that can be learned during the initial training period. Also check to ensure the criteria set in your advertisement is not out-dated or irrelevant with new process and/or out-dated technology and equipment. Sometimes these things can discourage underrepresented groups such as women.

It is important to remember that according to Hewlett Packard internal research female applicants are also less likely to apply for a job unless they feel they can respond to 100% of the criteria, whereas men apply as soon as they feel they can meet 60%. Imagine all the potential applicants you could be missing out on!

Tara Sophia Mohr. (August 2014) Why Women don't Apply for Jobs unless they are 100% Qualified.” Harvard Business Review. Retrieved from

<https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified/>

Use gender-neutral or gender inclusive terms. For example:

- Do not use titles that imply one sex or the other.
- Do not use physical characteristics but just state physical ability needed

For more information on gender neutral language visit the government of Canada’s website entitled the Language Portal of Canada at

<https://www.noslangues-ourlanguages.gc.ca/en/pecks-english-pointers/usage-6-gender-neutral-writing-pronoun-problem>

Make a diversity statement in your advertisement. Let the public know you are looking to diversify your workforce to be inclusive of all. It is also ok to specify that you are looking for or welcome female applicants. Many employers shy away from specifying one group as they do not want to exclude all groups or they fear legal repercussions, however, it is perfectly acceptable and legal to target an underrepresented group to apply.

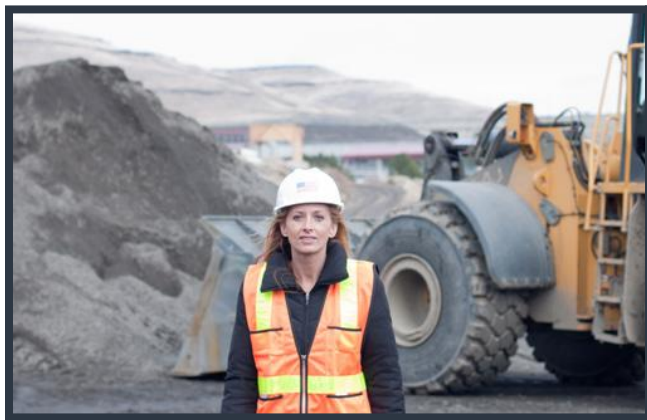
“We are an equal opportunity employer” or if it is a job that has low female representation such as a truck trailer mechanic or professional truck driver consider, “We welcome female applicants for this role.” These are just a couple of ways to express your intent to increase female representation as per employment equity.

Consider noting if you are willing to make accommodations to underrepresented groups to ensure equal opportunity. Many female applicants will shy away from considering or applying for non-traditional jobs because of past biases or stereotypes.

IDEA:

If you have both male and female coaches for training for a truck driver for example, you should consider highlighting this. No female coaches? No problem. Can you offer training locally? Are you able to offer separate overnight accommodations on long-haul trips while training?

Consider not only the words you say but also ensure the pictures you are using are inviting and not discouraging to female applicants. Feature professional pictures of women working especially in non-traditional roles such as managers, truck driver and mechanics.



Perhaps you have a female employee already in a non-traditional role and with her permission you could make her the focus of your recruitment campaign with pictures of her doing the job. Avoid using any pictures that may be considered demeaning to women, perpetuate stereotypes, or send the wrong message.

When advertising on television or radio, ask for female voice-overs to be used on your advertisements if possible or create your own.

Consider doing a separate campaign geared specifically for women. Again, when you are looking to increase representation of an under-represented group, you are legally allowed to target that group publically. Here are some suggestions to consider:

- Hold a career fair for women only or attend one offered by a local women's group.
- Send out a press release to local media what you are doing a recruitment campaign exclusive for female applicants in underrepresented roles within your company such as professional truck driver, truck trailer technician, etc.

- Set up a separate page on your website exclusive for female applicants in non-traditional roles. Highlight your success stories and encourage testimonials from female staff.

I don't know if it is harder for a woman in trucking, but you certainly get noticed. It is a male dominated industry. I would definitely recommend this industry to other women, there are so many different paths you can take.

- Amy, Professional Truck Driver, [Armour Transportation](#)

Women have proven very capable in both leadership and non-traditional roles within our organization. Research shows that women have great attention to detail, are strong collaborators, and possess the ability to motivate and engage employees. Companies that have more women in the boardroom are outperforming those with fewer. These statistics alone build a strong case for why we, as an industry, need to continue to promote and attract more females to our workforce.

- Wesley Armour, President and Chief Executive Officer, [Armour Transportation Systems](#)

Where to Advertise to Attract Female Applicants



Where you place your job advertisements to attract female applicants is as important as what you say in the advertisement. A common complaint among many employers is that they have limited or no applications from females for non-traditional roles. Consider where you are advertising and evaluate whether you need to try other places to advertise. Perhaps you need to consider advertising in areas that are more female

populated to attract female applicants. Here are just a few suggestions:

- If an applicant from an underrepresented group is looking for information on employment, it is more likely that they will search out organizations in the industry that promote diversity as opposed to individual companies. For the trucking industry in Atlantic Canada consider posting your job advertisement on the [THRSC Atlantic Job Board](#), the Atlantic Provinces Trucking Association's Job Opportunities under Careers & Training, as well as the Job Bank found on the Prince Edward Island Trucking Sector Council website.

- Consider placing your job advertisements on social media websites.

FACT: 68% of adult women use social media.

Retrieved from

<http://www.pewinternet.org/2015/10/08/social-networking-usage-2005-2015/>

- Consider reaching out to women organizations within your community and the trucking industry, post your job advertisements with women employment websites or sponsor women organizations within your community. Some examples of these organizations are:

- Women in Trucking at <http://womenintrucking.org> (North America)
- Women Unlimited at <http://www.womenunlimitedns.ca/employers> (Nova Scotia)
- Women in Resource Development Corporation at <http://www.wrdc.nf.ca> (Newfoundland)
- Office to Advance Women Apprentices at <http://www.womenapprentices.ca> (Newfoundland)
- Women's Network at <http://www.wnpei.org> (Prince Edward Island)
- Women's Equality at <http://www2.gnb.ca/content/gnb/en/departments/women.html> (New Brunswick)
- Trades and Tech Gala for Girls at <http://skillscanada.nb.ca/en/programs/trades-tech-gala-for-girls/> (New Brunswick)

Showcasing Women's Success Stories

In order to attract women to careers in the trucking industry, and more specifically your company, they need to see and hear from successful women. When women hear stories from other women about their challenges and triumphs it can be inspiring. It can help other women see the opportunities in careers they may never have considered for themselves. It can help to debunk stereotypes and give real information about the trucking industry.

Successful women in trucking can be the catalyst that help other women consider careers in trucking.

Check out these success stories of women in trucking!

To showcase successful women in your company:

- Display images of women in your organization doing their job. (Don't forget to ensure you have written permission to use the photo of individuals for commercial reasons. For more information on this please obtain legal advice.)
- Have female employees attend career fairs and/or presentations to share their success story as a woman in trucking.
- Record (in print, audio, or video) successful women in your organization. Don't have any of your own? Consider using one of the awesome success stories featured [here!](#)

IDEA:

Not sure of what to include in presenting successful women in your organization? Consider using the following basic outline:



- Introduce the successful woman in your story by giving a brief background (education, experience, etc)
- Have her explain what lead her to join the trucking industry.
- Have her discuss her journey (both challenges and triumphs)
- Does she have any advice for a woman considering a career in trucking?

Raising Your Social Consciousness / Community Involvement



Women want to feel they are making a difference or that they are a part of an organization that cares about its community and is making a positive impact in the lives of others. Raising your social consciousness or becoming involved in your community will not only raise your profile among the female applicants, it will also make you an "Employer of Choice" to the younger generation.

Depending on your size or capabilities giving back to your community can take on many different forms. If cash flow is the issue, consider donating time and/or resources. Every little bit helps!

Finally, let the public know the good things you are doing to give back. Many of us automatically shy away from "honking our own horns" especially when it comes to charitable causes or donations, as we do not want to be seen as opportunists or favouring one cause or group over the other. It is OK to concentrate your efforts to a limited number of causes. Be proud of what you do and do not feel bad about the things you can't. Remember many potential applicants, as well as your current employees, will take pride in your efforts to give back to the community.

Here are some ideas:

Sponsor a Local Youth Sports Club

Participate and/or Sponsor Local Charity Campaigns. (Survey your employees. I am sure they will have many suggestions!) Perhaps you would consider being involved in one of the initiatives being supported by other trucking companies in Atlantic Canada.

- [Trucks for Change](#)
- [Convoy for Hope Atlantic](#)

Participate in Green Initiatives

- [THRSC Atlantic Green Management Guide](#)

Organize a Food Drive for Local Food Banks

Substitute Client/Employee gifts with donations to local charities on their behalf

Encourage Employee Volunteerism by allowing them a certain amount of paid company time per month or per year to represent the company at a charity/cause of their choice.

Sign up for the [Employer of Choice](#).

I have a lot of respect for my dispatcher, Peggy. She really understands the importance of family. For me, family is priority # 1.

Chris Hurley

Professional Truck Driver, ADTS Inc.

Attend Career Fairs / Give Presentations

Attending career fairs are a great way to get out and meet potential employees or career seekers. It not only gives you the opportunity to showcase your company you have the opportunity to reach out to jobseekers on a personal level. Making that personal connection and having the opportunity to get information and ask questions face to face often resonates with many female applicants or career seekers.

In your career fair booth, take the opportunity to highlight your interest in recruiting females. Here are a couple of posters you can use if you do not have any of your own available:



If you are asked to speak about the opportunities in your industry, say YES! There are a lot of exciting things happening in our industry that people would love to hear. If you cannot attend, consider sending a female employee who can well represent your company and the industry. This will offer the audience a first hand account of the rewarding career she has had in the trucking industry.

Never been asked? Do not let that stop you. Pick up the phone and call your local high schools and community colleges. They are generally open to hearing from industries and providing their students with opportunities.

Also consider contacting your local Skills Canada office to find out about Career Fairs for Women in your area.

Attached is a power point presentation you can use as a supplement to your own company materials. It gives some information about the trucking industry in Canada and what opportunities are available. It is written with a female audience in mind to showcase what the trucking industry can offer women.

ADVANCING WOMEN IN TRUCKING PRESENTATION

Outreach Programs with Young Females

Trucking is not the only industry struggling to increase its representation of female employees. Other industries like mining and construction are also participating in initiatives to strengthen their workforce through gender diversification.



One initiative that the skilled trades and technology sectors have invested in are outreach programs targeting young women. Sparking an interest in trucking at an early age and eliminating stereotypes surrounding the industry can encourage young women to consider a career in road transport as a viable option for the future.

Sources:

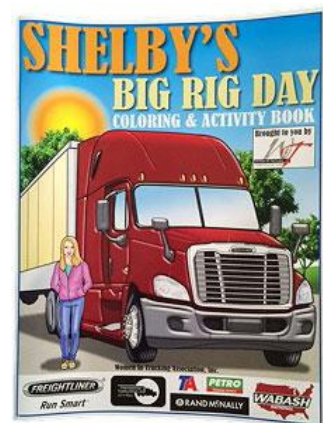
- Outreach Programs Successful with Girls and Young Women. Retrieved from <http://www.mun.ca/cwse/Frize,Monique.pdf>
- Julie Stauffer. Changing the Face of STEM Education. University of Waterloo Magazine. Retrieved from <https://uwaterloo.ca/magazine/fall-2015/features/changing-face-stem-education>

[Learn more about a new female youth outreach program sponsored by the THRSC Atlantic](#)

Transportation Badge



[The Trucking Human Resource Sector Council Atlantic \(THRSC Atlantic\)](#), in conjunction with the [Women In Trucking Association](#), has a Transportation Badge now available.



Its purpose is to introduce the next generation of females to careers as professional truck drivers, mechanics, engineers, managers and company owners.

For more information about the Transportation Badge and how to present the curriculum to your local youth, [contact the THRSC Atlantic](#).

Retention

Promote a Gender Diverse Culture

Keep in mind that just because you are open to more women in trucking does not mean that everyone in your organization has the same mindset. The reality is that the trucking industry has traditionally been and continues to be male-dominant. While the majority of men in trucking welcome women and are advocates for their advancement, there are some biases that do remain and discrimination does occur. As a leader in your company, it is your responsibility to develop the cultural direction you wish your company to take. You must set the framework so that a culture of diversity and inclusion can exist. Wanting it will not make it happen. Creating a culture of inclusion takes real effort and strategic planning.



Below are some steps you can take to ensure your workplace is not only welcoming to women but a place they can feel safe to reach their full potential.

Commitment from the Top

A critical part to ensuring the success of any business initiative or strategy is having commitment from the top. Senior managers need to be committed to the creating an inclusive culture for women in trucking because it is the right thing to do.

Once a commitment has been solidified, an inclusive culture for women in trucking needs to be a part of the company's overall vision, mission and strategic direction. Remember it is not just enough to diversify your workforce. You need to ensure that you foster a culture of inclusion that will ensure the long-term retention of women as well. To achieve this consider the following steps:

Conduct a meeting of senior executives and other managers to get input and buy-in or introduce the topic in a regularly scheduled meeting.

Set your strategic goal so that it is specific and measurable and ensure that timelines are set. This will allow you to monitor its progress during the implementation phase to ensure success.

I have been in the trucking industry for over 30 years and am pleased to see today more women are choosing careers in trucking. Whether in the field or at the boardroom table, they have raised the bar of excellence. Trucking needs more women.

Gordon Peddle

C.O.O., [ADTS Inc.](#)

[There are many strategic plans you can undertake. Click on one of the plans below to get started.](#)

[Create a Women in Trucking Inclusion Committee](#)

[Ensure there is training available and policies implemented that support women in the workplace](#)

[Measure your success with gender specific retention tracking](#)

Creating A Committee



Congratulations! If you have made it to this portion of the toolkit you have shown a real interest in not just attracting women to trucking but to making your workplace more welcoming as well.

As we have seen under the section Commitment from the Top the first step to creating a welcoming workplace for women is to ensure it aligns with your overall company mission, vision and strategic direction. The next step is to develop a plan for achievement.

One of the most effective ways for you to create an inclusive culture for women in trucking is to establish a committee of employees who can offer valuable input and feedback. Getting employees involved will also help to ensure buy-in. Take some time to consider the Committee's purpose and create its terms of reference.

Terms of Reference Sample

Use this template to...

[GET STARTED](#)

NOTE:

A Committee's Terms of Reference defines the purpose and structure of a committee.

SUGGESTION:

One of the deliverables of your committee should undertake is to gather all company documentation (including recruitment and training materials as well as policies and procedures) and check it for gender inclusive language and content. A good resource to complete this can be found on the Government of Canada website under the Language Portal entitled Guidelines for gender-neutral language at

<http://www.noslangues-ourlanguages.gc.ca/bien-bien/fra-eng/style/nonsexistguidelines-eng.html>

ANOTHER SUGGESTION:

Have your committee complete an assessment of your workplace to determine its gender inclusive condition. A great guideline for this audit can be found on pages 14 and 15 in a document created for the Federal/Provincial/Territorial Ministers Responsible for the Status of Women by Denise McLean. Workplaces that Work: Creating a Workplace Culture that Attracts, Retains and Promotes Women. (2013) Retrieved from www.gov.pe.ca

Sources:

- Denise McLean. Workplaces that Work: Creating a Workplace Culture that Attracts, Retains and Promotes Women. (2013)
Retrieved from http://www.gov.pe.ca/photos/original/iws_workplaces.pdf
- Terms of Reference Template.
Retrieved from
http://novascotia.ca/psc/pdf/employeeCentre/recognition/toolkit/step2/Terms_of_Reference_Template.pdf

Provide a Safe and Inclusive Environment

As an employer operating in Canada, you must take all reasonable precautions to protect the health and safety of ALL your employees. This is not only a legal requirement; it is also the right thing to do. As you try and increase your representation of women, you must also provide a work environment for them that is gender inclusive, respectful and harassment-free. Although there are challenges and obstacles women face in male-dominated industries that are unique to them, the development of a safe and welcoming environment will benefit all employees.

One of the first steps to creating a safe and healthy environment is commitment from the top. This is best communicated to employees through the creation of written policies and programs. Below are just a few of the policies that you should have to ensure that you provide a safe and inclusive workplace for all employees inclusive of women.



[Harassment-free and Respectful Workplace Policy](#)

[Violence Prevention Policy and Program](#)

[Working Alone Policy](#)

[Compliant Resolution Procedures](#)

Prevention of Violence in the Workplace



In the trucking industry the threat of violence is real for any employee. Workplace violence is the threat of or act of violence against an employee while engaged in work related activities. The threat can arise from a supervisor/manager, fellow employee or outside source such as clients, vendors, personal acquaintances, or other third party sources. It can result from a dispute, stress factors, or other personal or job-related factors. The risk increases for those who travel, work off-site, or who have a mobile workplace. For Professional Truck Drivers and Yard Personnel, this threat is heightened by cargo theft, which is reportedly one of the most lucrative crimes in Canada. Such activities can lead to violent encounters.

FACT:

Truck drivers can be victims of either physical violence or verbal abuse. Among 300 Australian truck drivers surveyed, 30% had been victims of verbal abuse, 21% had been victims of "road rage," 10% had been threatened, and 1% had been assaulted.

Retrieved from www.docs.fce.unsw.edu.au

FACT:

In a survey conducted by the THRSC Atlantic on Women in Trucking, the majority of women who cited Safety as a major concern in their jobs were women drivers and those that traveled alone for work.

In order to offer a safe environment for all workers employers in Canada should have a violence prevention program that protects their employees. This program should include an assessment of all your employees and those who are more at risk. Unfortunately, women who travel, work off-site or have a mobile workplace can be seen as more vulnerable to

criminals such as thieves and sexual predators. As the representation of women increase in the trucking industry, this increased risk factor must be considered when you establish and/or update your violence prevention program.

In creating a Violence Prevention Program, you should:

- Conduct a workplace violence hazard assessment and be sure to include all occupations and/or departments
- Develop safe work practices and prevention measures for all employees at risk.
- Create written policy to set the guiding framework of what workplace violence is and how it will be dealt with in your organization
- Create and implement a formal training and awareness plan targeting managers/supervisors and employees.
- Establish an emergency response plan for a serious incident
- Establish reporting and investigation procedures for violence prevention
- Provide support (For example through EAP programs) and accommodations to victims
- Conduct follow-up on incidents
- Conduct an overall program review on a periodical and consistent basis

REMEMBER, IF YOU BUILD IT, SHE WILL COME!

IDEA:

Creating awareness of potential violence in the workplace can aid in its prevention.

[Download these posters](#) that you can use in your office to create awareness surrounding violence in the workplace.





For a detailed guideline on creating and implementing a Violence Prevention Program in your company, please see:

[GUIDE TO VIOLENCE PREVENTION IN THE WORKPLACE](#)

Also check out this resource from the Canadian Center for Occupational Health and Safety at

<http://www.ccohs.ca/products/publications/violence.html>

For legal information for federally regulated employers, see:

<https://laws-lois.justice.gc.ca/eng/regulations/SOR-2020-130/index.html>

Harassment-Free and Respectful Workplace Policy



In Canada there are human rights laws that protect employees from harassment. As an employer you are required to ensure you provide a harassment-free environment for your employees. You need to be aware that you can be held legally responsible for harassment in your workplace regardless whether you were directly involved. Developing and implementing a harassment-free

and respectful workplace policy can help fulfill your requirements and protect everyone in your company. The purpose for creating a harassment-free, anti-harassment or respectful workplace policy is to proactively foster a positive work environment that does not tolerate discrimination or harassment.

For information on what to include in this policy, check out the following publication from the Canadian Human Rights Commission:

[ANTI-HARASSMENT POLICIES FOR THE WORKPLACE](#)

Sexual harassment is a form of harassment that does occur in the workplace and is more prevalent in male-dominated organizations. (David Langtry. (2012). Address to the Standing Committee on the Status of Women. (Speakers notes) Retrieved from www.chrc-ccdp.gc.ca) Sexual harassment is not just about unwanted contact of a sexual nature. It is also any conduct, comment, or gesture that is likely to cause offence or humiliation.

As an employer in a male-dominated industry committed to increasing the representation of women, it is important that you are aware of these issues and take every measure to prevent harassment in the workplace. Be sure to include an explanation of sexual harassment in your policy.

For more information regarding sexual harassment in the workplace, see:

[LABOUR STANDARDS: SEXUAL HARASSMENT](#)

Harassment Policy Poster:



The Criminal Code of Canada further protects all people from physical or sexual harassment.

- 3 in 10 Canadians say they have been sexually assaulted (28% of the Canadian workforce)

<http://angusreid.org/wp-content/uploads/2014/12/2014.12.05-Sexual-Harassment-at-work.pdf>

Working Alone Policy



One of the preventative measures you can develop in your [Violence Prevention Program](#) to ensure the safety of all employees is to create and implement a Working Alone Policy. However, keep in mind that violence is not the only thing that can occur to an employee who is working alone. An injury or sudden illness that requires immediate assistance is also a risk of working alone.

If you have employees working alone, it is important that you identify the hazards associated with working alone for all your employees, including women, and then put controls in place to eliminate or minimize the risks.

Here are some things to consider when developing your Working Alone Policy:

- When identifying who works alone, consider not only your mobile and off-site employees, also take into account employees who are isolated from other employees throughout the day and those who work alone on shifts at your place of business.
- Ensure all employees have access to emergency numbers as well as first aid and emergency supplies.
- Develop an employee tracking and check-in procedure for employees at risk (This may include a shift sign-in and sign-out plan).
- Ensure employees at risk are aware of the potential hazards when completing their tasks while alone and have been trained to the safe work practices and procedures for their job.
- Ensure any equipment is being used to manufacturer's specifications and is well maintained.
- Review the layout of your place of business with particular attention to where employees work during the day and their contact with other employees.
- Review your building structures and parking lot for visibility and lighting and eliminate or reduce hazards that may exist for employees working alone. (For example a dimly lit parking lot late at night can create potential for injury or violence)
- When possible create a buddy system to avoid "working alone" scenarios.

Further resources can be found at :

<http://www.ccohs.ca/oshanswers/hsprograms/workingalone.html>

http://www.worksafebc.com/publications/health_and_safety/by_topic/assets/pdf/bk131.pdf

Complaint Resolution Procedures for Discrimination or Harassment



One of the most significant ways you as an employer can retain women in trucking is to provide a [harassment-free and respectful workplace](#). A safe and inclusive workplace for women in trucking must include the encouragement of all employees to file reports of any workplace discrimination or harassment without fear of retribution. This not only takes power away from the harasser, it also gives you, the employer, the opportunity to lead your company into a positive cultural direction free of sexual discrimination and harassment.

It is not enough that employees report incidents of discrimination and harassment such as



sexual harassment. As the employer, it is your obligation to ensure that you have a formalized process in place to handle these complaints. This process should include an investigation procedure as well as what disciplinary action will be taken against the alleged harasser if found guilty. Also keep in mind that if the complainant of the harassment fears for her safety or the safety of others, she should be encouraged to report the incident to law enforcement

in her area.

Here are some things to consider when you develop and/or review your existing complaint resolution procedures for harassment and discrimination:

- Ensure a clear and well-communicated reporting process is in place and it is noted that retaliation for filing will not be tolerated. (Tip: Include more than one person in your complaint reporting process)
- Supervisors/managers and employees are trained on your complaint procedures
- Commit to choosing a competent person/group to conduct an investigation who is informed of human rights issues and who is without bias.

Ensure an investigation is conducted promptly

- Interview all parties (including the complainant, the alleged harasser, and any witnesses)
- Ensure a safe environment is provided for all (may include allowing the interviewee to bring representation)
- Take into account all evidence (electronic and written)

- Ensure all aspects of the investigation is documented
- Maintain confidentiality throughout the process
- Ensure a written report is prepared with findings and recommendations
- Communicate findings to both the complainant and alleged harasser.
- Ensure the complainant is aware if they are not satisfied with the findings they have a right to file a complaint with the human rights commission in the jurisdiction under which your company is regulated.

For more information:

Visit the Canadian Human Rights Commission website under the tab Organizations and Businesses at

<http://www.chrc-ccdp.gc.ca/eng/content/how-develop-internal-dispute-resolution-process>

Complaint Resolution Poster:



Flexible Work Options



Randstad Award research reveals that women are more driven by pleasant working environments, convenient locations and flexible work options. It also notes that they want career success without making major sacrifices in their personal and family lives. This can ultimately determine their employment choices. (Tanta de Decker's article, "Winning hearts and minds: what female professionals look for

in a future employer." (Aug 2015) Randstad Sourceright. Retrieved from <http://insights.randstadsourceright.com/h/i/147857428-winning-hearts-and-minds-what-fe-male-professionals-look-for-in-a-future-employer>)

Are there jobs in your company that can offer flexible work options? A recent survey on women in trucking (Retrieved from <http://ontruck.org/survey-women-in-trucking-satisfied-with-their-jobs/>) reveals that a flexible work option was one of the three top things the industry could do to be more attractive to women. Traditionally companies have shied away from this as people often think that this shows less commitment to the workplace. The fact is, however, that in today's workforce, a flexible work option can increase productivity and commitment by offering a better work-life balance and less stress in the workplace. The challenge in offering flexible work options will be how to manage expectations and ensure results are delivered within the parameters set. This will require proper planning and monitoring.

Consider the following:

- Flexible work shifts (for example 4 days on and 4 days off). For Truck Drivers for example this would require sharing trucks and perhaps cutting the runs into pieces)
- Flexible work hours to accommodate personal/family obligations.
- Work-sharing
- Part-time
- Ability to work from home

For further information on Flexible Work Options visit

<https://www.ccohs.ca/oshanswers/psychosocial/flexible.html>

Develop and implement training and policies that support diversity

Women in Trucking Diversity Training

A diversity-training plan is one approach that can increase the inclusiveness of women in trucking. It can create both awareness and foster communication in the workplace. Men have long dominated our industry and in many cases an "old boy's club" can still linger

even when not intended. The fact remains that over 85% of employees in our industry are male. Out of fear not to discriminate or offend, some men feel uncomfortable or guarded around women colleagues. Others may resist diversity in the workplace and feel as though they are being smothered in political correctness. The fact remains that a workplace has a set of appropriate standards for behaviour that must be followed in order not to hurt or offend. Providing an environment that is free of discrimination is not only the right thing to do, it is your legal obligation as an employer.

Training may not change someone's beliefs but it can make him or her more aware and accepting of gender differences and issues. It can also help provide a better work environment for all.

85% of employees in our industry are male

A diversity-training plan that includes gender diversity should be incorporated in:

- Employee Orientation
- Supervisor/Manager Training
- Ongoing Employee Training and Meetings

Feel free to download the following power point presentation to incorporate in your diversity training plan or use it as a template to create your own.

[THE INCLUSION OF WOMEN IN TRUCKING](#)



Measuring Your Success

In order to retain women in trucking, you as an employer, need to increase female engagement and satisfaction in their work and your company. Investing into the development and implementation of various employee programs that appeal to women in trucking can help make this a reality. Keep in mind that many of the initiatives you

undertake to increase the retention of women will also increase the retention of all employees. [Diversity committees](#), [flexible work schedules](#), and [providing a safe and inclusive work environment](#) is just a few of the many things you can do. As with any business strategy, however, you will need to monitor and evaluate any approach you use to ensure your efforts are yielding success. Employee policies, programs or initiatives that are archaic or irrelevant may be counter-productive, regardless of its intent.

There are many measurement tools an employer can use to monitor and evaluate female employee satisfaction such as:

Employee feedback forms

[Surveys](#)

Department meetings

Suggestion boxes

[Exit Interviews](#)

[Measuring Retention Rates](#)

Surveys



Surveying your employees is a great way to obtain relevant and useful data for you to evaluate employee satisfaction with you as an employer. Asking questions about gender inclusion can provide some valuable insight. Surveying current employees, as opposed to just giving feedback from departing employees in exit interviews will not only give you an opportunity to evaluate your company's performance as a quality employer, it gives you an

opportunity to address any issues before losing valuable employees.

THOUGHT:



Struggling with the time and resources to develop and implement employee surveys? Consider applying for Trucking Human Resource Sector Council Atlantic's [Employer of Choice Program](#). Employee surveys designed to evaluate its employer on key areas such as its overall culture, programs and

practices offer valuable insight to employers with detailed company summary reports.

Exit Interviews

An exit interview is another tool you can use to gain insight into your company's performance as an employer and evaluate your current programs. With this information you can improve staff retention. Although often criticized for being time consuming and potentially subjective, the exit interview can be an opportunity for you to receive an objective and constructive evaluation if conducted properly. This is because departing employees may be less bound to office politics and more forthcoming with their critique.

Sometimes employers are reluctant to conduct exit interviews because they fear it will highlight an issue they would rather avoid. In order to retain your current female employees and increase your representation you have to know how successful your company is in providing a safe and inclusive environment for women. You need to ask the tough questions to ensure that everyone shares your vision of an inclusive and diverse workforce.

5

When conducting exit interviews ensure it occurs in a safe environment where the departing employee is encouraged to share her thoughts without fear of leaving her employment on a bad note. Tell her the purpose of the exit interview and encourage her to be candid in her response.

[SAMPLE EXIT INTERVIEW](#)

Note: The sample given is generically designed. If your company is trying to understand/evaluate certain programs or issues specifically such as salary, training programs or aspects of culture, add these questions to customize a form that best suits you.

Measuring Retention



Another great way to measure your success retaining women in trucking is to include females as one group of employees you specifically track when you collect data for your retention rate calculations. These rates can give you a picture of how your company is doing with the retention of its female employees in departments as well as company-wide. It can also give you a basis for setting retention targets of women in your organization. These numbers however will not tell you WHY your numbers are as they appear. To achieve this you will need to rely on evaluation tools such as the employee survey or the exit interview.

The basic measure of employee retention is often expressed as turnover. This can be calculated by taking the total number of employees for the reporting period and divide it into the number of employees who that left during the reporting period. Therefore if you

have 10 female drivers in total and 2 left during the reporting period you would calculate in the following manner: $2/10 = 0.20 \times 100 = 20\%$. In other words your turnover for female drivers is at 20%.

$(\text{Number of Departed Employees} / \text{Total Number of Employees}) \times 100 = \text{Turnover Percentage}$

Advancing Women

Mentoring

In order to support the advancement of women in your company, you should consider implementing a mentorship program. From an employer's perspective, a mentored employee can be more knowledgeable and productive contributing to the bottom line.

- "At least as far back as 2007, over 71% of Fortune 500 companies have instituted formal mentor programs. "

Source: Whitney Beltran, (February 2016) Mentoring Women for Leadership. CHRONUS.

Retrieved from <http://chronus.com/blog/mentoring-women-for-leadership>



The challenges women face trying to advance in any male dominated industry can be very gender specific. Having a mentor who understands these challenges can offer a woman in trucking the support and encouragement she needs to step up and seize opportunities to advance her career. Too often women are overlooked for advancement because their supervisor's or manager's are not aware of their desire to move forward. They often put their heads down, work hard and hope someone recognizes their accomplishments. They can be uncomfortable with self-promotion and do not realize that directly asking for something can be instrumental in advancement. A mentor can help women employees break through these barriers and be successful.

A successful mentoring program must be well planned out, supported by all levels of the organization and given time to foster and grow.

In the videos below, both Dayna and Pamela talk about the importance of mentors. Check out their stories.

For more information on setting up a Mentoring Program at your organization, please:

[contact THRSC Atlantic](#)

Resources:

- Joanna Barsh and Lareina Yee. (2011) McKinsey & Company. Unlocking the Full Potential of Women at Work
Retrieved from <http://www.mckinsey.com/business-functions/organization/our-insights/unlocking-the-full-potential-of-women-at-work>
- Whitney Beltran, (February 2016) Mentoring Women for Leadership. CHRONUS.
Retrieved from <http://chronus.com/blog/mentoring-women-for-leadership>

Career Pathing

Employee Career Development Plans



Investing in your current workforce and growing talent from within is nothing new to the trucking industry in Atlantic Canada. Many successful individuals in trucking have gotten their start at entry-level positions within the company and worked their way upward. Except in larger companies with dedicated human resource professionals, much of the career pathing was done on an adhoc and informal basis. Employees who showed some interest in advancement were often the ones who benefited. Without proper planning, employees who advance are often left on their own to gain the knowledge and skills to do the job at hand. Some have and will continue to succeed despite the lack of formalized support, however, too many have and will continue to struggle not having the right competencies to fulfill the role. Without the right competencies and training to perform the job, morale, productivity and an employee's health can be negatively affected.

In the videos below, both Melanie and Jessica discuss their career path in trucking.

Although some successful women have advanced in trucking under less formalized plans, the reality is that most women will respond better to a formalized approach. They are less likely to ask for advancement opportunities or share career aspirations with their supervisors or managers.

Did you know, according to Sheryl Sandberg, the C.O.O. of Facebook:

Women do not like self promotion

Women feel good leaders should be able to spot talent

Susan Vinnicombe, (August 2013) Lean in but Keep your Balance. Management Focus.

Retrieved from www.som.cranfield.ac.uk

In a recent survey conducted on women in trucking by the Trucking Human Resource Sector Council, 66% of women who responded were looking to advance their careers or enhance their skills to better perform in their current positions. Based on this, it is important that you, as an employer, consider offering a career development program to harness the potential talent that exists among the women who currently work within your company.

A consistent message in trucking is we need qualified talent. The salaries and the opportunities for advancement in our industry are tremendous . . . [there are] great opportunities for females.

Todd Seaward

[Classic Freight Systems \(2011\) Ltd.](#)

In order to develop a good career development plan, you need to consider the following:

- Do you have a good organizational chart that highlights for employees the careers that are available within your company and have you shared this with all employees?
- Written job descriptions that highlight not only the roles and responsibilities of a job but the competencies and experience needed is also important.
- Do not only consider/highlight vertical paths. Lateral moves may not advance an employee to a higher level within the company but it can give them access to higher paying positions that may be hard to fill.

- Performance review sessions or employee check-ins are great opportunities to discuss career development plans and gain insight into your employee's career aspirations. You need to start the conversation. (Remember, not everyone wants to change careers or advance beyond their current levels and that is certainly OK)
- Incorporate training and development, both internally and externally, into the career development plan in order to help the employee develop the needed competencies. For example, if you have an employee interested in advancing to a supervisory role, consider enrolling them in the [Supervisory Development Program](#) offered by the Trucking Human Resource Sector Council Atlantic.
- Utilizing [Mentors](#) that have experience in the desired career can be a big part of the development process.
- Once a path has been created and action items have been identified, support the plan by ensuring time and resources are available.
- Finally, ensure someone is held accountable to continually monitor the plan and make adjustments when needed.

[SAMPLE CAREER DEVELOPMENT TEMPLATE](#)

Professional Development



Professional development is a key element to nurturing your talent from entry to executive level. It can be both formal and informal and it can be derived from external or internal sources.

Professional development is an important step in the implementation of any company policy, program or standard operating procedure. It is also an important step in implementing an employee [career development plan](#).

To advance women in trucking successfully, professional development is crucial to enhance and develop the competencies they currently have or may need. Studies have shown that women want to know their jobs and have the right competencies to perform their roles.

According to a study at Hewlett-Packard, it was discovered that:

Women working at HP applied for a promotion only when they believed they met 100 percent of the qualifications listed for the job. Men were happy to apply when they thought they could meet 60 percent of the job requirements.

Hewlett-Packard [via Forbes.com](#)

Although many of the competencies needed for careers in trucking are received on-the-job through job shadowing, experience and internal training, there are some excellent sources of external training opportunities that now exist in Atlantic Canada. Knowledge is empowering and women who avail of professional development and continuous learning gain the confidence they need to succeed and advance.

In 2015 the Trucking Human Resource Sector Council began offering its newly designed Supervisory Development Program developed specifically for employees who have advanced or are advancing into the supervisory or management roles in the trucking industry. Each course in the program focuses specifically on the competencies needed to be successful supervisors and managers.

[Supervisory Development Program Details](#)

Other training is also available in the trucking industry in Atlantic Canada. Check out the following:



THRSC Atlantic
[Industry Training](#)



APTA
[Online Training](#)



NSTSA
[Training Programs](#)

Networking



As a leader within your organization, you understand that networking is crucial for both personal as well as professional development and advancement. The connections your employees make within and outside your organization can enhance their interpersonal skills and improve your company's overall position and performance. For the women in your company that show potential and have expressed interest in advancement be sure to encourage networking opportunities within your company and the industry at large.

Internally this can be achieved by supporting the organization of social events at work among all departments and levels that are gender inclusive and appeal to all employees. It can also be accomplished by providing opportunities for women to sit on committees that aid in the development of their knowledge and skills. For the committee itself, having a diversified perspective can enhance their quality of output.



Externally, there are many great organizations that exist in the trucking industry in Atlantic Canada that can provide great networking opportunities for women. Whether you encourage her to join a committee or attend an event, the opportunity to

network will prove beneficial to all parties. It will connect your company to opportunities, enhance your employee's overall competencies, and raise your company's profile as your employees get involved and give back to your industry.

Check out these great organizations, the committees they sponsor and the events they host:

- [Trucking Human Resource Sector Council Atlantic](#)

- [Atlantic Province Trucking Association](#)
- [Nova Scotia Trucking Safety Association](#)
- [Prince Edward Island Trucking Sector Council](#)
- [Transportation Club of Moncton](#)
- [Womens Trucking Federation of Canada](#)
- [Trucking HR Canada](#)
- [Women in Trucking Association](#)
- [Owner-Operator's Business Association of Canada](#)