

Employee Engagement Survey Report



2023

**Top Fleet
Employers**

The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

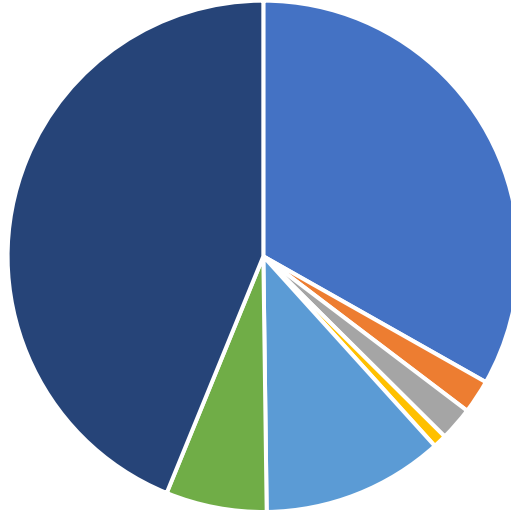
With this feedback collected from your employees, your organization can gain a deeper understanding of the workforce and create strategies to better align with employee needs and expectations.

This survey also helps to identify potential retention risks, boost employee morale, and drive overall organizational success. In today's competitive job market, organizations that prioritize employee engagement and actively seek employee feedback are more likely to attract, retain, and develop top talent, ultimately leading to higher levels of productivity, innovation, and profitability.

Note on Analysis:

It should be noted that responses were received from the following organizations/subsidiaries: Armour Transportation Systems, Armour Logistics, Armour Courier Services, Hillman's, and Polestar in both English and French. For ease of reporting, all responses have been combined and are being reported in English.

What is your occupation?

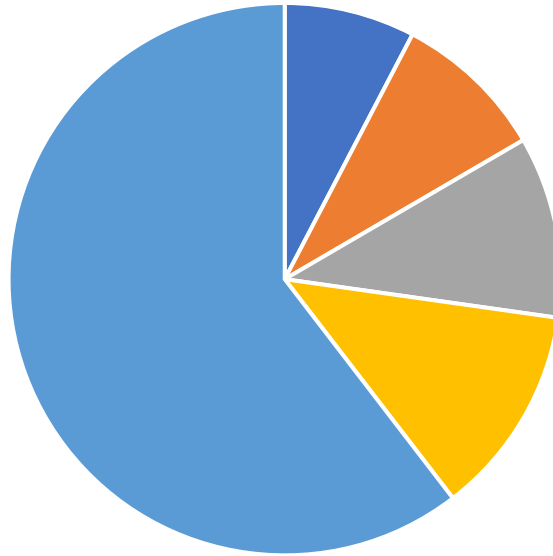


- Company Driver
- Dispatcher
- Fleet Manager
- Safety Manager
- Dock Worker
- Technician/Mechanic
- Other

ANSWER CHOICES	RESPONSES	n=235
Company Driver	33.19%	78
Dispatcher	2.13%	5
Fleet Manager	2.13%	5
Safety Manager	0.85%	2
Dock Worker	11.49%	27
Technician/Mechanic	6.38%	15
Other (please specify)	43.83%	103

OTHER (PLEASE SPECIFY)	
Office Worker/Employee (62)	Human Resources
Operations (10)	Trainer (2)
Administration (2)	Dock Personnel (3)
Customer Service Representative (2)	Parts Person
Finance/Accounting (7)	Maniferster
Undefined (4)	Licensing Coordinator
Account Representative	
Freight Coordinator	
Maintenance Supervisor	
Dispatch Supervisor	
Managers (3)	

How many years have you worked for your current employer?

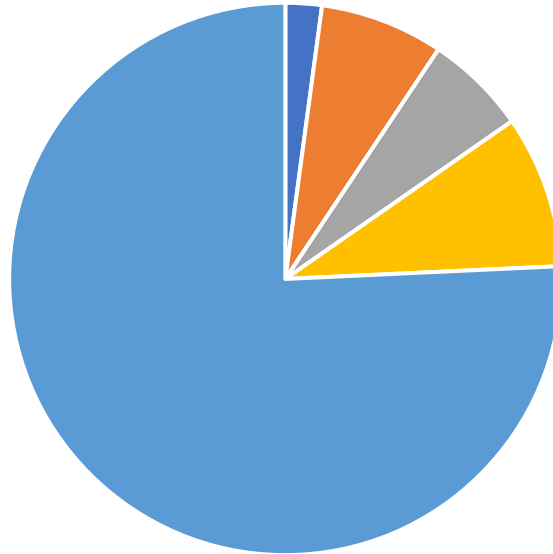


■ Under a year ■ 1-2 years ■ 2-5 years ■ 5-10 years ■ 10 years and above

ANSWER CHOICES	RESPONSES	
Under a year	7.66%	18
1 - 2 years	8.94%	21
2 - 5 years	10.64%	25
5 - 10 years	12.34%	29
10 years and above	60.43%	142

Total Respondents: 235

How many years have you worked in the trucking industry?



■ Under 1 year ■ 1-2 years ■ 2-5 years ■ 5-10 years ■ 10 years +

ANSWER CHOICES	RESPONSES	
Under 1 year	2.13%	5
1 - 2 years	7.23%	17
2 - 5 years	5.96%	14
5 -10 years	8.94%	21
10 years +	75.74%	178
Total Respondents: 235		

Question Set 1: Employee Engagement Index

The first 5 questions in the TFE23 survey focus on key indicators of employee engagement which include: Pride, Present Commitment and Comfort, Future Commitment and Comfort and Motivation.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
I rarely think about looking for a job at another company	16.17% 38	26.38% 62	24.68% 58	16.60% 39	16.17% 38	235
In general, I look forward to going to work and enjoy what I do.	20.94% 49	40.60% 95	27.35% 64	4.27% 10	6.84% 16	234
I feel physically safe at my place of work and when doing my job.	35.04% 82	43.59% 102	11.54% 27	3.85% 9	5.98% 14	234
I feel psychologically safe at my place of work and when doing my job.	26.50% 62	47.44% 111	15.81% 37	5.13% 12	5.56% 13	234
I feel appreciated and respected by my direct supervisors and fellow employees.	20.00% 47	40.00% 94	20.85% 49	10.64% 25	8.51% 20	235

Summary:

The statement: “I rarely think about looking for a job at another company.” had the most significant response spread within this question set. The benchmark for this question is set at 55-60% agreement; **Armour Transportation Systems** attained **42.52%** agreement with this statement; compared to 32.77% disagreement and 24.68% neutrality. While this question is not the ultimate indicator for engagement, we encourage the organization to take these results into consideration when reviewing the rest of the survey results.

We tend to focus more on the other statements, with feeling psychologically and physically safe while on the job as a top priority. The overall rate of agreement with these statements was positive.

One area that warrants further analysis is employees feeling appreciated and respected by their direct supervisors and fellow employees. The open-text feedback at the end of the survey will help to shed some light on this area; however, we would encourage additional and deliberate attention be paid to this indicator of engagement.

Question Set 2: LEAD Questions (Leadership)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on *Leadership*.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
Company leadership and my manager are good role models for employees.	17.09% 40	29.49% 69	26.07% 61	15.38% 36	11.97% 28	234
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	12.45% 29	31.33% 73	27.04% 63	17.60% 41	11.59% 27	233
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	16.67% 39	37.18% 87	21.37% 50	14.53% 34	10.26% 24	234
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	16.24% 38	33.33% 78	29.91% 70	9.83% 23	10.68% 25	234

Summary:

The first statement (leadership/manager as a good role model) gets at how people see their leaders within the broader context of the company. The benchmark for this question is 70-80%. **Armour Transportation Systems** achieved **46.58%** agreement with this question, suggesting that further exploration would be warranted.

The second statement (leadership communicating values) gets to the root of employees needing to feel informed about what is happening in the organization and feeling a connection to something bigger (i.e., corporate values) when completing their work. The benchmark for this question is 65-75%. **Armour** achieved **43.78%** agreement with this statement (and 29.19% disagreement), suggesting that leadership could improve their communication of corporate values.

The response spread for the next 2 statements in this Question Set suggest that an examination of leadership role-modeling, direct engagement with employees and communication of corporate values would be warranted.

In addition, attention should be paid to encouraging and supporting cross-department and cross-level communication and collaboration.

Question Set 3: LEAD Questions (Enablement)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on **Enablement**.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
I have access to the equipment and technology that I need to do my job well.	18.73% 44	45.53% 107	15.32% 36	11.91% 28	8.51% 20	235
I feel that the equipment that I use is safe and well-maintained.	20.85% 49	41.28% 97	15.32% 36	13.62% 32	8.94% 21	235
Most of the systems and processes here support us getting our work done effectively.	14.04% 33	36.17% 85	23.40% 55	16.17% 38	10.21% 24	235
My total rewards package is competitive with what I would receive for a similar role in the market.	9.40% 22	26.50% 62	21.80% 51	25.21% 59	17.09% 40	234

Summary:

When surveying employees regarding Enablement, we hope to see high levels of agreement, particularly relating to:

- “Having access to equipment and technology that they need to do their jobs well” - we benchmark 75-85% agreement with this statement. **Armour** achieved **64.26%** agreement – below the benchmark.
- “Having access to safe and well-maintained equipment” we benchmark 85% agreement. **Armour** achieved **62.13%** Agreement – below the benchmark.

The benchmark for the question ‘Most of the systems and processes here support us getting our work done effectively.’ is lower (55-65% agreement) due to the relative difficulty of achieving effective systems and processes. It is very hard for every system and process to work perfectly for everyone. **Armour** achieved **50.21%** agreement, which is also below the benchmark for this question.

One area that warrants particular attention in this set, and was noted at the end of the survey, is the total rewards package offered to employees. Please review the feedback provided by respondents at the end of the survey for more commentary on compensation and benefits.

Question Set 4: LEAD Questions (Alignment)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on *Alignment*.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
I know what I need to do to be successful in my role.	35.04% 82	53.85% 126	7.69% 18	2.56% 6	0.85% 2	234
I receive appropriate rewards and/or recognition for a job well done.	12.77% 30	20.85% 49	25.11% 59	22.98% 54	18.30% 43	235
Day-to-day decisions here demonstrate that quality and improvement are top priorities	13.62% 32	27.66% 65	29.79% 70	13.62% 32	15.32% 36	235
I feel that my company supports a philosophy of work/life balance.	16.60% 39	40.00% 94	25.11% 59	8.51% 20	9.79% 23	235

Summary:

Alignment can mean different things to different employees, but in general, employees are most engaged when they feel that their beliefs, values, and motivation are working in tandem (not competing against) those held by the company. When there is alignment, employees and leadership are working toward a common goal, which fosters engagement, dedication and loyalty and often leads to high employee retention.

Armour Transportation Systems leadership may want to focus on the following areas where a lack of alignment may be developing:

- Rewards and Recognition – the response spread for this question, as well as the open-text responses at the end of survey, may provide some insights regarding how this area should/needs to be addressed. We benchmark 65-75% agreement for this statement, **Armour** achieved **33.62%** agreement.
- Day-to-day decisions that demonstrate commitment to quality and improvement – the benchmark for this question is 60-70%. Armour achieved **41.28%** agreement suggesting that talking with employees to get to the root of why day-to-day decisions are falling short in the eyes of Armour employees.
- Work/life balance – there is a slight response spread here, and this could also be related to rewards and recognition (i.e., this could be addressed in the same conversation with employees).

Question Set 5: LEAD Questions (Development)

There are 4 main factors that drive employee engagement: Leadership, Enablement, Alignment and Development (LEAD).

The following 4 questions focus on **Development**.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
My manager (or someone in management) has shown a genuine interest in my career aspirations	16.60% 39	27.66% 65	27.23% 64	17.45% 41	11.06% 26	235
I believe there are good career opportunities for me at this company.	13.19% 31	30.21% 71	34.90% 82	12.34% 29	9.36% 22	235
This is a great company for me to make a contribution to my development.	17.52% 41	28.21% 66	37.61% 88	9.83% 23	6.84% 16	234
I feel that I have completed the right training to carry out my job safely and efficiently.	24.26% 57	51.91% 122	13.19% 31	5.11% 12	5.53% 13	235

Summary:

This question set also received a range of responses from surveyed employees; as such, further assessment of employee development support and opportunities should be conducted.

“My manager or someone in management has shown a genuine interest in my career aspirations” – is a one-on-one level interaction that builds the basis for people feeling like they can develop at the company down the line. It’s great when managers have technical competence and can share those skills with their team, but development is arguably more important for employee’s success. It’s important for managers to discuss development in 1:1 meetings. If this score is low, either the manager doesn’t realize development is part of their job or the organization hasn’t communicated to the manager that developing their team members is a key part of their role. The benchmark for this question is in the 65%-75% range. **Armour** achieved **44.26%** agreement.

“I believe there are good career opportunities for me at this company” - Whether in someone’s current role or outside of it, when people feel there are good career opportunities for them, they’re more engaged at work. We try and steer away from words like “upwards” or “advancement” - things that connote a higher level. The core idea is opportunities, and those could be at the same level or in a different department. Falling below this range can signify that people’s perceptions of career opportunities are low. It’s up to your company to start ensuring that these opportunities are available and communicate this fact. The benchmark for this question is 60-70%; **Armour** achieved **43.4%** agreement.

“This is a great company for me to make a contribution to my development” – This statement speaks to the company making a contribution to the individual’s development, and is a top driver of engagement. The benchmark range for this statement is 70-80%; **Armour** achieved **45.73%** agreement.

The majority of surveyed employees (76.17%) agreed that they have completed the right training to carry out their jobs safely and efficiently. This was positive to see.

What are some of the things your company is doing great?

RESPONSES (RANDOMIZED)

Keeping an eye out for bad weather for the drivers out there.

Town meetings are nice to keep us in the loop.

Seems like they are really putting in the effort to help look after employees

I can't think of anything except for some of the bonus months. .

Pay rate match

Continuous improvement initiatives

They promote safety.

Always making you feel that family comes first. Little to no drama, decent pay, understanding when you do not feel safe to drive due to weather. Having a great Christmas/ awards banquet. Most of the time there is steady work. Little to no slip seating. Cleaning supplies readily available. Clean terminals.

Work/Life flexibility

Steady work

Having managers on the floor.

Getting me home

Training is very good

If you are a worker that comes to work and just does your job to the best of your ability, they leave you alone.

Teams work very hard to support each other

Money

Keeping a generally happy work environment. Everyone seems to get along well.

Slowly making improvements

The atmosphere I work in is amazing, the people are amazing, and I've worked in the corporate world as well as the trucking world. I am not micromanaged which is another big thing for me.

Increasing the driver's rates of pay & providing scholarships to all qualified applicants who meet the criteria

Hiring enough employees.

Growing

Family like atmosphere

Hiring new drivers. Keeping up with technology

Keeping people employed.

Bringing the right people into the right roles on a management level. Creates an environment where employees can be supported.

I appreciate the fact that I am not micromanaged

Great benefits

Job security

Safety

Allowing us some autonomy

Diversity and inclusion in the workplace

Constantly upgrading technology

In general, all employees are treated with respect.

Sick days, always steady work, pay is good...overall not a bad place to work

Recognition of employees, safe environment mutual respect & appreciation

The Company as a whole is looking for the future and growth, which is good but you need to have the proper Management in place.

We have new owners and they are trying but the poor attitude, family politics, transactional culture, foul language are deeply embedded and are not really being addressed.

Predictable home time/shifts

Keeping us working.

My Company is equal opportunity oriented, with great incentives and a support system that exceeds the requirements in the transportation industry.

Plenty of work

Purchasing some new trucks

Team environment. Focus on continuous improvement. Financial responsibility

Trying very hard to stabilize the Company and its departments; so each employee will know what is expected of them.

Moving freight

Safety is a big factor, number one. And being there when you need them

Working with staff to further our working environment

Management is supportive of a healthy work-life balance and make any attempt possible for people to have time off when needed

Looking after the safety of the employees, drivers and garage staff

Building a new terminal.

Making sure we have lots of work and good pay packages.

Taking the time and effort to offer surveys such as this one.

Changing to better suit the needs and be inclusive to all people.

Maintaining equipment

Wages are pretty good.

I like the new amount of sick days we are provided and the new bereavement rules as well.

I feel very appreciated by my supervisor and manager

Armour offers a safe, open and trusting environment for their employees to communicate their suggestions and ideas.

Very satisfied with everything the company does I have no complaints, so everything is good

Keeping the right people in the right place to get the job done RIGHT !

Buying new equipment

The company is very good at acknowledging employee efforts on a regular basis. Management actually seems to care about it's drivers and their concerns, all in all a great team to work with.

Work life balance is well maintained in my department in particular

Driver bonus

communication is great. a lot of information is shared with the employees.

Can see money is being invested back into the company on facilities, equipment, software.

Having town hall meetings regularly to update employees.

Employee pay schedule is kept timely.

My work schedule (home every night, off on weekends)

Teamwork

Listen. Respect.

Additional sick and personal days was really nice.

Keeping me employed

Investing in new equipment Raises

Buying new equipment. Trucks/trailer. Benefit program.

Engagement and recognition is very strong. Commitment to improving and investing in Armour is evident

Great communication and great service when I go at the garage for parts for my truck

Having work.

competitive wages

Good people to work with

availability of newer equipment and updated training i.e. harassments in the workplace, townhall meetings(information)

Family oriented

Incentives for working groceries on a weekend

keeping the staff well informed on new accounts

shortening weekly hours to provide better home life. constantly looking to increase staff to make this possible

Armour is great at showing respect and appreciation for its front-line workers

Recognizing that our mental health is important and giving us more personal/sick days.

CUSTOMER SERVICE AND HOW OUR DRIVERS HANDLE THE CUSTOMERS

Making good efforts in increasing pay structures & benefits

Keeping things organized.

It is great that the company is increasing its commitment to safety throughout the organization.

They started to pay a bit better but not a lot

The company is awesome in everything.

Trying to improve itself

Sick days for employees

Sick days and flexible hours

NEW ON GOING TRAINING

Direct supervisors are doing the best they can with the directions of upper management

Treat everyone fair

Lots of work

since the change of ownership things are much better, people put in proper places, spending time and money for the company to upgrade

Getting home time

Paying overtime and working on better communication to all employees.

Promoting women in trucking

My Supervisor is great to work for and cares about us

management support in career development

Clear policy, good management and leadership, continuous improvement, safety and maintenance

Respect of its employees, flexible work schedules

Always talk to the employees, communication is number one. Thank you

We have what we need to do our work properly, they show interest in our wellbeing.

Promotion of underrepresented groups

Offering some online training courses & continuous improvement of system/processes.

Keeping us informed and helping when needed.

adding sick day and personal days as well as providing more staff with laptops to work from home during bad weather is nice too

This question is hard to answer because my company is still in flux from being taken over by another company management is not fully in place in a lot of departments so it's very difficult to say what is great or more likely what can be great once things are in place

Great people in management positions.

Continued training

What are some of the things your company is not doing so great?

RESPONSES

Pushing employees to do more than the employee can handle

Cutting costs from the bottom up; alienating the people doing the actual work that generates revenue.

Things don't get fixed or repaired; machines don't get repaired; they are very unsafe. The warehouse is very unsafe to work in

Trying to rush though different courses. Not everyone is all up-to-date on this new technology and using a hand held for half and the satellite for the other half to finish up.

Communication in the leadership.

Passing along information, some seems to get lost on its way do the chain

Wages/pay increases are not keeping up with inflation.

Cutting all the drivers' hours. The drivers are the ones making the money for the company as we do the delivering of the freight, but we can't finish our deliveries if we can't complete our full days of work.

Pushing numbers over looking at what people are doing.

At terminal levels they are not communicating proper information. They let certain people away with things but not others (favoritism)

1. communication between higher ups and management ex getting satellite messages about xyz and term managers being last to know. 2. Improper equipment for unloading heavy pallets off trailers SAFELY some products average over 2000 pounds per pallet ex beer, brake drums, liquor, soil, salt etc. 3. Waiting for approval to have trucks maintained/fixed going days/weeks before getting truck back.

Filtering out lazy useless staff. I'm sure it's easier said than done however.

Performance feedback/coaching/career development

Keeping the lot well salted for everyone's safety

Communication about certain events

Management in my area (Manager & Supervisor) I feel doesn't play even across the board. When bringing a concern to either one they tend to have an excuse to not deal with the issue when it's about certain people. I find there is no recognition for a job well done and I feel that there is a lot of drama in my certain area which is not dealt with.

Very toxic environment, full of racism, sexism, bullying behavior. Warehouse area is filthy and dangerous, equipment is constantly breaking down or broken. Supervisors yell inappropriate comments and bullying comments at staff. Very unhealthy environment with broken machinery and disgruntled employees. Would not recommend working for Armour.

Getting all shifts to do the job right. Realizing that 3 different shifts are not all equal.

Pay base rate is lower than most companies

Listening to advice from workers.

Not making sure all employees pull their weight. There could be more nice job today statements

Fleet maintenance sucks – company morale is in the toilet.

Communication. Respect

Maintaining terminal/docks and related equipment.

Modernization of fleet

Salary is literally my only issue, I don't feel it's a living wage in the present economy and I don't have any debt aside from a mortgage and vehicle. If it wasn't for my side business I would not be able to stay at my present wage with Armour.

Not increasing the contribution to the RRSP/DPSP program in a number of years

Too many hoops to jump through to get anything done. Truck maintenance!! Especially! No truck for days == no pay!

Investing more into drivers

Competitive pay

There is a reason why we are losing good workers going to other company something is going wrong and losing customer ..that we work hard to get..

Teach drivers from the beginning on how to properly do pre-trip and post - trip and keep equipment safe and clean. Too many are ignoring this rule

Higher wages and driver retention, especially for experienced drivers

Replacing drivers, need better method of picking vacation time

Providing adequate compensation to long term, over performing employees

Supporting staff. Communicating. Updating on new processes/pertinent employee information. Correcting issues either immediate/long standing. Offering competitive wages/wages based on experience/knowledge. Maintaining cleanliness / pest control in the workplace. Constantly rotating new managers/VP's - employees required to "educate" them in regards to customer accounts. No incentives

Competitive wages

Communication and trip planning

Communication

earnings for long term employees

Senior management does not understand the ever-increasing workload they are placing on the terminals. most recently adding duties that belong to support such as payroll, HR and IT.

Could have better communication

Communication

Senior management focuses too much on grocery loads taking away from our core competencies...LTL. Too often I see decisions to please 1 customer at the sake of 100 + others. Senior mgmt. then dumps on the terminal for poor service levels resulting from delayed linehauls .

Retirement plan needs to be better, safety boots allowance

Communication and engagement with employees. Employees are frustrated and morale is very low, especially in operations. Compensation seems to be the main issue as the cost of living goes up, the competitive nature of wages is not keeping up to industry levels.

Lower salaries for similar roles in the market.

Management needs to listen to the employees as they are the heart of the Company, there are times when what is said is ignored or discouraged. More regard for the workers is something that management can work on. Communication is not there.

Poor salary/poor benefits, poor managerial support -- company relies heavily on a "policy maintenance" form of management which invariably creates conflicts and the resolution of those conflicts gets pushed down to people who have no say in the creation or maintenance of policy -- this creates ongoing issue where the 'system' is not learning and creates a 'them and us' attitude which is exacerbated by the language of "team work" -- there is a hypocrisy which prevails; poor IT support; outdated, poor, physically damaging equipment; somewhat lip-service safety policies, somewhat lip-service harassment policies.

Making no effort to retain good people.

Making changes and maybe not asking their employees their opinions first.

Communication with the drivers

Cutting back work hours

Foresight in the maintenance department is nonexistent. Seems like they are just shooting from the hip. Secrecy and manipulation are used too often. People are very cranky when they arrive at work. Seaboard is starting to show us hope and once we see some more of what they have planned people attitude and morale will change

Equipment upgrades

Not keeping drivers who are older

Upgrading equipment

RRSP contributions. Benefits package. Compensation (motivation) for lower level employees

Broken equipment not being fixed

Total lack of communication between Management and Employees.

Communication with employees and preventative maintenance on tucks and trailers

Losing workers

Some of the small things in the working environment are being missed

Getting our work equipment working in good condition, computer system, printers.

No training and pay sucks

Armour has a strong lack of consideration when it comes to training and safety; opting for expediency and getting people working on their own as fast as possible over training employees properly in a way that prevents injury, damage to freight, or other issues that cost the company money in excess of the few more hours it would take to train employees properly. Training roll-outs are either non-existent in most cases or what few there is are considered jokes by most general staff and the management that leads them.

Communication is near zero.

All departments working against each other instead of helping each other. Not taking suggestions or ideas.

Clear communication

Keeping up with the industry regarding pay

Communication needs improvement. It seems like one department is not aware of the duties and responsibilities of another department.

Pay needs to be more. When it comes down to it, drivers are the backbone of this company of any trucking company. We have to deal with the traffic, we have to deal with the weather. We have to deal with everything out here and I feel that we the drivers don't make enough for what we do.

Treating all equal

Outdated trucks with poor maintenance.

Everything is catered to the drivers and the office staff loses out on everything.

I believe the pay scale is well below what it should be. It does not keep up with the cost of living increases.

Technology could definitely be improved, (examples Web, TM4WEB, EDI, Ticket process and turnaround). Keeping information up to date (outlook contact info, web marketing material, policies & procedures).

Putting people in leadership like lead hands that have no experience in how to treat people

Many safety issues are being ignored and they are concentrating on safety that is not an issue.

Communication

Everything!

There was next to no training for key positions

Could use some more equipment (tractors)

Employee Engagement. Proper tools for the job (computers/WIFI/network/TMW very slow/Teams crashes)

Training

Communicating changes, communication in general. Low wages.

Taking my assigned unit and giving it to another driver if they are having issues with their own, and therefore because most times there aren't any spare units available at my home terminal, I can't work.

Low pay, internal promotions almost non-existent, no concept of what anyone is doing (pay rates can easily vary by \$3 an hour in departments with two people doing the exact same job and the same level of seniority), not well managed.

Getting equipment to get freight moving down the road.

I take pride in cleaning the tractor assigned to me. But getting the curtainsider trailers cleaned is basically nonexistent

1. Not keeping up with pay wages. 2. Letting drivers (who only do 8-9 hr run). take good trucks home that others could drive while their's are in for repairs. Yard shunt trucks are going out on road now.

Pay is bad, benefits are bad, no upward mobility, shifts start at 10 hours and go up to 12 with no overtime, management doesn't care about any job position that isn't management or driving a truck

Communication. We need to improve how information gets cascaded to the organizations. Work/life balance. I think we say people need to have a good work life balance but it's not happening at all level of the organizations. Empowerment. We need to allow room for people to grow at all level of organizations, it seems everything is managed at the highest level of the organization.

We are cutting hours in some departments and not others. So this is hurting the company as a whole.

Fixing ramps and doors at terminal

Not telling us everything at orientation, like how to fill out our trip sheets

Acknowledging certain issues were not created by their workers who doesn't have the power to make changes. Lack of training for any new workers.

Not cutting any costs from the top down. Extremely top-heavy; how many executive assistants and VPs of this or that is too many? Compensation for middle management down is embarrassing.

Wages could be better for the years of working

Company is not great in recognizing drivers who are putting extra efforts in doing their works. Not great when it comes to equip employees are using in their day-to-day activities

keeping up with current wages for the market

Parking too many trucks need to update systems to work better

Compensation and benefits packages should be improved to match current inflation and cost of living increases, not just for drivers but for the support staff that keeps the drivers running as well.

There's a lack of equipment that's provided to us to do our job efficiently.

Change Management. 1. Communicating Change - affected departments are not looped in on pending changes. Often advised after the fact. 2. Extent of Change - change initiatives that continue to roll forward without underlying/fundamental changes made to processes that supply data. Requires a lot of additional manual work

Not communicating to us by our supervisor/manager about the new personal days. Found out by a coworkers and had to ask about it.

EVERYTHING IS A HUGE SECRET; MANAGERS NEED TO KEEP EMPLOYEES INFORMED.

rewarding/recognizing employees for hard work

Hiring managers, instead of those positions that perform the day-to-day tasks. Focusing on numbers, not people.

Ripping drivers off on mileage that you work plus the trucks are not being kept up for repairs only do half the work and some trucks not fit to be on the roads and trucks are dirty and putting too much freight to get done DOT should start checking the road worthy of trucks on the roads

Needs to pay more to get better drivers.

Competitive compensation PACKAGES (not just hourly rates or salaries)

keeping things secret, not explaining changes or even asking if changes are good for the employees before putting them into practice.

Management and pay

No training on day-to-day work

Losing knowledgeable staff to other companies - short staff - equipment is getting old -

Maintenance to operations could be better / communication sometimes is lapse

The pay scale needs to change, some people are over worked

Dispatching

Not allowing more than 48 hours a week.

No communication from management at all

As an office employee, I feel left out as almost all promotions, media etc. are for drivers only in all areas for them. There is nothing mentioned about the many office employees in terminals, finance, on social media, newsletters - just my two cents worth

Yard maintenance. Equipment maintenance. Scheduling

Sales team not knowing enough about their accounts and the people they need to reach out to get their answers, to relay to their customer.

Armour does not care about the equipment we use on a day-to-day basis. I know that we can't just buy new trucks or trailers when we want, but to have 10 trucks sold in our department within the last 8-10 months and only have 2 new ones to replace is outrageous. drivers don't have working gear and it puts them and their safety bonus in jeopardy.

Compensation packages - insurance/retirement are not aligned with what is found out there for "like" work (office)

Not competitive policy on remuneration package

wages are not enough

Pay rates for drivers could use improvement

1. Competitive Pay rates to meets inflation. 2. Expensive Health plans with less options than competitors 3. All Levels of managements inability to accept or adapt to change

Wages, not giving raises to people that are making little more money than others.

Overall benefits

Consistency - there are so many policy exceptions based on either situation or customer.

Giving new hires not much less than long time employees.

Benefits are horrible and overpriced. Pay and compensation packages are subpar. Upper management takes no interest in its staff other than to intimidate.

Nothing things don't get fixed or repaired machines don't get repaired they are very unsafe the warehouse is very unsafe to work in

I now have to buy my own pens or use really cheap ones

Management staff is severely lacking. No open-door policy with upper management very difficult to get a meeting with anyone higher up than a general manager

Trucks break down weekly and just get a fix up to get back on the road to get your run done. Dispatchers tell drivers to find an empty trailer but won't help and will tell you that you can't take the ones that they have, leaving you to go open every single trailer door around a yard and still probably not find one, then miss your appointment for a pickup and have people tell you that you aren't doing your job well enough.

Supplying the right equipment.

Communication. Planning

Safety is poor, work environment is dirty, overcrowded, dangerous, and poorly maintained. Equipment is constantly breaking or broken, not enough functional equipment available to properly work.

Is there anything specific (positive or negative) that you would like to share about your work experience with your current organization?

RESPONSES (RANDOMIZED)

Morale is low and was told not all departments get the text from the driver to see why something is not right.

Overall, I personally have had a lot good over the years. Would like better pay without having to ask for it and just be recognized.

Nothing, honestly I'm happy and enjoy my job

Raters are expected to have bills rated in a timely manner, however, staff who are creating the bills are not providing weights/details or bols in order to achieve this. The docks are not providing weights when requested. Data entry (or anyone creating a bill) aren't always providing complete information in order for bills to be rated in a timely manner and do not provide info in a timely fashion when information is requested.

My experience started great and was going very well and I loved what I'm doing, but for the past few years , I've lost interest and now that they bring you in the office for nothing but doing your job , I'm definitely thinking of other employment now.

Most of my bosses have been great

Positive: I do have great co-workers who support me and each other. Negative: management over looks problems and will not except ideas for solutions. It is always one sided which is not how a person manages a terminal.

Negative: Pay could be comparable to other jobs in the same field at other companies. Positive: Giving entry level workers opportunity to progress in the company.

That Pam will look out for me and help whenever she can, a real pleasure to work with, and Boyd the same.

There are certain people who for some reason gets to do and say whatever they want - Supervisor does see this but does not correct it because in her words "doesn't want to rock the boat" I have been dealing with being bullied by certain members of my dept including the supervisor. Things seem to be a little better but every day I have to watch what I say so it doesn't start again. Our Manager is not very present in the department and when she is she is only dealing with certain people.

HR and upper management need to address the toxic environments within the warehouses. Staff who use racist, sexist, bullying behaviors need to be reprimanded.

Too many drivers not doing a proper pre-trip or post-trip on trailers

This company is going downhill.

As a driver you are allowed to work 14 hours a day at this company if you want to you can do that. When freight slows down granted they are not going to pay overtime but you can do a run by the mile with no issues . Trucking has never been a 9 to 5 job

I would rather be on my death bed than come to work.

People do not feel confident that employee wellbeing is important

Fairly good place to work

I enjoy my job. Best crew of people I have worked with in 33 years in the industry.

I enjoy the variety of experiences with customers and enjoy my coworkers.

I love every aspect of my position and Armour it's the only reason I haven't left, my present salary level would be the only reason I would leave.

Good to be working for a company that is Maritime owned and operated.

The truck maintenance is deteriorating big time !

Needs to respect and take care of experienced safe drivers and retain them

The people I work with are great, makes me want to go to work every day

Lack of communication & cooperation between departments is a real concern Apps in Truckmate are glitchy on a more than an occasional basis which creates frustration & inefficiencies in my work My manager is terrific & I feel very supported.

Feel good about working here.

Continually frustrated at the level of neglect that our daily equipment and facilities encountering

Management at the terminal level is top notch. The senior level and support systems seem very disconnected and out of touch of what happens in the field. It seems as if operations supports the support teams as more and more of their duties are pushed to the terminal level. If there is a big picture...it is not shared.

Just wish that our staff would be more positive...most people you talked to from drivers, technicians, dispatch, dock workers - they're always on a negative mood...it's becoming frustrating to hear

I love my position, I love the work I do. When it comes to support, and communication, there is a disconnect as I feel the workload is far too much for the people in my team to function properly. Too many hands in too many cookie jars are creating a lot of confusion and process issues.

Think Management in all levels need to ask why we are losing employees, why can we not keep them. There is a reason, but Management just needs to ask these questions and listen. Talk. Nothing is said unless the Employees are being reprimanded in front of others.

Appreciation, Consideration, Recognition, Compassion, Understanding - these need to be worked on by Management. Employees should look up to and appreciate their manager not feel like just another body to fill the need. It does not take much to make someone feel appreciated - thank you, cup of coffee, listening to the concerns and having a full discussion. Some Managers have no idea what you do and if you are lucky to have a yearly review - they have forms all filled out and quick in and out, just to get done and at times because did not proceed when designated and are late sending to their Superiors. Take the time, know your employees, ask what they do... there is nothing wrong in asking questions even if you are a Manager... No body knows it all... we must work together to grow this Company into what we know it can be!

I work each day in pain because my employer will not update my work equipment; many promises have been made. I find this very disrespectful. I have been a hard worker, praised for my diligence and concern for others, yet I am stuck doing this job. That is in part because of harassment from a manager which has kept me from promotions and pay increases. I spoke of this, complained about this many times. Eventually his manager spoke to him but by that time it was too late for me to recover from the damage done. I should have filed a complaint with the Labour Board the first time my complaint was ignored

Toxic work environment. Overall people are very unhappy with conditions (maintenance on equipment/facilities) and compensation, and it makes time spent at the terminal very negative. Personally, this bothers me even in time away from work. Positive. I do enjoy my role and the customers I've built relationships with.

I've worked at this company for over 30 years and seen lots of changes And we are losing way too many people for higher paying jobs that do the same things they are forcing the employees to look for other work. It's just too bad

Foresight in maintenance department is nonexistent. Seems like they are just shooting from the hip. Secrecy and manipulation are used too often People are very cranky when they arrive at work Seaboard is starting to show us hope and once we see some more of what they have planned people attitude and morale will change.

I am very happy with my Company ...

The people are friendly

Armour Transport is an industry powerhouse with a focus on customer experience and continuous improvement. A great place to work

On a Positive Note: I personally have been treated very fairly over the years; and on many occasions, been shown gratitude for the job I have done.

Management needs to be less dismissive and listen to employees

Very happy with where I'm at.

Overall, a good place to work

Respect between departments is very lacking. This feels like everybody looks down on you instead of encouraging you.

Armour does a very poor job in fostering any form of relationship or consideration between shifts and departments; supporting a general attitude of "not my problem" and doing little to address these short-comings. This leads to animosity between shifts and departments and toxic opinions about the various parties working here.

Try working harder on retention.

Too many people can affect the ease of my job.

Poor management, poor communication, little respect no sense of belonging, outdated equipment.

We don't get safety bonuses like the dock or drivers. We lost our free lunches for staff appreciation and Christmas. It's very discouraging to come into work and have everything revolve around the drivers when there are other people involved behind the scenes that don't receive recognition.

I felt very welcome and supported from the entire Armour team since day 1, I had a great experience with Human Resources and my department. It's a great place to work, and the leadership is fantastic. I also really appreciate the fact that there are women in these leadership roles, shows opportunity exists for all.

Been working with Armour for 15+ years and never thought about leaving to work elsewhere good company to work with

I am one in few people who care about their customers to make sure I still have a job to go to in the morning. I give it my all to complete my job as an employee @ Armour

Every time you ask your boss about things going on that concerns use, all you get for an answer is "I don't know."

Training needs to be taken seriously. I honestly believe if people felt comfortable and well trained in their positions that there would be a much lower turnover rate than the company has seen as of late. It's time to set things up so that new employees don't feel like it's a sink or swim atmosphere, because your average person will not do well in that environment and will leave to go somewhere they will train and encourage

Nice to see employees get recognition for the work they do!

Taking my assigned unit and giving it to someone else because theirs is broken down, you are therefore throwing me out of work. I've worked elsewhere in my driving career where you are assigned a unit and it's yours, if you have issues then you're not driving, not taking another person's unit and creating issues for them.

Just a great company to work for.

I'm so tired of watching good workers leave because of being treated badly by management.

I am treated well when I do my job.

It's great the company buys new equipment trucks/trailers. We always get new tires without question. Windshield wash and all cleaning supplies are provided. Sad the new trucks are given to a driver with less than 5 years' experience and don't respect it. (very dirty) Meanwhile 30 years drivers are driving trucks 7-8 years old and have to share a truck. Squeaky wheels get the grease.

Been there since 2006 and ain't a damn thing that's improved except the CEO's pay.

Feedback seems to be welcomed and the organization seems to be willing to adapt when required.

I have found a there are silo mgt practices in place. (Not my department). I do see improvements with engagement and communication on this

Dispatcher is very friendly

The morale in this company is going in the wrong direction. we need some positive management decisions to change this.

No communication between dispatch ex.. city and hwy.

I enjoy working for this organization and think of everyone as work family.

Favoritism.

I personally love my job, it keeps me out of my head and truly calm me down

I used to look forward to coming to work knowing that my efforts and loyalty was appreciated and would be rewarded. Also used to have the tools necessary to be effective. At present, my efforts and loyalty seem meaningless, and every single day is a battle from start to finish to get the job done. It has nothing to do with COVID, nothing to do with inflation, nothing to do with 'nobody wants to work anymore'. It has everything to do with horrendously poor management.

I am a nonsmoker and diagnosed with sinusitis driver that I have to make sure that my working space which is my truck is to be cleaned (interior and exterior) which I normally do on my shift. Although trucks normally being shared to other drivers who are not aware of doing the same thing worsts is being used by smokers. In a positive note, we are looking some changes from the management to some drivers concerns. City drivers in Moncton terminal comprises of 50% who stays, contended of what they have, but will retire 3 to 5 yrs from now, other 30% of which are drivers that have enough experience but still looking for better opportunities, 20% are young drivers alike, waiting for a year or two to be part of the 30% constantly seeking for the best offers just waiting for the year of experience. We drivers go around to different customers, usually exchanging notes to other drivers from other companies. Plus the service of internets we can easily decide for great opportunities. It says in our handbook that our driving force are people. But some of us felt that we are not being valued. that we are just number. Our guiding principle are People, Safety, Service, Stability and Family. Let us feel all of those and I person work to be part of those 50%

At my age I feel nervous. I always wonder if I will be replaced by someone younger and cheaper.

Was at one time a great place to work but has steadily declined in recent years as management has changed. At one time the eye was on improvement, but it seems now specific metrics and revenue streams are the focus to the detriment of all else. Now all effort is spent just trying to keep things going or milk pennies from every angle. Experienced people leave and their positions simply aren't filled. Most of the higher-level expertise has gone and there doesn't seem like much effort going into retaining the experience at the bottom.

Most of my coworkers are good to work with. The whole truck sharing thing is a shame. And on a daily basis the lack of equipment is making our job more difficult. Plus, if I compare my salary to another company at equal level...we could do a big improvement.

Communication in our department is non-existent. Would like to have more insight on the company/process of things and not being left in the dark.

When you work a get pay stub and don't get paid for what you did that week and contact payroll and no one will talk to you about your miles that you drive is always short from what you got paid months before and changes and the biggest problem is they no your right and don't want to talk to you about it or try and get the problem fixed BUT DRIVERS GOT TO GET TOGETHER WITH THIS COMPANY AND NOT DELIVER THE FREIGHT IF NOT GOING TO GET PAYED THE DRIVERS ATE GETTING THE SHAFT WITH THIS COMPANY ARMOUR TRANSPORT ALL I CAN SAY IS WOW EYE OPENER

Yes, there is negative experience, only because of some people working in the morning shift. Yesterday one guy was blaming me because his favourite forklift truck no. 172 was not charged, he was blaming me for that. I was not even using that machine that night. I was working on Layer Clamp machine. Nobody is supposed to touch my punch card until he/she is supervisor or manager. But one employee took my punch card and did put the notice that you have to charge this machine on time. And even complained about me that I didn't plugged in on charging. It means that he owned that truck? If he has license than he can use any other truck as well. This was the incident that happened with me but suddenly I informed my Team Lead. He said he will talk to them for never try to do this again. It was the worst experience that I've ever faced on any workplace.

State of equipment condition is horrible. Rats in the walls/ceilings/offices of the buildings mildew on the walls/ceiling tiles. Building cleanliness is poor washrooms are worse than a public toilet at a night club

Leadership/management of this department does not have a realistic view on the company, the industry, or the people. numbers are not the key the people are

Too many bosses and management doesn't lead by example no leaders and pay is below average

Seniority and vacation is an important reason for me to stay with this company

I love my job here; the company has been more than fair in many ways yet lots of room to move forward

A good place to work. Not a very good pay package

Employees don't feel appreciated and no feedback from higher management.

I am good with my current finance supervisor does a good job with communications and recognition for our team. But that's where it stops. I truly feel like all of us in the offices are not recognized for the time and effort we put into our daily tasks that also contribute to the business.

This is the lowest I've ever seen morale here. People were underpaid before, but it was compensated by 'extras' and appreciation. Now we're just underpaid.

Company does nothing to make my job easier.

I know my job and do it great. I feel there is a "look down attitude" towards the Department I work in.

I believe that Armour needs to listen to the ones who work on the front line so to speak on how the everyday operations are working and what they could do in order to make it better. a lot of things get brushed off.

Safety is poor, work environment is dirty, overcrowded, dangerous, and poorly maintained. Equipment is constantly breaking or broken, and there is not enough functional equipment available to properly work.

Willingness to challenge the status quo and seek solutions. Open to improvements and changing the way we do things.

Armour used to have Competitive pay rates. Now not so much. Here's something for Perspective: My Wife works from home with less than half of the responsibilities as me and is paid more.

It's a very ethical employer with growth opportunities in many vocations.

Too many people coming and going lately. Hard to keep up with contacts needed to do my job.

The system has come a long way since the beginning but there are still so many issues that it creates problems for other departments.

I enjoy the job I do and I absolutely love my manager and coworkers. Those are the only things keeping me here.

It does seem to be moving in a positive direction since joining the Seaboard family

Communication about the vision of the future of the company would be key. Instituting driver committees and having contact with drivers and management to understand both needs and how to make the company better.

With past employers, I felt that the people I was working with were making it unenjoyable, but the people at Armour are great, it just seems that management has too many standards to meet so they have to ask us to do unreasonable things.



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