



# Industry Spotlight

# Transportation



# Introduction

As retirement continues to drive the shortage of qualified workers, the transportation industry's talent management crisis won't be resolved quickly. Among truck drivers, for example, it accounts for as many as 54% of current open positions and threatens the exodus of one-quarter of the remaining workforce within the next decade.<sup>1</sup>

Determining how to attract and retain younger workers is necessary for transportation organizations to outlast this crisis. As it stands, only 15% of the workforce is under the age of 30.<sup>2</sup> Fortunately, details are emerging about what this demographic wants when they look for work and what organizations can do to provide it.

Almost all Gen Z workers — 99% of them, in fact — expect their employers to make diversity, equity, and inclusion programs a priority.<sup>3</sup> Similarly, three-quarters of millennials say that organizations are more innovative when they have a culture of inclusion.<sup>4</sup> Organizations seeking to compete for this untapped

talent pool can use personality assessment to improve diversity in talent acquisition and incorporate inclusion into development and succession planning programs.

Insufficient development opportunity is another factor that has deterred early-career workers from transportation. Gen Z workers are looking for lasting employment, but one in four organizations in the industry does not offer them a path for development.<sup>5</sup> In fact, 76% say they consider learning the key to a successful career.<sup>6</sup> Considering the high cost of employee replacement — as much as \$20,729 for a single truck driver, for example<sup>7</sup> — a strategic talent development program promises substantial ROI.

As an international authority in the science of personality, Hogan helps organizations maximize the fit between applicant skills and job roles, reduce turnover, increase productivity, eliminate bias in hiring, ensure new hires are aligned with organizational culture, and inspire employees to do their best.

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Grounded in more than 40 years of research, Hogan's comprehensive suite of talent acquisition and development solutions are based on three core personality assessments:

▶ **Hogan Personality Inventory (HPI)**

A measure of personality characteristics needed for everyday job success, building effective teams, and developing future leaders.

▶ **Hogan Development Survey (HDS)**

A measure of counterproductive personality characteristics that have the potential to derail otherwise successful and long-lasting employees.

▶ **Motives, Values, Preferences Inventory (MVPI)**

A measure of core values and motivators that reflect job satisfaction, alignment with organizational culture, and future success within the organization.

Our personality assessments are the industry standard for predicting future job performance among working adults across industries and around the world, and the insights they provide have helped countless human resources professionals and industrial-organizational psychologists ensure that the right people are in the right roles. Check out the following five case studies to learn more about how our solutions have helped organizations in the transportation industry resolve the challenges they face and achieve their objectives.

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Job Family: **Managers**



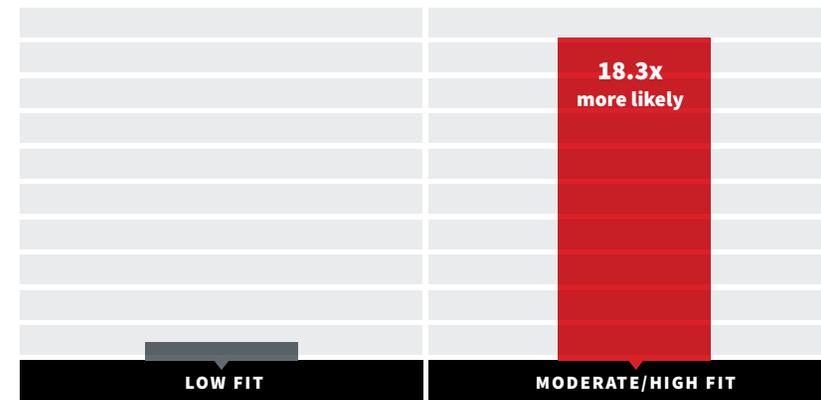
## Selecting Effective Deck Officers

A ship management company partnered with Hogan via ICAP, an authorized distributor of Hogan assessments in Greece, to improve its selection process for deck officers. Deck officers oversee all responsibilities of the ship, with the captain having the final decision.

Hogan's talent analytics team worked with the client to perform a job analysis, then built a custom personality profile that enabled the transportation company to select high-performing deck officers. Hogan's research showed that effective deck officers are resilient, socially skilled, conscientious, and cooperative.

Deck officers who scored high on the Hogan profile were 5.7 times more likely to be safety conscious, 3.1 times more likely to manage their teams effectively, and **18.3 times more likely to be top overall performers.**

### Overall Performance





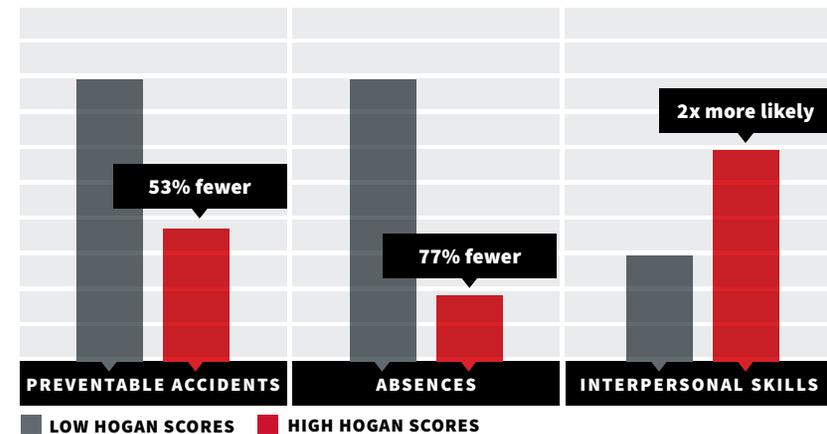
## Improving Truck Driver Performance, Attendance, and Safety

An Australian transportation company sought Hogan's help to evaluate and improve its selection process for long-haul truck drivers. Long-haul truck drivers drive tractor-trailers or large-capacity trucks to transport and deliver goods, livestock, or materials over long distances.

Dependability, stress tolerance, responsibility, and persistence are all key characteristics for driver success. To identify drivers who would meet the requirements for the job, Hogan used the General Employability solution, which identifies people who have the three core ingredients of talent: people skills, learning skills, and work ethic.

Drivers who scored high on General Employability had **53% fewer preventable accidents** and **77% fewer absences** than low scorers. High scorers were also **two times more likely to be rated as having above-average interpersonal skills**.

### ► Accidents, Absences, and Interpersonal Skills





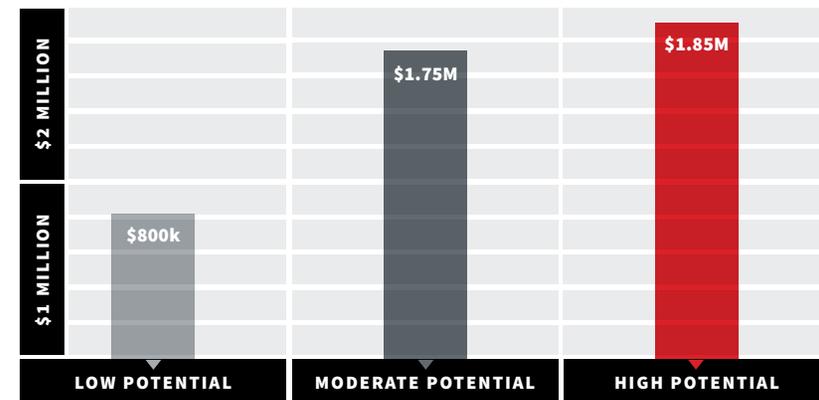
## Increasing Store Revenue

A U.S. automotive service company wanted Hogan's help to identify high-performing managers for its auto service centers. Managers supervise employees, coordinate daily operations, and direct distribution of products and services to customers.

First, Hogan conducted a job analysis for the store manager position. Then, Hogan created a custom personality profile that could be used to select managers who would take initiative, stay calm under pressure, focus on results, be tactful, and follow established processes. Finally, two years after the client began using the profile, Hogan used objective store metrics to assess the profile's performance.

Store managers who scored high on the Hogan profile were nearly twice as likely to improve store-level financial metrics and realized **more than \$1 million in additional store revenue** compared to low scorers.

### ► Store Revenue





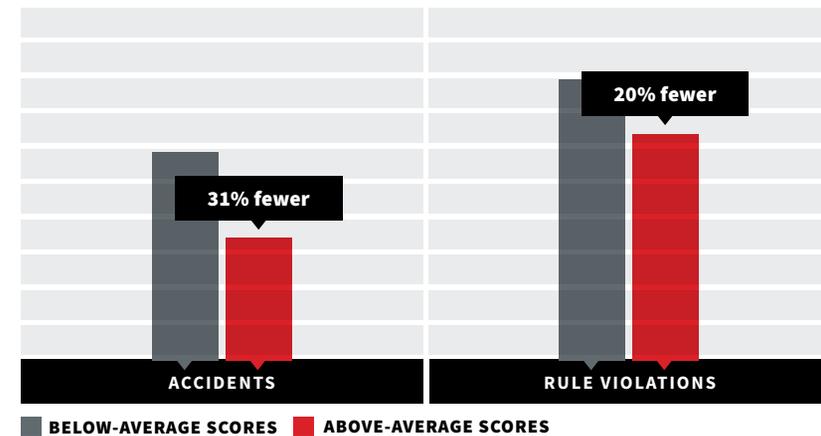
## Reducing Accidents Among Bus Drivers

A metropolitan transportation authority wanted Hogan to improve the selection process for city bus operators. With more than 4,000 bus operators providing service for 18,000 stops, the client wanted to identify passenger-focused and service-oriented job applicants.

Hogan collaborated with the client to conduct a job analysis and collect a variety of performance ratings for the city's existing bus drivers, including worker compensation claims, major rule violations, and customer service ratings. Hogan also applied the Safety scoring profile to identify applicants who would be safety conscious.

City bus operators scoring high on the Hogan Safety profile had **31% fewer accidents** and **20% fewer rule violations** compared to those who scored low on the report. High scorers also tended to receive higher customer service ratings and overall performance ratings.

### ► Safer Behavior





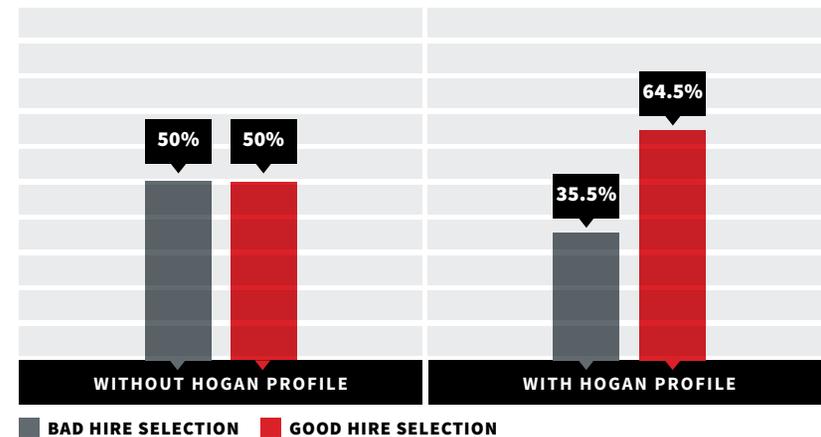
## Selecting Skilled Sales Agents

Hogan worked with an African airline to improve its selection process for sales agents. Sales agents are responsible for promoting and selling seats and reservations for the airline.

Working with the client, Hogan conducted a job analysis and identified the personality characteristics most predictive of success for the sales agent role. Then, Hogan developed a custom selection profile to identify sales agent applicants who are calm under pressure, competitive, conscientious, socially skilled, and motivated by financial gain.

Hogan's extensive research on the relationship between personality and performance indicates that the airline will see a **29% improvement in selection accuracy** by using the profile when hiring new sales agents.

### Improved Selection Accuracy



# Let Us Help

These case studies demonstrate how scientifically valid personality assessments can transform talent acquisition and development strategies for various types of job roles throughout the industry. Whether your organization is dealing with a talent management problem such as high turnover or vacant positions, or if you simply want to improve employee performance and productivity, we can help. Hogan has been partnering with transportation organizations for decades to help them solve problems and achieve their goals. Get in touch with us today to explore potential solutions.

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**To learn more about Hogan, visit [peterberryconsultancy.com](https://peterberryconsultancy.com) or call us at +61 2 8918 0888**

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