



HR MARKETING

Presented by



WRITTEN BY

William Huard

Harnois Energies

Due to the labor shortage, many organizations are trying to reinvent themselves in terms of recruitment. Harnois Énergies is no exception and is looking to develop its HR strategies. Following a meeting with management regarding the strategic recruitment plan, the human resources director receives the following mandate: "Find recruitment solutions to support the growth of Harnois Énergies' operations". In order to support her in this task, the HR director hires an agency to assist her in this process. This is where your team comes into play.

Mission, vision and values

Harnois Energy is an organization of over 900 employees whose mission is to efficiently provide energy sources, specialty products and quality services through a friendly shopping experience. To do so, Harnois Energy has no choice but to rely on the quality and commitment of its staff. It is with this in mind that the company's vision is to become a reference supplier in Canada, in all its sectors of activity.

This vision is supported by strong values:

- Daring ingenuity with passion;
- Act with authenticity;
- Respect my commitments;
- Succeed in complicity and pleasure.

For over sixty years, these values have driven the teams at Harnois Énergies. Therefore, it is not surprising that the company is still in business today and continues to grow after so many years.

Activities

Harnois Énergies markets the Harnois, Esso and Pétro-T brands while also being the head of a chain of convenience stores: the Proxi network.

Harnois Énergies also offers:

- refueling and delivery services ;
- commercial, industrial and automotive lubricants
- fuel and lubricants for fuel oil aviation;
- complementary products under their private label H-Go.

For information purposes, the history of Harnois Énergies is presented in Appendix A. This appendix provides a better understanding of the milestones of Harnois Énergies as well as the company's activities.

Working at Harnois

In 2021, Harnois Energies decided to invest in its employer brand by reaching out to an agency specialized in the field: *Sept 24*. The agency conducted a survey among various individuals who work at Harnois Energy. Some parts of this study

will be revealed in the next section. However, the agency's conclusions will not be presented. It will be up to you to draw new conclusions.

The first table presents the driving forces of Harnois Énergies as an employer. In other words, the graph could be summarized as "what are the strengths of Harnois Énergies".

Here is an example of interpretation of this data:

To assess one part of the leadership (axis), Sept 24 asked employees if they were satisfied with the autonomy Harnois Énergies gives them. In total, 92% of employees indicated that they were satisfied. Furthermore, this "driving force" has an importance of 95% for employees. The higher the "Imp" value, the more important the employees consider this criterion to be.

Driving forces

Harnois Énergies (n=337)			
Axis	Main driving forces (10 largest forces)	Sat (weighted average)	Imp (weighted average)
Leadership	I am satisfied with the autonomy my employer gives me	92%	95%
Profession	I like my job	89%	96%
Leadership	I feel that my immediate manager trusts me	90%	95%
Relationships	I enjoy working with my colleagues	88%	94%
Profession	I have satisfaction in accomplishing my tasks	88%	94%
Inclusion	I feel that I can be myself around my colleagues	89%	92%
Social Responsibility	The organization is honest with its clients	88%	93%
Profession	I have fun working	86%	95%
Profession	My work is challenging	86%	95%
Relationships	Collaboration is encouraged within my team	87%	94%

For reference: Sat: Satisfaction | Imp: Importance

Adapted from the research report conducted by Sept 24 for Harnois Énergies

The limiting forces represent the main areas for improvement as an employer. When interpreting the limiting forces, simply apply the same logic as when interpreting the driving forces.

Limiting forces

Harnois Énergies (n=337)			
Axis	Main limiting forces (top 10 areas for improvement)	Sat (weighted average)	Imp (weighted average)
Innovation	Our work tools are at the cutting edge of technology	61%	83%
Recognition	My work is recognized by promotions at work	60%	82%
Conditions and benefits	The pension plan is generous	64%	88%
Conditions and benefits	I am satisfied with my salary	67%	92%
Recognition	My work is financially recognized (salary, bonus, gifts) by the organization	66%	88%
Conditions and benefits	I am satisfied with the benefits offered	68%	92%
Communication	I receive the right information at the right time to do my job well	69%	93%
Communication	Communication is sufficiently open and frank within the organization	73%	91%
Recognition	My contributions to the development of the organization are adequately recognized	74%	87%
Communication	I feel that my opinion is important to the organization	75%	90%

For reference: Sat: Satisfaction | Imp: Importance

Adapted from the research report conducted by Sept 24 for Harnois Énergies

Employee testimonials

The Sept 24 agency also collected testimonials from employees within the company. Here are some excerpts:

"We succeed in enjoyment, we work in enjoyment, each day brings us a different action."

"Always an adventure I've been on since the beginning. Thank you for making me experience these adventures."

" Always a little extra that shows us that the employer cares about us, from online courses to fruit baskets, yoga classes, etc. Lots of initiatives to make us feel special. In every team."

"Great understanding on availability and flexibility of schedules."

"There's a lot of work, but that's what makes it fun. You have to like the challenges."

"Harnois is not a small player anymore, it's a big player, it tries a lot of things, it has a lot of ambition, it's not afraid of anything."

"Mr. Harnois is walking around in joggers, he greets everyone."

"We're in a crew, we want to grow, we have an appetite, we always have sharp eyes, always on the lookout."

"Harnois understood that you can't get to a destination alone."

"A sense of security, my job is stable, I really like my job security."

In addition, Sept 24 also made sure to meet with the management of Harnois Énergies. The main observation is the following: the recognition and the quality of the work tools are elements to improve.

Here are two excerpts that support this observation:

"Loyalty is acknowledged, celebrations, but there is nothing on a daily basis that promotes the good work, the extra effort put in."

"We are being demanding in terms of performance, but the right tools to get the job done are missing"

Truck drivers - key players at Harnois Énergies

The employees interviewed by Sept 24 came from different divisions: some are administrative employees, customer service clerks, technicians and warehouse clerks. The truck drivers were also consulted. They are the ones responsible for the delivery and supply of fuel, among other things.

On a technical level, a truck driver must have certain qualifications¹:

- A high school diploma and/or a DVS in trucking and/or significant experience in driving a heavy vehicle
 - A class 3 driver's license is required for straight truck drivers
 - A Class 1 driver's license is required for drivers of articulated trucks
 - A dangerous goods certificate to transport dangerous substances or goods.
- It is important to mention that Harnois Énergies provides this training in-house.

Being a truck driver is not easy. Beyond the technical prerequisites, many skills are required. In fact, a truck driver must be an autonomous and meticulous person, because the employee must inspect their truck every day. Being resourceful is also important, since truck drivers have to deal with unforeseen events on a daily basis. They must also be able to stay awake and alert for long periods of time, both during the day and at night. Lastly, a good physical condition is necessary, since very heavy loads must be moved during the delivery of products.

Labor shortage and trucking industry

The current labor shortage is probably the most difficult issue for Quebec businesses. This shortage particularly affects the truck driver position. Currently, in Canada, there are 25,560 vacant driver positions, and 22% of these positions are to

¹ Gouvernement du Québec, 2022. Transport Truck Drivers, accessed at https://www.quebec.ca/emploi/metiers-professions/explorer-metiers-professions/7511-conducteurs-conductrices-de-camions-de-transpo-rt?fbclid=IwAR1r0u-wDoT_hiNh4Z7O-XQnYxl_1faxB-8lWwK-5OppVaKet3Rk6_10gKw#titre-formation-condition-acces

be filled in Quebec alone. According to the Canadian Trucking Alliance (CTA), the total number of driver vacancies could reach 55,000 by 2024 if no action is taken². In addition, one in four truck drivers in Canada is now between the ages of 55 and 64.³

Not only is the labour shortage hitting hard, but there will soon be a wave of retirements in the trucking industry. This wave of retirements will be difficult to fill because the profession is of less and less interest to today's youth. This lack of interest in the profession is strongly linked to the fact that the sector is not well known. In addition, with the significant growth of online business, there is a high demand for this position, making recruitment even more difficult.

Between 2019 and 2021, the median wage for truck drivers in Quebec was \$21.79 per hour⁴. In 2017, truckers worked an average of 48 hours per week⁵. In general, truckers work in difficult conditions in addition to being alone in their trucks.

For a local transportation business, the recruitment challenge is significant. For Harnois Énergies, it is even more significant. Indeed, Harnois Énergies operates in most regions of Quebec. It is therefore essential to have a recruitment strategy that is applicable throughout Quebec, both in the cities and in the regions. If the organization wants to grow its operations in the future, it will have to find a way to differentiate itself from its competitors in order to increase its recruitment.

² Transport Routier, 28 juin 2022. *Sommet jamais vu: il manque 25 560 chauffeurs au Canada, 22% des postes vacants sont au Québec*. Accessed at

<https://www.transportroutier.ca/nouvelles/sommet-jamais-vu-il-manque-25-560-chauffeurs-au-canada-22-des-postes-vacants-sont-au-quebec/>

³ Transport Routier, 4 mai 2022, *Canada : un camionneur sur quatre est âgé de 55 à 64 ans*. Accessed at :

<https://www.transportroutier.ca/nouvelles/canada-un-camionneur-sur-quatre-est-age-de-55-a-64-ans/>

⁴ Gouvernement du Québec, 2022. *Transport Truck Drivers*. Accessed at

https://www.quebec.ca/emploi/metiers-professions/explorer-metiers-professions/7511-conducteurs-conductrices-de-camions-de-transport?fbclid=IwAR1r0u-wDoT_hiNh4Z7O-XOnYxl_1faxB-8lWak-5OppVaKet3Rk6_10gKw#titre-formation-condition-acces

⁵ CAMO ROUTE, 30 août 2017, *Camionneur, une profession très en demande au Québec*,. Accessed at

<https://camo-route.com/nouvelles/camionneur-une-profession-tres-en-demande-au-quebec/#:~:text=Selon%20l'information%20sur%20le,d'environ%2052%20000%24>

Mandate

By considering best practices, your mandate is to recommend relevant and innovative strategies for Harnois Energy to improve its HR marketing practices. You will need to convince the panel that your recommendations are the best and will encourage more people to apply for available truck driving positions in urban and rural areas. Appendix B presents the geographic coverage of Harnois Energy's operations.

The mandate is divided into three parts:

- The first section of your mandate is to present a persona or personas. Using your persona(s), identify what might be some of the elements a truck driver considers when selecting an employer.
 - Here are some suggestions for consideration:
When comparing employers, what are the important factors that tip the scales? Generally speaking, where are they doing their job search? And if they already have a job, what factors might lead them to change employers?

Note that the general public knows little about the truck driver profession, which adds a major challenge to your mandate.

- Secondly, you must present to the Harnois Energies team the message that will be put forward during the HR marketing campaign for its truck drivers recruitment. It is essential that this message be both authentic and aligned with the reality of working at Harnois Energies. Therefore, it must be consistent with the company's values and mission.

You are not asked to do the graphic design of the HRM campaign material, but rather to identify the elements that should be present in this campaign as well as the medium. Harnois Energies will take care of the graphic design if necessary.

So be sure to set a tone for the campaign and develop a description of what its visual might look like. If it's an activation, present the concept and the purpose behind it.

- Finally, it will be your responsibility to tell Harnois Energies where and how to promote this campaign in order to ensure that it reaches the target candidates, both in the urban and rural areas.

Constraints

You have a budget of \$30,000 for your strategy. It will be important to demonstrate the share of the budget allocated to urban and rural areas. If you decide to exceed the budget, it will be important to demonstrate the usefulness of spending more money.

The Harnois Energy team expects a detailed presentation of the cost estimate. Be sure not to underestimate the costs. Please note that the graphic design costs are not to be taken into account since this task will be handled by the Harnois Energy team as mentioned above.

The labour shortage is a pressing issue for the company's growth, which is why you have a six month period to implement your strategy. Take the time to build a timeline that will guide Harnois Énergies through the stages of your strategy. Even if the graphic design is not your responsibility, you must include its production in your timeline. In 6 months, Harnois Énergies must be able to put the HR marketing campaign forward to attract potential candidates. Finally, you will need to present three key performance indicators in order to track the success of your strategy. It is your responsibility to quantify these indicators.

Appendix A - Harnois Énergies' History

1958

Claude Harnois starts his heating oil distribution business under the B/A brand. Acting alone in his new business, the founder quickly expanded his client base and added loyal collaborators in the early 1960s. His wife, Lise Robitaille, played a leading role in the business from 1960 on. Over the years, Claude Harnois has seen the company grow thanks to the services offered to an ever-growing residential and agricultural clientele. The products he sells come first from B/A, then from Gulf and finally from Texaco.

1980

The founder sells part of his operations to a cousin. The new company is named Pétroles Harnois.

1990

The organization experienced new growth with the arrival of the independent Harnois sign. At that time, the eldest son, Luc, who had been in the business for four years, was already playing an important role with his younger brother, Serge. Together, and always well advised by the founder, they set up the Harnois and Shell brands (until 1996) in the Lanaudière region.

1996

The organization builds its head office and its petroleum products supply center in Saint-Thomas.

1998

The Harnois family lays the groundwork for what will become its network of commercial convenience stores. The first *Le magasin* convenience store was born. It meets the needs of the clientele, while offering an inviting and warm decor, sought after by Quebec customers.

2004

The organization signs an agreement with Imperial Oil and then becomes the distributor of the Esso retail brand for several regions of Quebec. From that moment on, the organization markets the Harnois and Esso brands.

2006

The company returned to its roots in July 2006 and acquired Les Pétroles Harnois, which specializes in the sale of home heating oil. Other acquisitions of this type followed.

2007

In partnership with Esso, the team intensifies its activities in the home heating oil market and in the lubricant products sector. The company first becomes a distributor of Esso heating oil and then of Esso and Mobil LMC lubricants

2009 to 2010

The organization builds a distribution center in Saint-Thomas and begins its packaging activities, while creating a network of sub-distributors.

2011 to 2012

The team acquires businesses in remote areas and establishes partnerships with Lubri-Expert, Pétroles Dalenay and Pétrole Trudel. It also signs commercial agreements with fast food chains.

2014

Harnois Énergies commercializes its private brand of H-Go complementary products across Canada. While acquiring Pétroles Porlier, of Sept-Îles, Harnois Énergie proceeds with the opening of a rail depot in Labrador City, with a capacity of two million liters of fuel.

2015

While continuing to develop complementary H-Go products, Harnois Energy expands its distribution center to 80,000 square feet. During the same year, the company signs a partnership with Produits pétroliers Marcil Allard, of Charny, and concludes an important transaction by acquiring the assets of Pétroles Therrien (Pétro-T).

2016

Following an agreement with Imperial Oil, Harnois Énergies acquired 36 Esso sites in Quebec City and Montreal metropolitan areas. Harnois Énergies also acquired the clientele of Distribution Pétrolière Therrien, in addition to concluding a petroleum product distribution agreement with the Fiducie for the supply of hydrocarbons to the municipalities of the Middle and Lower North Shore.

2017

During this year, Harnois Énergies decided to modernize its digital image: the brand new commercial website and the Harnois Aviation microsite were launched. Harnois Énergies also decided to start distributing propane, and to install 10 electric car charging stations at its service station network, a first step towards the development of multi-fuel stations. Harnois Énergies also became a key partner of Carburant Avtech, for the great benefit of its aviation industry customers.

2018

On the eve of its 60th anniversary, Harnois Énergies is expanding its presence in new regions of Quebec by acquiring Pétroles J.G. Poupart, in Montérégie, and Pétroles Turmel, in the Estrie region. In addition, Lubri-Expert, a joint venture since 2012, whose head office is in Laval, has been added to the Harnois Énergies family. From now on, 850 employees will make it possible to distribute more than 2.1 billion liters of fuel, lubricants and complementary products annually. After the electric terminals and self-propane, it is now the turn of hydrogen to enter the Harnois Énergies product portfolio. The company is joining forces with the Quebec government and Toyota to announce the opening of the first multi-energy station in Quebec City in early 2019.

2019

Harnois Énergies chooses the name "Proxi" to unite all its convenience store brands under a single identity. This new brand will have an undeniable advantage: standardization, therefore same products, same specials and same signage in all locations. This new image will make it easier to break into the English-speaking market. From now on, a single sign, a single name is on everyone's lips: Proxi!

2020

Harnois Énergies continues its expansion by acquiring *Propane Monin*, in the Centre-du-Québec region. The company launches the Proxi Extra loyalty program and its mobile application. This new feature allows customers to take advantage of several benefits on various products throughout the convenience store network. Harnois Énergies continues to be involved in several social causes. In fact, the company is a proud partner of the BLEU BLANC ROUGE skating rinks in Joliette and Val-d'Or for the Canadiens Children's Foundation. Aware of environmental issues, Harnois Énergies began its sustainable development approach by implementing a number of greener initiatives within the company.

2021

Harnois Énergies expands its presence in new regions of Quebec by acquiring Location L.A. Pelletier LTÉ in Mauricie, Merrill Allard Inc. in the Chaudière-Appalaches region and Caron Lubrifiants in the Eastern Townships. The company is also continuing its expansion in the Maritime with the acquisition of *Chauffage Cormier* in New Brunswick. Launched less than two years ago, the Proxi Extra loyalty program was named the second best loyalty program in the country in the LoyauT survey conducted by Léger. Conscious of environmental issues, Harnois Énergies continues to implement greener initiatives within the company. Thanks to these initiatives, the company has earned the mention *ICI on recycle +*, a program of RECYC-QUÉBEC.

Bibliography :

Gouvernement du Québec (28 octobre 2022). Conducteur/ conductrice de camions de transport. Repéré à

https://www.quebec.ca/emploi/metiers-professions/explorer-metiers-professions/7511-conducteurs-conductrices-de-camions-de-transport?fbclid=IwAR1r0u-wDoT_hiNh4Z7O-XQnYxl1faxB-8lWaK-5OppVaKet3Rk6_10gKw#salaire-horaire

Transport Routier (28 juin 2022). Sommet jamais vu: il manque 25 560 chauffeurs au Canada, 22% des postes vacants sont au Québec. Repéré à

<https://www.transportroutier.ca/nouvelles/sommet-jamais-vu-il-manque-25-560-chauffeurs-au-canada-22-des-postes-vacants-sont-au-quebec/>