



BENCHMARK REPORT

CISIVE INSIGHTS: TALENT SCREENING TRENDS IN TRANSPORTATION



INTRODUCTION

Almost two years into a global pandemic, trucking, air, and rail have had to adapt how they attract, hire, screen and onboard new talent. Many carriers had to quickly pivot in the early days of the pandemic to support their newly dispersed workforce, some of whom were working remotely from home for the first time in their careers. Companies that may have previously had no work from home policies had to establish them quickly, while also facing a steep learning curve for how to translate in-person processes like interviewing, hiring, and onboarding into virtual communication.

But, transportation workers, who cannot work remotely, have been on the frontlines keeping grocery and supply stores stocked. The transportation industry has been facing a driver shortage for over 15 years,¹ so the industry is no stranger to recruitment struggles. According to American Trucking Associations (ATA), 2021 would see a historic high of an 80,000 driver shortage, based on “the difference between the number of drivers currently in the market and the optimal number of drivers based on freight demand.”² ATA notes the growing shortage is due to a number of factors, including

- an aging workforce (only 20% of drivers are under the age of 45, according to Emsi Job Posting Analytics,³ meaning as many as 80% of drivers will be reaching retirement age over the next two decades),
- women making up only 8% of all drivers,
- the pandemic causing some drivers to leave the industry, and
- lifestyle preferences such as home time.

Cisive conducted an industry benchmark study that asked human resources, talent acquisition, compliance, recruitment and operations professionals in the transportation industry how their policies and procedures changed as a result of the global pandemic. The 41-question survey asked more than 50 organizations about how their workforce practices have changed, how they handle background checks and screenings, the systems they have in place, and what challenges they expect in the coming months.

This white paper shares the results of that survey, providing context for what we learned and offering recommendations for organizations who want to build the safest and most effective workforce possible.

METHODOLOGY

Cisive compiled the results of the Transportation industry respondents from our 2021 survey. Of those surveyed, 96% are in the United States, 2% are in Canada, and 2% in Europe, the Middle East, and Africa. The respondents' roles at their organization include Director, Manager or Supervisor (63%), Specialist or Administrator (17%), C-Level or Executive (9%), Staff, Assistant or Support (9%), and Other (2%). Respondents have job functions in Human Resources (19%), Compliance (21%), Talent Acquisition (4%), Recruitment (19%), and Operations (11%), and Other (25%).

ECONOMIC OUTLOOK

The pandemic hit the economy hard in 2020. In fact, economic growth in the United States was at its worst since 1946, just after World War II.⁴ In contrast, 2021's economy came back strong, with a Bloomberg study of economists estimating 6% growth, the highest since 1984.⁵ Forecasting for 2022 currently points toward continued economic growth in the U.S., although slower growth than 2021 at an average rate of 3.7%. Another indicator of economic growth is the housing market, which in 2021 saw its best year since 2006, at 1.1 million new homes.

Truck, air, and rail freight tonnage are all recovering. Truck Tonnage index is up 1.3% as of November 2021, air freight demand is up 19% year-over-year as of September 2021, and rail is up 17% from its lowest in May 2020.⁶

Transportation companies do not create freight or passengers. They can only respond to the demand of shippers and passengers. Therefore, recruitment, background screening, and retention are all dependent on the demand for freight and passenger services.



FIVE MAJOR CHANGES IN TRANSPORTATION

Over the last 20 months since the pandemic began, five major challenges in transportation have emerged:

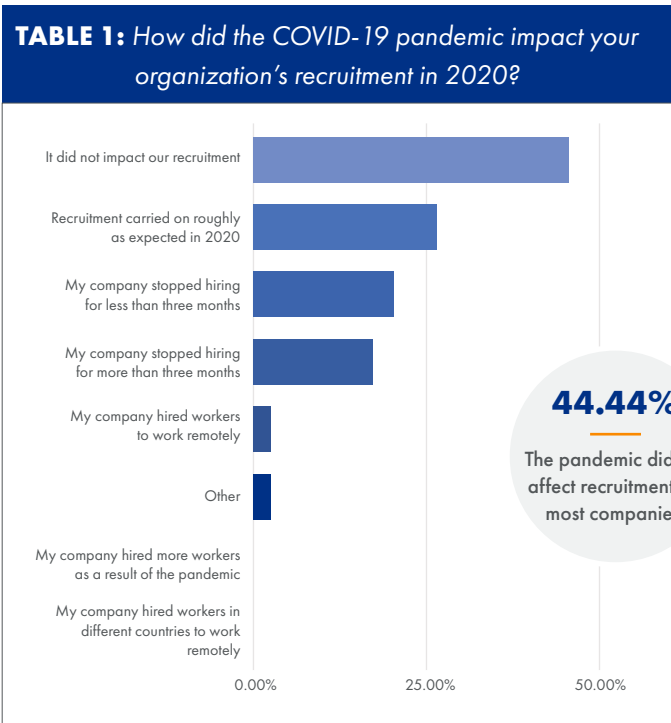
1. The supply chain is under considerable strain. It is not only the highly publicized record number of ships waiting offshore to be unloaded, but is the interconnection of all the modes that move that freight once the ship is unloaded. For example, currently over 50% of all rail freight is intermodal, i.e., with a truck on one or both ends of the rail movement. With inadequate rail and truck equipment and labor, unloading ships still doesn't get the freight to the manufacturer or retail store. There are no 60-day solutions to the shortage of equipment or personnel.
2. The growth of online shopping now accounts for 16% of all retail sales. This growth has substantially disrupted the traditional distribution system, with new service providers offering the so-called "final mile" from the distribution point to the home. The emergence of direct delivery provides a new and growing competitor of labor, especially in trucking.
3. With the passage of the Infrastructure Investment and Jobs Act of 2021, the Federal government will make almost a \$700 billion investment in transportation infrastructure. While the money will not immediately impact transportation, it will improve productivity and safety.
4. Inflation is at its highest level since 1982. This means that transportation costs will continue to increase due to the cost of fuel, equipment, and labor. Carriers will have to adjust rates to reflect new costs and shippers and passengers will adjust their travel demands or seek different modes.
5. Labor shortages– which are not new to transportation – will only get worse as workers remain hesitant about vaccines and demand better working conditions, i.e., more home time.

Almost all of these will impact how transportation companies seek to attract new labor, the quantity and quality of the labor pool, and how they utilize background screening.

TARGETED & FOCUSED GROWTH DURING A GLOBAL PANDEMIC

In the earliest days of the pandemic, many carriers responded differently. When asked about how their workforce changed between, the data show that 35% reported a decrease in staff and just 20.5% said it grew during this period. The majority of respondents (44.5%) reported that their company's staff stayed approximately the same.

As far as recruitment goes, the majority of carriers stopped hiring for more or less than three months (41%). Almost 45% of carriers' recruiting was not impacted, and very few carriers either hired more workers (see Table 1).



We could speculate that the majority of survey respondents reporting growth during 2020 are likely to be larger and are in an industry experiencing high demand during the shutdown. According to the ATA's recent 2021 Annual Trucking Trends Report,⁷ trucking remains a small business industry, with 97.4% of fleets operating twenty or fewer trucks. The respondents to Cisive's survey work at companies with between 101-500 employees (37%), less than 100 employees (35%), more than 5,000 employees (15%), 501-999 employees (9%), 1,000-2,499 employees (2%), and 2,500-4,999 employees (2%). The vast majority (72%) of companies surveyed could be considered small- to mid-sized businesses with 500 or fewer employees.

The expectations early in the pandemic were dire for small business. For instance, the National Federation of Independent Business⁸ found in a July 2020 survey⁹ that 23% of small businesses expected to be closed within six months unless economic conditions changed. A Fed study¹⁰ released in April of 2021 found that the pandemic has resulted in an additional 200,000 permanent closures of businesses over pre-pandemic levels—or about a quarter to a third above normal.

Cisive’s survey asked respondents if they had to take measures to reduce overhead, salaries, staffing levels, bonuses, and perks, or if they experienced permanent office closures (see Table 2). The highest percentage (62%) said they took no action. “We believe this is because almost two-thirds of transportation companies know how difficult it is to attract, qualify, hire, train, and retain qualified individuals,” said Lana Batts, Senior Strategic Advisor at Driver iQ , the Transportation Division of Cisive. “They wanted good, experienced people when the economy recovered and freight and passengers came back.” Staff furloughs or redundancies were reported by 22%, bonuses were canceled by 16%, salaries were cut by 13.5%, non-financial benefits were withdrawn by 3%, and another 3% experienced permanent office closures.

Many small businesses took advantage of support with a Paycheck Protection Program (PPP)¹¹ loan, an Small Business Administration-backed loan that helps businesses keep their workforce employed during the COVID-19 crisis. PPP was a loan designed to provide a direct incentive for small businesses to keep their workers on payroll. PPP loans could be used to help fund payroll costs, including benefits, and may be also used to pay for mortgage interest, rent, utilities, worker protection costs related to COVID-19, uninsured property damage costs caused by looting or vandalism during 2020, and certain supplier costs and expenses for operations.

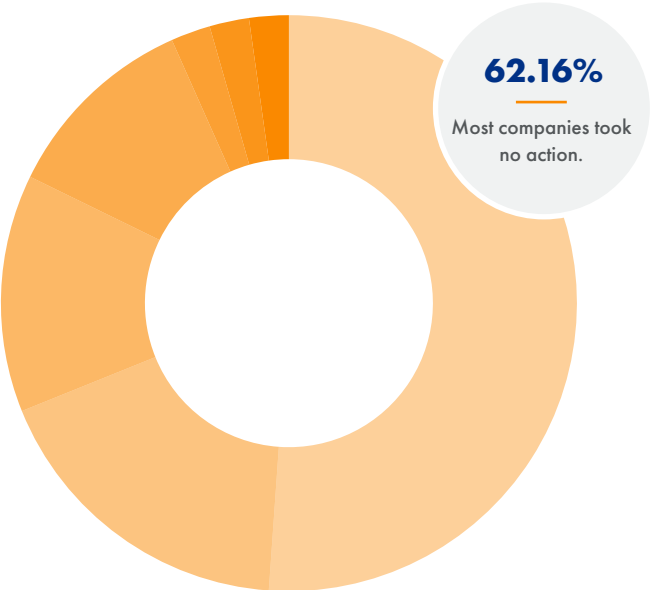


TABLE 2: Which of these actions were taken by your business during the COVID-19 pandemic?

62.16%	None of the above
21.62%	Furlough/redundancies
16.22%	Bonuses cancelled
13.51%	Salaries cut
2.70%	Non-financial benefits withdrawn
2.70%	Permanent office closure(s)
2.70%	Other



Transportation received 3.34% of available PPP funding in 2020, and just over 5% in 2021, totaling over \$30 billion in 2020-2021.¹² While the program ended on May 31, 2021, the SBA will forgive loans¹³ if all employee retention criteria are met, and the funds are used for eligible expenses. According to the SBA, a small business is one that has fewer than 1,500 employees and a maximum of \$38.5 million in average annual receipts¹⁴. The largest number of survey respondents fall into the category of small businesses by far, with 81.5% of respondents reporting a workforce size of 999 or fewer employees (see Table 3).

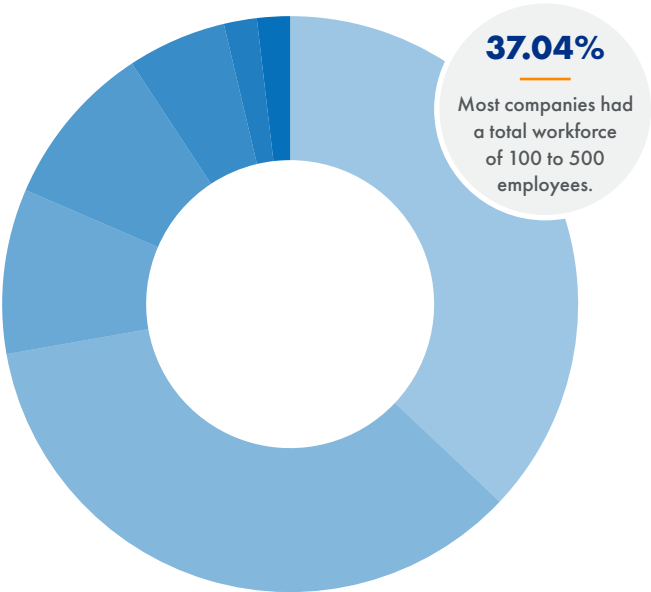


TABLE 3: What is your organization’s total workforce size, including employees and non-employees?

37.04%	101 to 500
35.19%	Less than 100
9.26%	501 to 999
9.26%	5,000 to 14,999
5.56%	15,000 or more
1.85%	1,000 to 2,499
1.85%	2,500 to 4,999

TECH & SYSTEM INTEGRATION ARE KEYS TO SUPPORTING GROWTH

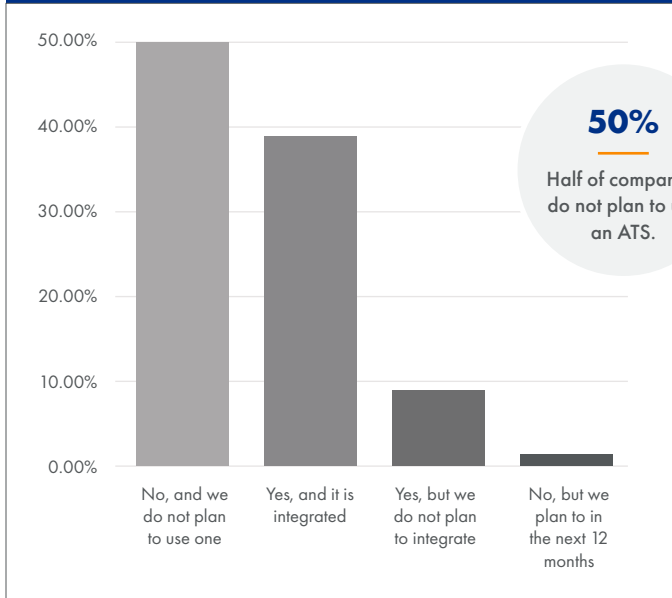
HR teams began using different ways to mirror in-person processes like interviewing, all hands meetings, onboarding, performance reviews, and so on – with many employers relying on technology and system integration to accomplish what had formerly been face-to-face interactions. HR technologies became critical during this time, particularly for segments experiencing growth during the earliest days of the pandemic so they could continue to meet increased demand for goods and services.

But it isn’t just communication technology and all-hands meetings that HR leaders need. Technology should support and enhance HR processes and systems that enhance the different areas of the employee life cycle. As companies ramp up their hiring and recruiting efforts, recruitment is one key area that employers are focusing on to quickly scale their hiring to support their changing business needs.

One critical piece of HR technology for the hiring process is the applicant tracking system or ATS. The ATS is a technology component for effective and efficient hiring to support business objectives. The Cisive survey asked whether or not participants use or integrate with ATS technology (see Table 4). The transportation industry is fairly split. The majority of respondents (50%) reported that they do not use an ATS, nor do they plan to use one. Thirty-nine percent (39%) are integrated with an ATS, 9% use an ATS but are not integrated, and 2% are not integrated, but plan to within the next 12 months.



TABLE 4: Does your company use or integrate with an Applicant Tracking System (ATS)?



Integration of HR technology can be key to streamlining processes like applicant tracking, screening, sourcing, reporting, onboarding, and more. When asked if their ATS is integrated with a background screening provider, the majority of respondents (81%) reported that their ATS is integrated, 14% reported that it did not integrate with a background screening provider, and 5% report that they did not know whether or not their ATS integrates with a background check provider.

Integrations with HRIS technologies are a smarter way to remove bottlenecks from your recruiting and hiring processes. Ben Eubanks, HR Analyst and Principle at Lighthouse Research and Advisory, said: "Talent leaders today do not have the time or patience for doing busy work or duplicate efforts to accomplish their tasks. Technology integrations allow them to not only solve those problems, but also creates an accurate picture of what's happening within their data. Forward-thinking business leaders rely on integrations to make them more effective and efficient at critical tasks like hiring and onboarding."

WHY INTEGRATE BACKGROUND SCREENING WITH YOUR ATS?

Integrating background screening with your ATS has many benefits for recruiting and human resource teams, including a better candidate experience, improved productivity, metrics and analytics, and better accuracy and compliance. Here are the five primary areas that can be improved by integrating your background screening with your ATS.

1. Improve candidate experience.
2. Fewer hiring bottlenecks and improved productivity.
3. Fewer errors, improved accuracy and compliance.
4. The recruiter experience.
5. Improved hiring metrics and analytics.

HR and hiring managers are now pivoting to scaling up hiring efforts in a post-COVID economy. They are faced with recruiting and hiring in a very different landscape that may be mostly or fully remote, meaning that they have to use technology to help them find the best candidates, engage them, build relationships, and perform outreach digitally. Additionally, this new talent economy requires companies to assess how they can bring remote employees into their company culture and get them up to speed so they can be productive as quickly as possible.

Cisive asked survey respondents about how their organization's turnover was impacted by the COVID-19 pandemic. More than half (62%) reported that their turnover was about the same, and 23% reported that turnover increased.

Being able to move from attracting talent to candidate application to offer to hire quickly is crucial to keeping your talent pipeline stocked and your hiring funnel robust. When considering which areas to target for improving productivity, recruiting technology should be front and center.

Technology integrations at every stage of the employee lifecycle are key to being able to hire in a tight talent marketplace, from recruitment to selection to onboarding and career development. These can be as simple as an interview scheduling tool that integrates with your HRIS to a multi-functional integration to speed up new hire paperwork, background screening, document verification; accelerating time-to-hire has never been more important.

BACKGROUND SCREENING IN A COMPETITIVE TALENT MARKET

Cisive asked survey participants about the top benefits their organizations experience from an employment screening program (see Table 5). Better quality of hires is at the top of the list (69%), followed by improved regulatory compliance (56.5%) and more consistent safety and security (49%).

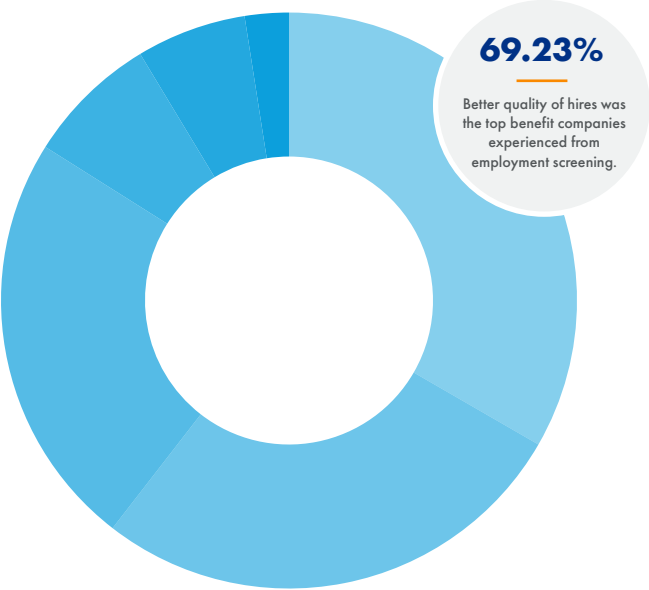
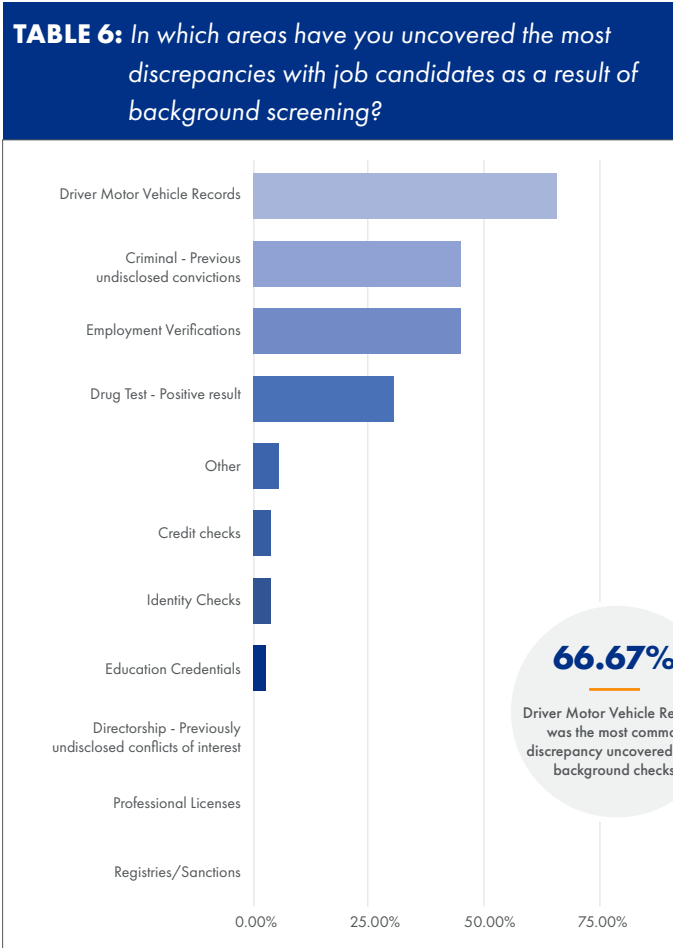


TABLE 5: What are the top benefits your organization experiences from employment screening?		
●	69.23%	Better quality of hires
●	56.41%	Improved regulatory compliance
●	48.72%	More consistent safety and security
●	15.38%	Greater employee retention
●	12.82%	Better company reputation
●	5.13%	Other

By focusing on hiring quality talent, carriers can implement tactics such as pre-employment background screening programs that can help them improve retention rates and minimize turnover. The Transportation sector is also subject to industry- and job-specific screening requirements by the U.S. Department of Transportation (DOT). More than half of survey respondents associate background screening with improved regulatory compliance. Carriers also must comply with the federal Fair Credit Reporting Act (FCRA) as well as the growing number of state and local “Fair Chance” ordinances, also known as “Ban the Box.”

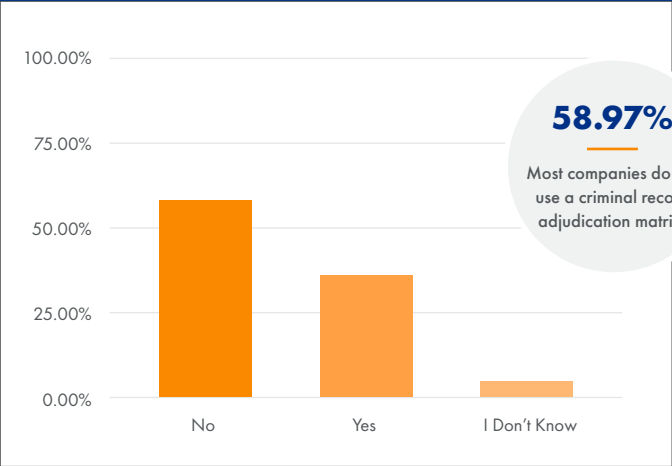
Cisive asked participants which background screening components uncovered the most discrepancies with job candidates (see Table 6). Driver Motor Vehicle Records (MVRs) were the most common (67%), followed by previously undisclosed criminal convictions (46%), and employment verifications (46%).



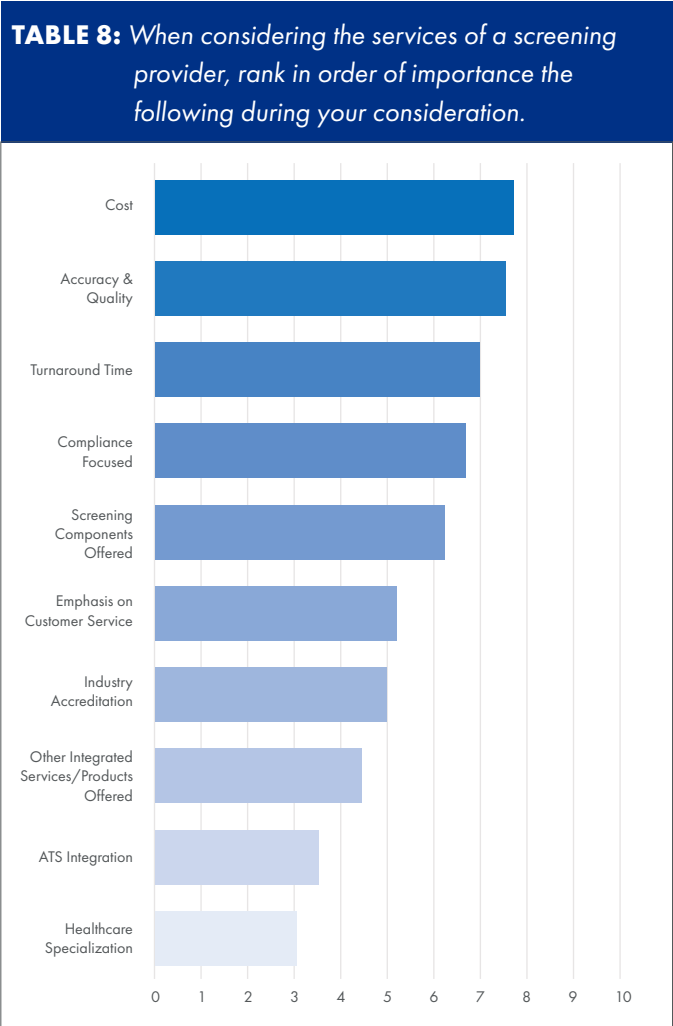
Positive drug test results, at 28%, are also a common discrepancy among survey participants in fourth place. This coincides with the latest workplace drug positivity research that indicates historically high records. In the general U.S. workforce, positivity increased 3.8 percent (5.3% in 2019 versus 5.5% in 2020), according to the 2021 Quest Diagnostics Drug Testing Index.¹⁵ The study is the first large-scale analysis of laboratory workforce drug tests performed during the COVID-19 pandemic. However, in trucking, drug usage appears to be down 10% year-over-year among drivers, according to the Federal Motor Carrier Safety Administration (FMCSA).¹⁶ The percentage of drivers eligible for Return-to-Duty is up to 21%, from 14% in 2020.

Cisive asked participants if their organization uses a criminal record adjudication matrix when deciding how to treat records from background checks (see Table 7). The majority of employers indicated that they do not (59%), while less than half (38.5%) say they do. “Employers should set the criteria for adjudication matrix to be job-specific and be mindful of not violating any federal, state, or local equal employment laws,” states Todd Hensley, President at Driver iQ. “Specifically in transportation, there are different requirements for HAZMAT, TWIC, and other subsets of CDL drivers. Especially considering the driver shortage, carriers should utilize a matrix when possible to ensure they are not establishing guidelines which could potentially rule out qualified drivers.”

TABLE 7: Does your organization use a criminal record adjudication matrix (i.e. a chart identifying acceptable/unacceptable criminal history) to help you decide how to treat records returned on a background check report?



Survey participants were also asked to rank what matters most when considering the services of a screening provider. Cost was selected as the most important factor, closely followed by accuracy & quality as second. Turnaround time, compliance-focused, and screening components offered closely followed (see Table 8).



In a year that was shaken by the COVID-19 pandemic, it is understandable that employers have placed a heavier emphasis on cost than in other conditions. When safeguarding their organizations, however, employers should consider other factors besides program costs. Screening components offered ranked high on participants' considerations. Incorporating the appropriate screening components can mean the difference between a compliant program and one that misses the mark. Cisive asked survey participants what their top employment screening challenges are (see Table 9). Verifying information successfully is at the top of the list (54%), followed by minimizing turnaround time in a close second at 46%.

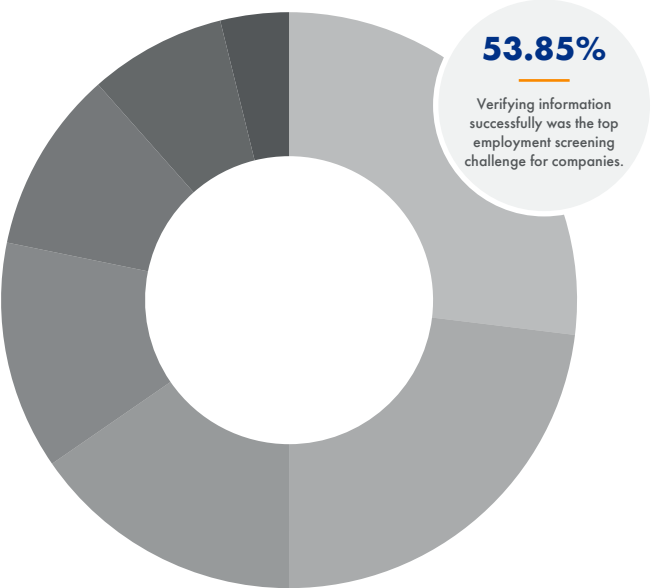


TABLE 9: What are the top employment screening challenges your organization experiences?

●	53.85%	Verifying information successfully
●	46.15%	Minimizing turnaround time
●	30.77%	Complying with regulatory guidelines
●	25.64%	Managing program costs
●	20.51%	Providing a positive candidate experience
●	15.38%	Implementing technology integrations
●	7.69%	Other





When building an employment screening program, selecting a vendor that has integrated services can help organizations streamline processes and maximize efficiencies. As noted on Table 8 above, a fast turnaround time is especially important in the midst of an ongoing driver shortage, to get drivers in seats as quickly as possible. Not only is turnaround time important for employers, but it can also impact the candidate experience, which is an emerging area of focus for companies across the globe.

Candidate experience is defined as how job seekers perceive and react to employers' sourcing, recruiting, interviewing, hiring, and onboarding processes. If a driver had a poor experience during an interview a decade ago, he or she would be less likely to apply again in the future or accept a job offer. They would also probably tell their inner circle about the poor experience.

The ubiquitousness of social media and employer review sites have dramatically expanded the dynamic and size of our inner circles. As a consequence, news of a poor employee or candidate experience can travel much faster and further. Research shows that candidates who had a poor candidate experience are far more likely to tell others not to apply to a company and write a negative review.

Time is always a crucial factor in recruiting. More employers are investing more in communication and engagement with new hires before their start date. The more engagement prior to their start date, the better a retention starter it becomes.

According to the 2020 NA Talent Board CandE Benchmark Research Report,¹⁷ for candidates who were given multiple options to communicate goals, meet team members, and get questions answered prior to their start date, their great experience increased 83%. When they completed all their new hire forms online in an onboarding system, their great experience increased 68%. And if they get a call from the hiring manager, their great experience and willingness to increase their relationship with the employer increased 68%.

Throughout most of 2020, COVID-19 forced many state, county and federal courthouses to temporarily close, operate remotely, and oftentimes with a limited number of on-site employees. Additionally, laboratories that provide drug testing may not be available for in-person visits and candidates may be reluctant to visit a lab due to risk of exposure. So what does this mean for companies that need fast and reliable background checks in order to screen candidates?

Despite the challenges presented by the pandemic, drug screening requirements in transportation were not changed. The stress and pressures from the pandemic have elevated the opioid epidemic to new heights in the general public. The Centers for Disease Control and Prevention's (CDC) National Vital Statistics System (NVSS) data show that total drug overdose deaths spiked to record levels in March 2020 after the pandemic hit, according to a report by The Commonwealth Fund.¹⁸

Our research shows that the vast majority of carriers understand the value of drug testing and have a program in place (see Table 10). Only 8% of respondents indicated they do not conduct pre-employment drug testing. As drug & alcohol testing is a federal requirement for the vast majority in transportation, this 8% likely accounts for ride-share services, or respondents who use full service employee leasing companies.

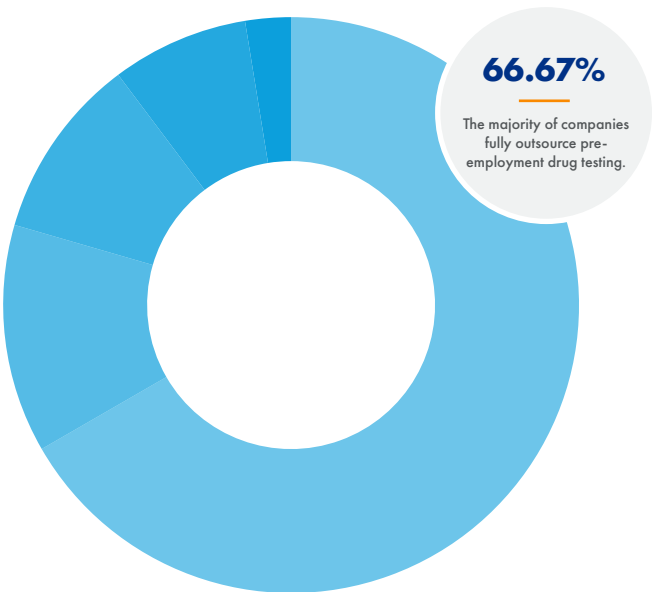
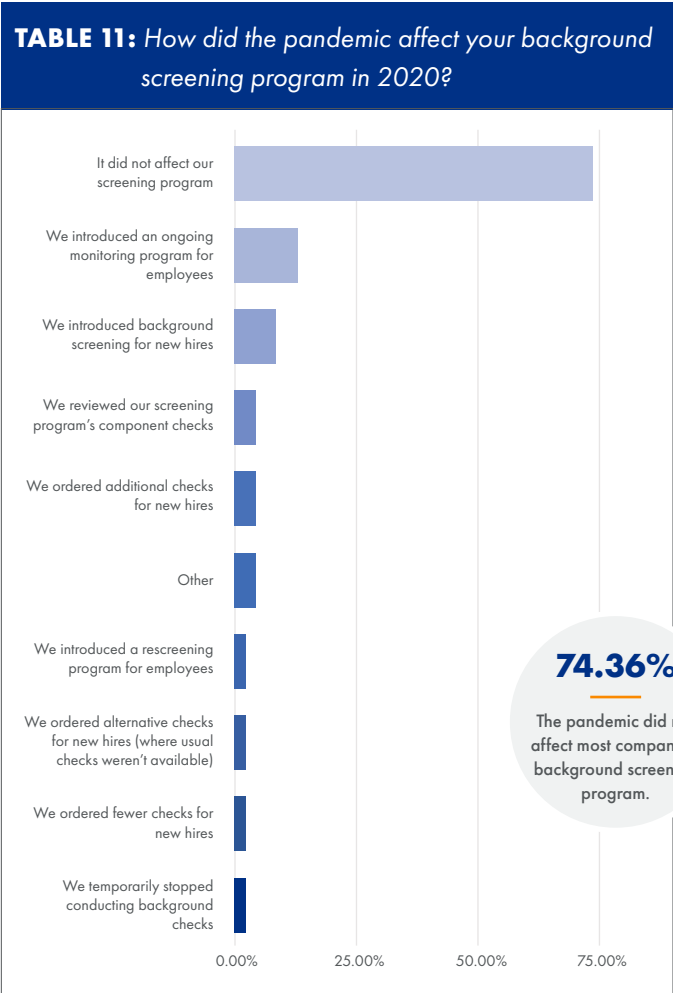


TABLE 10: How do you perform pre-employment drug testing?		
66.67%	We outsource pre-employment drug testing	
12.82%	We perform some pre-employment drug testing ourselves and outsource some pre-employment drug testing	
10.26%	We perform our own pre-employment drug testing	
7.69%	We do not perform pre-employment drug testing	
2.56%	Other	
0.00%	I don't know	



The latest pre-employment drug testing research suggests the pandemic has not reduced the amount of drug tests conducted by the majority of non-DOT regulated transportation companies. Half of employers (50%) reported the same pre-employment drug testing volume as past years while more than one-fourth (28%) even increased the amount of drug tests, according to the Current Consulting Group's 2021 Employer Drug Testing Survey.¹⁹ The same study found that more than four-fifths (82%) of employers did not alter their drug testing practices as a result of the pandemic and 86% did not suspend any type of drug testing.

Cisive asked how the pandemic affected participants' background screening programs (see Table 11). The vast majority of carriers said it did not affect their screening program.



Cisive’s study also asked participants how often employees at their organization are subject to criminal background checks (see Table 12). In the Transportation industry, time of hire is the most common at 74%, according to participants. Annual checks are conducted at 8% of carriers, and every two years at 2.5%.



Cisive asked participants how often they reviewed their background screening policy (see Table 13). The majority of respondents indicated they review their background screening policy annually (46%), while slightly less than one-third review every 2-5 years (31%).

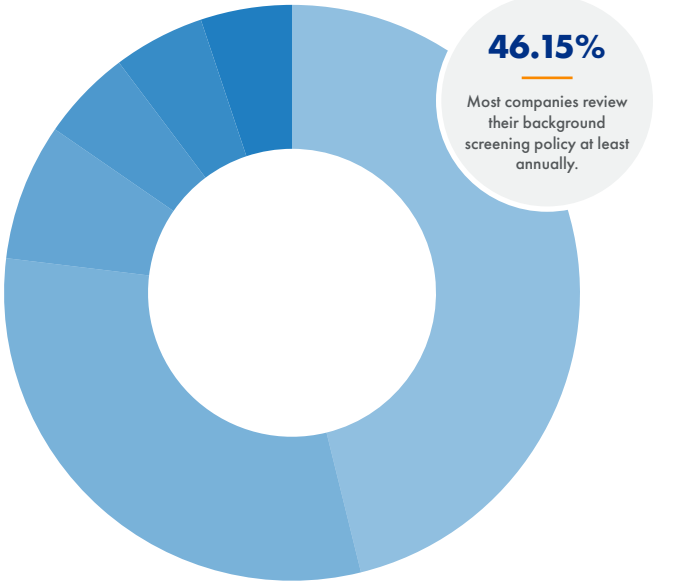


TABLE 13: How often does your organization review its background screening policy for changes?

46.15%	Annually
30.77%	Every 2-5 years
7.69%	Never
5.13%	Every 5-10 years
5.13%	I don't know
5.13%	Other



The pandemic is a reminder of how rapidly change can affect the workplace. “With the proliferation of Ban the Box/Fair Chance regulations, employers should review their screening process regularly,” says Todd Hensley, President of Driver iQ. “Staying aware of these regulations can help organizations ensure they are operating within current legal requirements while maximizing compliance.”

One hundred percent of respondents to Civerse’s survey indicated they are either Somewhat or Very Confident that their organization is meeting regulatory requirements (see Table 14). However, almost 13% of participants indicated their organizations do not review their background screening policy more frequently than 5 years.



Civerse asked whether participants introduced any new background checks in 2020 specifically to help mitigate the risks of remote hiring. None of the carrier respondents did as a result of remote work, but 18% introduced new checks for other unspecified reasons. Our results indicate that ongoing monitoring or rescreening programs were introduced in 2020 for just over 15% of respondents, and companies have adopted other measures such as COVID-19 attestation tools to safeguard employees during the pandemic.

HOW COVID-19 CHANGED PRIORITIES OF HR LEADERS

The COVID-19 crisis was unprecedented and many company and HR leaders have had to quickly pivot to a new remote work model that requires companies to assess how they can

bring remote employees into their company culture and get them up to speed so they can be productive as quickly as possible.

As time to hire becomes one of our most important HR metrics, organizations are focused on eliminating bottlenecks and speeding current processes, especially around screening talent. Survey respondents (see Table 15) reported that verifying information successfully was the top challenge (54%), followed by minimizing turnaround time (46%). These are followed by complying with regulatory requirements (31%), managing program costs (26%), providing a positive candidate experience (20.5%), and implementing technology integrations (15%).

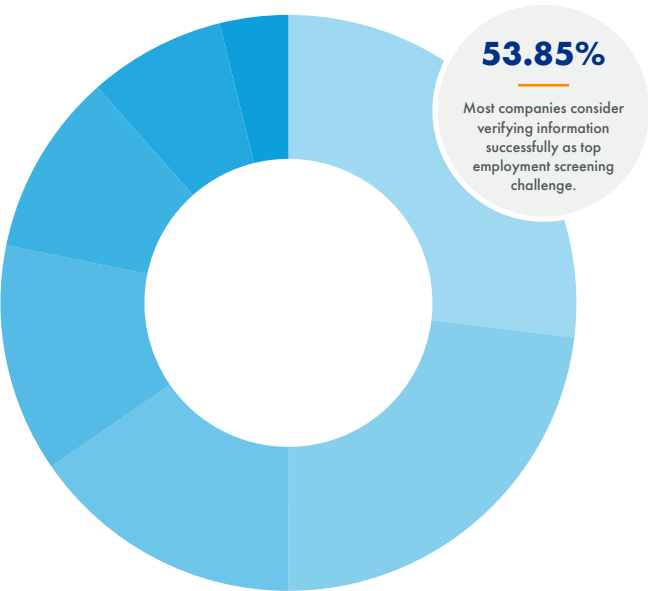


TABLE 15: What are the top employment screening challenges your organization experiences?

53.85%	Verifying information successfully
46.15%	Minimizing turnaround time
30.77%	Complying with regulatory guidelines
25.64%	Managing program costs
20.51%	Providing a positive candidate experience
15.38%	Implementing technology integrations
7.69%	Other



As discussed earlier, turnaround time, or the direct impact of turnaround time on time to hire, correlates with candidate experience. In fact, a 2021 Candidate Expectations Survey²⁰ from Cronofy reports that responsiveness during the hiring process came out on top as the thing that matters most to candidates in the U.S. In fact, 64% of US candidates said that the process of interview scheduling directly impacts their perceptions of an employer, and even more so with those applying for senior roles.

According to Driver iQ's Effects of COVID-19 survey, the majority of office staff who were working remotely have returned to the office.²¹ This, coupled with a heavy portion of the transportation industry being drivers, means employers are largely no longer affected by remote hiring.

CONCLUSION

According to Driver iQ's Effects of COVID-19 survey,²¹ nearly 40% of carriers did not have an emergency plan prior to the pandemic. Moreover, just over 70% of carriers said their companies made no material changes in recruiting.

Feedback suggests that while the pandemic caught all industries by surprise, transportation was already dealing with a driver shortage and largely continued recruiting as normal. Csisive's 2021 Talent Screening Trends survey found that for almost 75% of respondents, the pandemic did not affect background screening programs in transportation at all.

"Not only are carriers losing drivers, there is new competition that wasn't there before because of the pandemic," said Billie Lee, Senior Strategic Advisor at Driver iQ. "The way people shop has changed – people now place an order online and go pick it up, or have it delivered to their doorstep the same day. The total number of warehouse jobs has exploded since late 2019. While trucking fills one position for every nine job postings, warehousing and final mile sees more jobs filled than jobs posted."

"The industry has been increasing salaries over the course of the pandemic, as well as working to attract workers from minority groups, millennial drivers, and women," said Lana Batts, Senior Strategic Advisor at Driver iQ. "As the driver shortage intensifies over the next few decades, so must the industry's efforts to recruit from these groups."

In order to remain competitive, carriers need to strike a balance between speed and quality throughout every part of the employee life cycle. By creating processes and systems that prioritize these updates and changes, companies

can gain a competitive advantage in effective recruitment, onboarding, and ultimately retention in a post-COVID workplace.

If the pandemic has taught us anything, it is to expect the unexpected and that organizations who can quickly scale, adapt, and pivot will reap the benefits this changing environment brings. The ability to find talent is a key component, and even more important is the ability to quickly adjust to the market conditions whatever the future might bring. A background screening company is an integral part of an employer's ability to adapt quickly.



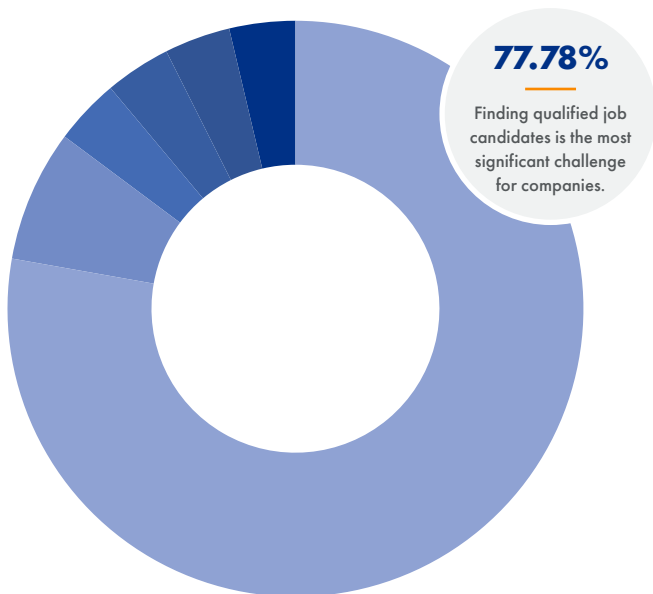
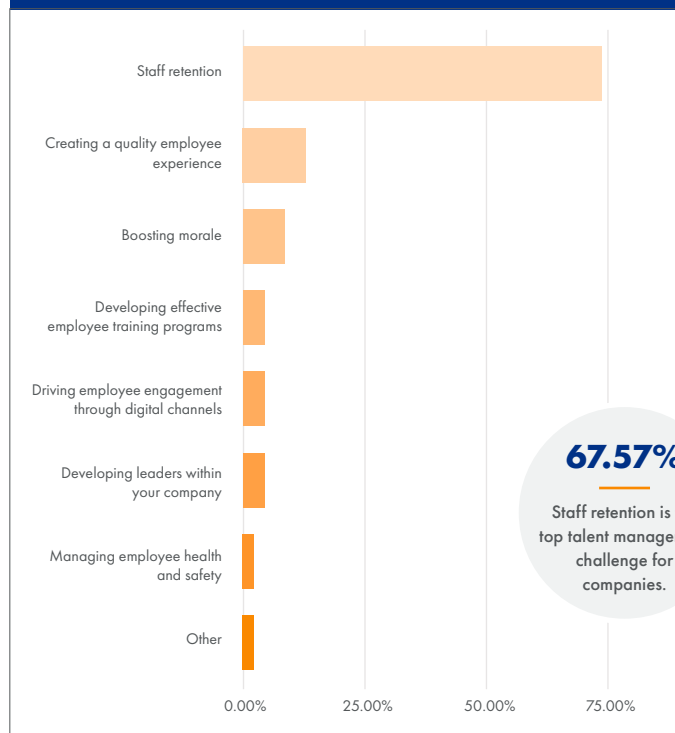


TABLE 16: What does your organization see as being the most significant talent acquisition challenges in the next 12 months?

●	77.78%	Finding qualified job candidates
●	7.41%	Improving the candidate experience from application through onboarding
●	3.70%	Making recruitment processes more efficient
●	3.70%	Using technology to acquire and manage talent
●	3.70%	Diversifying the workforce
●	3.70%	Other
	0.00%	Creating an employer brand that attracts talent
	0.00%	Applying analytics to recruiting
	0.00%	Dealing with high volumes of applicants



TABLE 17: What do you think the top talent management challenges will be in the next 12 months?



CITATIONS

1. American Trucking Associations. "Truck Driver Shortage Analysis 2019." July 2019.
2. American Trucking Associations. "Driver Shortage Update 2021." October 2021.
3. Emsi. "Drivers Wanted." 2021.
4. "2020 was the worst year for economic growth since World War II." (The Washington Post, January 2021)
5. "U.S. Economy Plows Through COVID Obstacles Toward a Solid 2022." (Bloomberg, December 2021)
6. Association of American Railroads. 2021.
7. American Trucking Associations. "American Trucking Trends 2021." 2021.
8. National Federation of Independent Business (NFIB: Small Business Association)
9. "U.S. small businesses face mass closures without more pandemic aid." (Business Insider, July 2020)
10. The Fed - Business Exit During the COVID-19 Pandemic: Non-Traditional Measures in Historical Context. Crane, Leland D., Ryan A. Decker, Aaron Flaaen, Adrian Hamins-Puertolas, and Christopher Kurz (2021). "Business Exit During the COVID-19 Pandemic: NonTraditional Measures in Historical Context," Finance and Economics Discussion Series 2020-089r1. Washington: Board of Governors of the Federal Reserve System.
11. U.S. Small Business Administration, Paycheck Protection Program.
12. "PPP's 2021 funds exhausted; transportation got bigger share this year." (Freightwaves, May 2021)
13. U.S. Small Business Administration, Borrowers may be eligible for Paycheck Protection Program (PPP) loan forgiveness.
14. U.S. Small Business Administration, Table of Size Standards, effective August 2019.
15. Quest Diagnostics, "Marijuana Workforce Drug Test Positivity Continues Double-Digit Increases to Keep Overall Drug Positivity Rates at Historically High Levels." May 2021.
16. Federal Motor Carrier Safety Administration. "Drug & Alcohol Clearinghouse: October 2021 Monthly Summary Report." October 2021.
17. 2020 North American Talent Board CandE Benchmark Research Report
18. The Commonwealth Fund. "The Spike in Drug Overdose Deaths During the COVID-19 Pandemic and Policy Options to Move Forward." March 2021.
19. Current Consulting Group. "2021 Employer Drug Testing Survey." August 2021.
20. "The true impact of interview scheduling on hiring" research, Cronofy Candidate Expectations Survey, April 2021.
21. Driver iQ. "Effects of COVID-19 Survey." September 2021.





ABOUT CISIVE

At Cive, we are experts in the specific risks and regulations that apply to the financial services and other highly regulated industries. For many years, we have provided tailored solutions to meet the unique requirements of our enterprise clients.

Cive's service model provides a single, integrated system throughout the globe using complete applicant information and country-specific forms. Cive returns information to our clients through a centralized system for analysis, quality control, presentation, and billing.

With over 4 decades of experience and expertise in working with many of the world's largest financial services institutions, Cive's deep insight into employment screening practices and industry knowhow, is unlike any other background screening provider in the industry.

Your business will not only get a background screening provider, but a lifelong partner – a company that stands by their work; protects their clients and provides the consultation and guidance world class act organizations are looking for.

ABOUT DRIVER IQ

Driver iQ provides background screening solutions tailored for the unique needs of the transportation industry. The company provides a fast and affordable solution to help its clients place more drivers in trucks than ever. Driver iQ offers excellent customer service, cost reductions, service improvements and analytical tools in partnership with carrier customers. Driver iQ is a Professional Background Screening Association (PBSA) accredited background screening company adhering to Federal Motor Carrier Safety Association (FMCSA) and Fair Credit Reporting Act (FCRA) regulations.

CONTACT US



www.cive.com



info@cive.com



866.557.5984



www.driveriq.com



diqsales@driveriq.com



800.848.3397



eVERIFY™
a Cive company

IntelliCorp
a Cive company

Driver iQ
a Cive company

Inquiries Screening
a Cive company

PreCheck
a Cive company

CARCO
a Cive company