

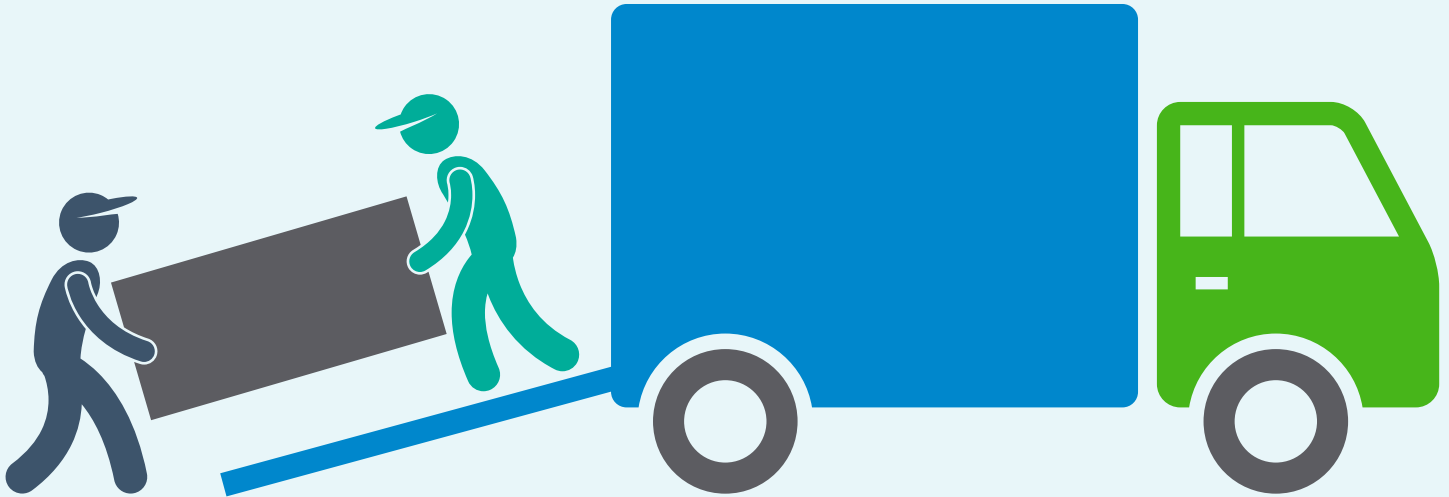


**Transport and Logistics Exclusive**  
**Engaging Your Remote Workforce**  
**Through Effective Onboarding**



## Did you know?

As many as **70%** of staff in the transport and logistics sector work in non-desk jobs.



As many as 70% of staff in the transport and logistics sector work in non-desk jobs. Most are remote workers - meaning they don't work in the company office or aren't in the same physical location or vicinity as management and their peers.

It is easy to romanticise some of these professions. Truck drivers living solitary but adventurous lives on the great open road. Pilots in crisp designer uniforms travelling to exotic locations. Sales reps schmoozing clients in fancy restaurants over long lunches. You might even daydream about the day when your own boss agrees to let you work from home so that you can wake up in the morning and go to work in your pajamas.

## Reality bites

But behind these glamorous images of remote workers lies a reality that sometimes isn't always all that it is cracked up to be.

## Safety

Fatigue is a significant safety risk for workers in transport and logistics. Working long hours behind the wheel or flying across time zones can have a huge toll on the body. An estimated 20-30% of vehicle collisions on Australian roads occur due to fatigue.<sup>1</sup>

Meanwhile, nearly one in three injuries to Australian workers are caused by incidents during manual handling.<sup>2</sup> For staff in the logistics sector the risks are further heightened by workers spending large parts of their day loading and unloading trucks and containers on their own.

## Isolation

84% of non-desk employees believe they don't receive enough on-the-job communication. This can result in workers feeling disconnected from their fellow employees, their company, and the company's goals.

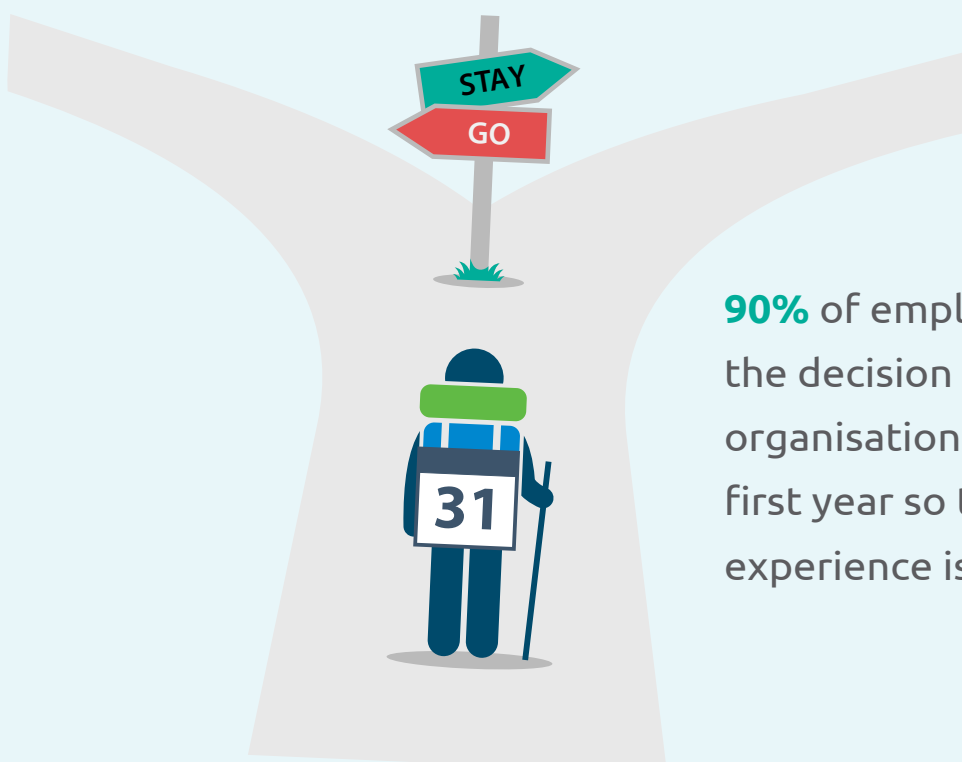
## Importance of trust

Remote workforces also often suffer from morale and performance issues that can be traced back to a lack of trust in the employment relationship. Yet trust is essential to working remotely. Remote employees need to feel that they can trust their manager to look after their best interests. Team members must be able to rely on each other to get things done. And managers must be able to trust that work will get done without micromanaging.

People in high trust environments report 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout.<sup>3</sup> So how do you create a high trust environment that results in an engaged and productive remote workforce?

## A good onboarding process builds trust

Onboarding starts from the initial contact with an employee and unfolds over the first 6 - 12 months of service. Staff learn a lot about the integrity and culture of your organisation through how you communicate and interact with them and how well you prepare them for the road ahead. 90% of employees will make the decision as to whether to stay with an organisation by the end of the first year so the onboarding experience is critical.



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With that in mind, here are 9 ways to engage your transport and logistics remote workforce and win their trust right from the start through effective onboarding.

## 1. Express your employment paperwork

Confirm your commitment to your new employee with clear and accurate employment contracts and forms. Good onboarding software will enable you to deliver paperwork direct to your new employee's inbox and process it electronically all before the even employee starts with you. No errors. No delays.

## 2. Schedule regular visits

Commit to bringing your remote employees into head office soon after they commence and then as regularly as practical. Make each trip worthwhile in terms of meetings, training or team building so they feel valued and important.

## 3. Despatch regular communication

Remote workers require more communication than their office-bound colleagues. Yes, you read that correctly. More communication. Increased communication helps prevent isolation and disengagement from the team.

## 4. Deliver important information

The last thing you want during those early months with the company is to let the grapevine do the talking for you. Transparency is important to trust. Sharing as much information as you can directly with your remote workers will avoid confusion and miscommunication.





## 5. Jump start social and team bonds

Technology can really help remote workers feel part of a bigger team. Onboarding systems link team members and peers through social enterprise networks where they can learn more about each other and stay in touch. A bit like the office water cooler, it brings staff together to talk over issues on an informal basis.

Introducing a buddy system can also give remote employees another person to turn to for information and guidance and feel less alone.

## 6. Get on-track with safety and compliance

Educating your remote staff about workplace policies and procedures is an important part of onboarding. With clear and transparent guidelines, staff can go about their work more confidently, safely and productively without direct supervision.

## 7. Steer performance management

Unfortunately many remote workers feel like they only ever hear from their manager when something is wrong. Automating performance management workflows will ensure that probation reviews are completed and staff are transitioned onto regular performance feedback processes that clarify expectations and foster a better balance between praise and criticism.

## 8. Embark upon training and development

Make sure your remote staff have equal access to learning. Look for local training providers or consider other development options like: online learning; peer collaboration; coaching; peer modelling; and mentoring.

## 9. Review the journey so far

In addition to having regular check-ins with the new team member to discuss how they are progressing, many employers also survey participants at critical junctures eg: the 30 or 60 day mark. Collecting reliable feedback like this will give you an accurate picture of what is working well and reveal any pain points your remote employee might be experiencing.

## Onboarding checklist

Keeping track of everything you need to cover off with your remote workforce can be a challenge. Cognology's has put together an Onboarding Checklist specifically for Logistics and Transport staff that will ensure that even though your remote staff are out of sight, they are never out of mind.

# Employee Welcome Pack

## Preboarding Welcome

- Welcome message
- Confirm start date and time, parking, dress code
- Staffing announcement

## Employment Checks and Documentation

- Employment contract
- Bank account details
- Fair Work Information Statement
- Job description
- Tax File Number Declaration
- Choosing a Super Fund Form
- Medical check
- Pre-employment alcohol and other drugs testing
- Licences / tickets (forklifts, high risk work etc)
- Transporting dangerous goods certification

## Provisioning

- System access
- Keys/security passes
- ID photo
- Staff handbook



# Socialisation and Culture

## Introductions - Site Visit

- Meeting with Supervisor
- Meet the leaders
- Introductions to team
- Introduction to buddy
- Tour of the facilities
- Intranet profile

## Support Mechanisms

- Buddy system
- Professional mentoring program
- Peer support networks
- Online resources

## Working Arrangements

- Rosters
- Breaks
- Absences
- Timesheets/Sign-in and Sign-out procedures
- Resources and general supplies

## Social

- Social club activities
- Birthdays and anniversaries
- Special events
- Industry events/groups
- Team building events

## Strategic Framework

- Vision and mission
- Values
- Core philosophies
- Code of conduct

## Communication

- Weekly notices
- Emails
- Intranet
- Online collaboration
- Peer networks and collaboration
- Meetings
- Video conferences and calls
- Staff directory and phone numbers
- Surveys



## Performance

### Onboarding Plan

- Review and refine onboarding plan with supervisor
- Set check-in dates

### Performance Management

- Clarification of expectations and responsibilities
- Goal setting
- Probation review

## Performance Management (continued)

- Ongoing performance management
- Career development discussion
- Disciplinary procedures

## Training

- Computer based modules
- Professional development opportunities
- External training/seminars
- Study support

# Compliance

## National Legislative Framework

- Federal laws
- State based laws

## Health & Safety Framework

- Work health and safety policy
- Work health and safety system
- Health and safety committee
- Health and safety representative
- First aid officers
- Fire/emergency wardens

## Health & Safety Reporting Requirements

- Risk assessments
- Accident and incident reports
- Non-conformance reports
- Notification of communicable diseases
- Hazard reporting
- Workers compensation claims

## Location of Emergency Facilities and Equipment

- Fire extinguishers, hoses and blankets
- First aid facilities - first aid kit and room

## Hazard Specific Safety Training

- Manual handling techniques
- Use of fire equipment
- Driver hours and fatigue management
- Loading and unloading freight
- Load restraint





## Employee Policies and Procedures

- Smoke-free workplace
- Alcohol and other drugs
- Prevention of workplace bullying and harassment
- Use of information and communication technology (including mobile phones)
- Social media
- Discrimination and sexual harassment
- Diversity
- Staff grievance procedures
- Workplace rehabilitation
- Risk assessment procedures
- Emergency plan including assembly points, exits and procedures
- Provision of first aid
- Serious incidents and life threatening medical emergencies
- Use and control of hazardous substances
- Pallet control
- Truck weights and dimension limits
- Speeding and infringements
- Vehicle presentation
- Vehicle maintenance
- Employee Assistance Program
- Vehicle familiarisation



## Works Cited

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3. 2016 National Aged Care Workforce Census and Survey – The Aged Care Workforce, 2016
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## Engage Your Logistics and Transport Workforce With Onboarding

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