

Recruiting Skilled Workers

*A Toolkit for navigating the hiring of drivers
and mechanics in waste and recycling*



National
Waste & Recycling
Association

Collect. Recycle. Innovate



Dear Members,

We know that many waste and recycling collection companies are experiencing talent shortages. It has become increasingly difficult to find and retain skilled drivers, diesel mechanics, and welders. For this toolkit, we have aggregated the techniques and tools developed by individuals in the industry to help members identify best practices in the hiring process.

Often medium to small sized companies do not have in house Human Resources Departments to effectively recruit and retain talent. The purpose of the recruitment toolkit is to guide companies through a successful hiring process without needing to seek costly guidance from outside sources. Within the toolkit you will find information about how to identify talent and effectively recruit, interview and perform background checks.

One of the largest sources of difficulty for some companies is identifying where to search for future employees. High schools, junior colleges, technical schools are some of the best places to begin your recruitment. Starting your search with young people looking to begin careers provides a pool that is eager to be hired and open to learning new skills. You should also consider looking to groups that seek to match returning veterans with jobs. Many of these individuals have valuable experience as drivers and mechanics and are looking to transition to new opportunities.

The toolkit lays out specific ways to engage this audience in particular, with suggestions for how to write exciting job descriptions and advice on what these demographics find most appealing in a position.

We hope that our Recruitment Toolkit helps members to navigate hiring and retaining qualified staff. Should you have any questions on the information provided don't hesitate to reach out to our Director of Education, Shelia Alkire at salkire@wasterecycling.org. We hope that you will share your success stories and any hiring practices you have found particularly useful with us so that we can pass them along to other members.

Thank you,
Sharon H. Kneiss
President and CEO

Why a Toolkit?

The resources and tools provided in the following pages provide a roadmap for companies traveling the path to hiring and retaining qualified drivers and mechanics. Up until now, this work has been done by industry individuals who have evolved their own techniques and tools. This toolkit brings together best practices so that others who do this work can benefit.

It is projected that 49,300 new jobs will be available for Collection Drivers and 75,100 new jobs for Diesel Mechanics by 2022. This represents a 21% growth rate

Recruiting and Retaining Qualified Drivers and Mechanics

Employers are seeking the best possible talent. They are increasingly relying on screening tools for the knowledge, skills, and abilities needed to do the job. Young people and adults gravitate to positions that offer a work/life balance along with educational and advancement opportunities.

Due to the high demand for qualified drivers and mechanics, employers have to gain a competitive advantage when hiring workers. Identifying key skills and abilities, using the right resources to attract talent, effective interviewing techniques, and proper screening will ensure attracting and retaining top talent.

Identifying Knowledge, Skills and Abilities (KSA)

Companies often ask, “*What is the easiest way to convince top applicants to apply for jobs in my organization?*” The answer is easy – rewrite your job descriptions so they excite candidates and attract the right talent for the position.

A job description is a useful tool that describes the tasks, duties, functions and responsibilities of the position. It outlines the details of who performs a specific type of work, how that work is to be completed, and the frequency and purpose of the work as it relates to the company’s mission and goals.

Job descriptions are used for a variety of reasons including recruitment, determining salary levels, conducting performance reviews, establishing titles and pay grades, career planning, and training.

According to the Society For Human Resource Management (May 19, 2015), the following steps are recommended when writing a job description:

1. **Perform a job analysis**– This involves gathering, examining, and interpreting the data about the job. Steps to performing an analysis include:
 - Interviewing current employees to find out the specific tasks being performed
 - Observing how the tasks are performed
 - Asking employees to complete questionnaires
 - Research jobs from other sources such as the Occupational Outlook Handbook ([Occupational Outlook Handbook](#))

Results should be documented and reviewed by a current employee or supervisor for any changes regarding knowledge, skills, abilities, environmental factors, and credentials/experience for the position.

2. **Establish essential functions** – Once the performance standards have been established, the essential functions of the position must be defined. Below are recommended steps for identifying essential functions:
 - Ensure that the tasks are truly necessary or are requirements to perform the job
 - Determine the frequency of the tasks performed and how much time is spent performing the task

Once the functions of the position are identified, the employer can determine whether the functions are essential or marginal. The term “essential function” should be part of the job description and should state how an individual is to perform the job.

3. **Develop a job description** – When developing or revising a job description, the following topics should be used:
- Job title: Name of position
 - Classification: Exempt or non-exempt
 - Salary/level: Entry-level, mid-level, senior level
 - Reports to: Title of the position the job reports to
 - Date: When job position was written or revised
 - Summary/Objective: Summary and overall objectives of the position
 - Essential Functions: Essential functions of the position including how the applicant will perform them and the frequency of the function
 - Competency: Knowledge, skills, abilities of the position
 - Supervisory Responsibilities: Direct reports (if any) and level of supervision
 - Work Environment: Includes temperature, noise level, and other factors and working conditions that will affect the person’s working conditions while performing the job
 - Physical Demands: Including bending, lifting, sitting, and driving
 - Position Type: Full-time, part-time, shifts, days of week, and overtime (if expected)
 - Required Education and Experience: Education and experience based on the requirements that are job-related and consistent with the business
 - Preferred Education and Experience: Based on the job-related requirements and consistent with the business
 - Additional Eligibility Qualifications: Additional requirements such as certifications, industry-specific experience and experience working with certain equipment
 - Affirmative Action Plan/Equal Opportunity Employer (AAP/EOE): Statement that outlines requirements and practices.
 - Disclaimer: It is suggested to add a statement that indicates the job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required. Other duties, responsibilities, and activities may change or be assigned at any time with or without notice

Developing a job description that identifies the essential knowledge, skills, and abilities is essential in hiring the right person for the position.

Developing Job Description Resources:

Microsoft Word Templates: www.wordtemplates.org/business-word-templates/job

Society For Human Resource Management: www.shrm.org › [SHRM](#) › [Templates & Samples](#) › [Samples](#)

Sample Job Description

Effective Date:	November 1, 2013
Job Title:	Driver Residential
FLSA Status:	Non-Exempt
Department:	Operations
Reports to:	Route Manager

I. Job Summary

Residential Drivers operate heavy-duty trucks and are responsible for the collection of residential household waste or recyclable material. Driver will transport the material to a disposal, transfer or recycle facility when trucks reach legal load capacity. Driver safely maneuvers vehicle in residential environments. Navigates high traffic and congested roadways, driveways, alleyways, and lots.

II. Essential Duties and Responsibilities include the following. To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. Other minor duties may be assigned.

- Operates vehicle in accordance with Waste Management Safety and Life Critical Rules, OSHA (Occupational and Safety Health Act) and DOT (Department of Transportation) requirements as well as all local, state and federal laws.
- Performs pre- and post-trip inspections of assigned vehicle and documents checks utilizing the standard DVIR (Driver Vehicle Inspection Report).
- Immediately reports all unsafe situations or service related issues to Route Manager or Dispatch.
- Attends and participates in all scheduled training programs, briefings, and meetings as required by Waste Management or directed by the Route Manager.
- Works closely with Route Manager to improve route efficiencies and identify best practices.
- Notifies Route Manager of any incidents, accidents, injuries, or property damage.

- Notifies Route Manager or Dispatch of service interruptions including closed or impassable streets or alleyways, receptacles too heavy to service or potential safety hazards.
- Communicates customer requests to Dispatch or Route Manager.
- Completely dumps all receptacles and leaves the customer's location clean and free of debris.
- Follows route assignments as directed and completes end of day documentation and check out process.
- Performs all duties as scheduled by Route Manager or Dispatch and assisting other drivers as directed to meet customer needs.

III. Supervisory Responsibilities

This job has no supervisory duties.

IV. Qualifications

The requirements listed below are representative of the qualifications necessary to perform the job.

- Must be at least 21 years of age.
- Legally eligible to work in the United States.
- Ability to perform physical requirements of the position with or without reasonable accommodations.
- Successfully complete pre-employment drug screen, physical, and background check, which will include previous employment check, criminal history and motor vehicle record review.

A. Education and Experience

Required: 1 year of experience operating a vehicle requiring a CDL or equivalent military driving within the last 7 years

B. Certificates, Licenses, Registrations or Other Requirements

Current Class A or B Commercial Driver's License with an air-brake endorsement.
The CDL is a requirement, therefore, an applicant must be 21 years of age.

Effective Recruitment Tools and Resources

Once a job description has been written, you begin your search for the right candidate. Where do you go to find the most qualified candidates? How do I write a job posting that is compelling and will draw qualified candidates? What resources do I use to advertise the position?

According to Simply Hired (November 21, 2013) the ten steps to writing a great job post include:

1. Write an Informative Job Title

- Applicants will make a snap judgment and either move on or read the details of your description
- Be descriptive. Carefully choose which words most effectively convey what the position entails. If the position involves working on CNG vehicles, then use “CNG Mechanic” in the title
- Use relevant key words: Make sure that the title describes the job using words that relevant job seekers would use. Examples include “CDL Commercial Drivers, Certified Diesel Mechanics”
- Avoid being seen as spam: Don’t use ALL CAPITAL letters because that’s yelling to job seekers. Simply avoid the use of !, \$ and other symbols that are purely meant to grab attention without substance. Don’t repeat words in the title, too.
- Aim for 25-60 characters in length: This is long enough to be descriptive but short enough to read quickly

2. Describe Why Your Company is Great

To capture the attention of the best candidates, you need to make your job posting as attractive and intriguing as possible. Today’s job seekers can access more than eight million job postings on the Internet alone so you will need to think of your job posting as an advertisement for your company. When writing your job posting, emphasize the most enticing aspects of working for your company to get more attention from qualified applicants:

- Highlight the company perks: Describe desirable job benefits such as flexible hours, bonuses, education and training opportunities, community service, etc.
- Show them why they will love working at your company: For instance, if your company has an excellent corporate culture, industry leadership, or fantastic products, provide details of these assets.
- Check out what the competition is doing and do it better: One way to position your company's strengths is to see how your competitors are doing it.
- Be truthful in how you represent your company: The goal is to hire someone who will be happy working for you. If you paint a fake company picture, then you set a false expectation for the applicant and they will ultimately leave. Set realistic expectations about what it is like to work for your company.

3. Describe the Position in Detail

Applicants should clearly understand what the position entails. The job posting should include the full scope of the position including the role they will play in the organization.

Highlight the job qualities you think would motivate a person to apply. Examples include, "challenging problem solving," and "interaction with the public." Provide as much information about the job such as job type (full-time, part-time, shift), job location, approximate salary and benefits, and physical environment.

4. Describe what you are looking for

If you are looking for certain skills and experience, make sure to include them in the job posting. This will cut down on the number of unqualified applicants. Describe what you are looking for. Suggestions include skills, knowledge, experience, work eligibility. Decide what qualifications are required and preferred. Most importantly, don't discriminate!

5. Be clear and use your own voice

Below are some suggestions on ways to attract candidate interest:

- Use simple language. Simple, clear wording will help get your message across quickly and effectively. Avoid using big words and use industry jargon if needed.
- Use action words. This keeps the post engaging and focused on the task or responsibility. Examples of action words include, “performing,” “reviewing,” and “conducting.”
- Avoid generalities. Overused terms do not help job seekers understand what makes the job different from other jobs. Instead, get specific. Think about the job and what it requires.
- Use your company voice. This is a perfect opportunity to provide applicants with some sense of your company culture.
- Keep the posting neutral: Avoid using pronouns such as “she,” or “he.” Choose neutral terms such a “you,” or “the commercial driver...”

6. Group Information Logically

The job posting should encompass the full scope of the job and the role it plays in the company. Organize elements including position overview, required and preferred qualifications, other information such as job type (full-time, part-time), and employer information.

Use bold, italics, or underline (not all three) when calling attention to important information. Use bullets when possible to visually separate each responsibility.

7. Make the posting actionable

Make sure to tell the candidate how to receive more information and apply. Give clear application instructions, provide relevant links, and mention other job postings in your company.

8. Write the job posting for an online audience

Most applicants for job postings on line use Search Engine Optimization. When writing the job posting, make sure to use relevant key words such as “CDL Driver,” or “Certified Diesel Mechanic.” Watch what you abbreviate since this may prevent the posting from turning up in searches. Finally, make sure you have a way to track the results of the job posting. For example, create a unique email address for each source. This helps in determining which site brings the most qualified applicants.

9. Ask for a second opinion

Consult with others in your company and have them review the posting for missing items and other insights. Have someone who performs the position review the job posting.

10. Spread the word!

Before posting the job, sit on it a few days and review again. If you are satisfied with the job description, then post it online.

Samples Job Postings:

Position Title: Residential Truck Driver - CDL
Reports To: Operations Supervisor/Manager
Supervises: No

Department: Operations

Exempt Status: Non-Exempt

OVERVIEW:

XYZ Hauling is looking for passionate, dedicated and focused truck drivers to join our network of over 1,000 employees serving 1,000 customers and over 100 communities.

Have the freedom and flexibility to take control of your work, route and truck, fully supported by a team dedicated to your safety and the safety of your community.

- Receive world class safety training and onboarding
- Drive your truck and your route
- Serve your community and your customers
- Enjoy competitive wages and benefits
- Drive high tech vehicles
- Work on a regular schedule
- Earn recognition for excellence
- Be home, safe, every night
- Follow strong career paths for professional growth

Join us and help make a positive impact on your community, your environment and your world.

POSITION SUMMARY

A Residential Truck Driver is responsible for safely operating a front-, side-, or rear-loading truck, and providing prompt, courteous and complete waste removal services for customers who reside on a designated route. In addition, a Residential Truck Driver is responsible for ensuring his or her vehicle is in compliance with the Company's safety standards prior to operating the vehicle, ensures that all Company, state and federal regulations are adhered to at all times while operating the vehicle, and completes vehicle condition reports ("VCRs") on a daily basis to ensure that any vehicle defects are repaired in a timely manner.

REPRESENTATIVE RESPONSIBILITIES:

- Perform complete pre- and post-operation inspection of the vehicle in accordance with Company policy to ensure tire pressure, fluid levels, safety equipment, gauges, and controls are in proper working order. Report any safety issues on standard reports.
- Safely operate his or her heavy truck along his or her designated route and to the disposal site; read route sheet, follow map and service each customer as identified on the route sheet or as assigned by the dispatcher and/or supervisor.
- Operate manual and/or automatic controls in accordance with Company safety policies and procedures to lift and load refuse, operate compactor and dispose of collected material at the designated facility.
- Courteously interact with all customers, dispatchers and others on a daily basis to ensure all customer routes are serviced in a timely and professional manner.
- Identify unsatisfactory waste containers and tag containers in accordance with applicable departmental procedures.
- Continuously monitor waste for evidence of unacceptable waste.
- Clean area around an accidental waste spill, ensuring adherence to all applicable safety standards and policies.
- Continuously monitor the condition of the vehicle to ensure it is operationally ready at all times to minimize down time; clean waste from the packer blade and truck body on each disposal trip.
- Complete required route/productivity sheets, VCRs and other reports, as required.
- Maintain adherence to required productivity standards for the department to ensure all customers are serviced in a timely and efficient manner.
- Follow all required safety policies and procedures.
- Actively participate in the Company's ReSOP program.
- Perform other job-related duties as assigned.

EXPERIENCE, EDUCATION AND CERTIFICATION:

REQUIRED:

- Class B or higher Commercial Driver's license with air brakes endorsement
- Must meet all qualifications as defined under Department of Transportation regulation 49 CFR 391.41, as verified by a current Motor Vehicle Registration/driver abstract.

PREFERRED:

- High School diploma or GED.
- Two years of prior experience driving heavy commercial trucks.
- Experience in a customer-facing position.
- One year of experience in the waste services industry.
- Class A Commercial Driver's license.

OTHER KNOWLEDGE, SKILLS AND ABILITIES:

- Good customer services skills to meet and exceed customer expectations; acts in a professional, courteous and cooperative manner toward customers and co-workers; works with a sense of honesty and trustworthiness.
- Good time management skills to ensure assigned responsibilities are completed in an efficient and safe manner.
- Good follow through ability; adheres to work schedule and follows through on challenges as they arise.
- Ability to adhere to Company policies and rules set forth; promotes the Company's safety standards; does not take inappropriate risks.
- Maintains a feeling of pride in work; strives to achieve all goals.

The statements used herein are intended to describe the general nature and level of the work being performed by an employee in this position, and are not intended to be construed as an exhaustive list of responsibilities, duties and skills required by an incumbent so classified. Furthermore, they do not establish a contract for employment and are subject to change at the discretion of the Company.

Marketing The Job Posting

Now that you have completed your job posting, how do I market my open position? Below are recommendations for getting qualified applicants:

- Use your network: Reach out to business associates and let them know you are seeking qualified applicants.
- Offer employee referrals: Employees know what the position requires and can be the best source for qualified applicants. A small stipend or other incentives is a way to show your appreciation.
- Post on your company website: If your company has a job center, post the opening and link it to other online job sites.
- Online Job Sites: Many online job sites, such as Monster, CareerBuilder, and Simply Hired, charge nominal fees for posting job openings. Select online job sites that are used by your competition for the best results. The Direct Employers Association can assist with directing your posting to online job sites for a minimal fee.
- LinkedIn: If your company has a LinkedIn page, post your job opening. This provides applicants with a glimpse of your company culture and history. Companies can join LinkedIn for free.

- Technical Schools/Junior Colleges: Contact technical schools and junior colleges and find out if they have job placement services for graduates. The school's success is dependent on graduate job placement. Develop a partnership by sponsoring events, providing subject matter expertise, and presenting. It's a win/win!

Utilize your regional/national associations: Many associations offer sites for posting current job openings. The National Waste & Recycling Association offers a job posting site for members. Visit www.wasterecycling.org. Click on Resources/Job Center for more information and pricing.

Interviewing Qualified Candidates

You have posted your job position, reviewed resumes, and are ready to interview candidates. The next step is to ask compelling questions to uncover talents, skills and abilities that you are seeking.

Below are examples of questions to ask potential candidates during the job interview:

1. Tell me why you chose driving/diesel mechanics as your career?
2. What skills do you think you would bring to this position?
3. Tell me about your present or last job. Why did you/do you want to leave?
4. Tell me about your normal experiences during a typical day in your current position?
5. What are the three things are most important to you in a position?
6. Tell me about two work accomplishments that were very successful or of which you are most proud.

Below are sample interview questions to ask drivers:

1. Explain your driving record in detail.
2. Tell me about a time when someone cut you off of the highway? How did you handle it?

3. Tell me about a time when a customer said you did not pick up their trash on time. How did you handle it?
4. What do you enjoy most about being a truck driver?
5. When driving at night and turning left through an oncoming traffic lane, name a technique you could use to prevent a run under crash?
6. What experiences have you had with a near-miss accident? How did you avoid it?
7. What would you say are your strengths as a truck driver?
8. Describe a recent problem you had with one of your manager's decisions. How did you handle it?
9. How do you typically measure a safe driving distance?
10. Tell me about the most frustrating experience as a driver. How did you handle it?

Sample Interview questions to ask diesel mechanics:

1. What training have you had with engine, transmission, or brake diagnostic equipment? Identify the diagnostic program.
2. Relate your experience and skills working with heavy and medium-duty diesel and gasoline-powered engines.
3. Have you had experience parting out vehicles and recycling body, chassis, engine and transmission parts from off-line to on-line vehicles? Describe the specifics of your involvement.
4. What is your experience and skill working on air anti-lock brakes and heavy-duty truck suspensions?
5. What three duties do you consider in a "day's work" for someone working in a diesel mechanic position?
6. What areas of diesel mechanics are you most comfortable working in?

7. What relevant skills do you possess?
8. What do you believe are the two most important skills that a diesel mechanic should have?
9. What does a typical diesel engine reconditioning procedure consist of?
10. Describe a time when you had to work with a fellow employee who did not agree on how to accomplish the task? How did you resolve the conflict?

Performing background checks:

Once you have decided on the right candidate, the Federal Motor Carrier Safety Administration (FMCSA) requires operators to conduct a drug & alcohol test, medical examination through a certified medical examiner, and maintain driver qualification and history file before offering the position. For more information on these requirements, click on the links below:

[FMCSA Drug and Alcohol Testing](#)

[FMCSA Medical Examination](#)

[FMCSA Driver Qualification & History File](#)

Concorde, a member of the National Waste and Recycling Association, offers haulers and equipment manufacturer's background services, including DVR and DOT medical checks, for potential drivers and mechanics. Please see the attached literature for details on what services Concorde can provide your organization.



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