

Employee Engagement Survey Report



2023

**Top Fleet
Employers**

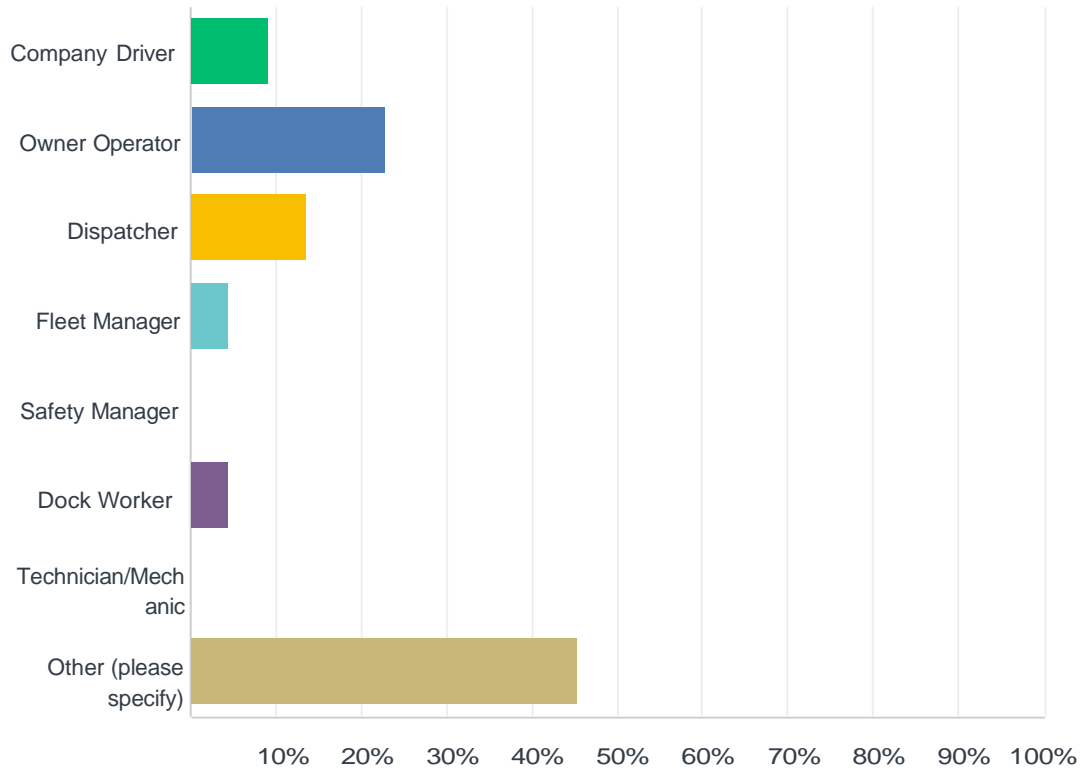
The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

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.

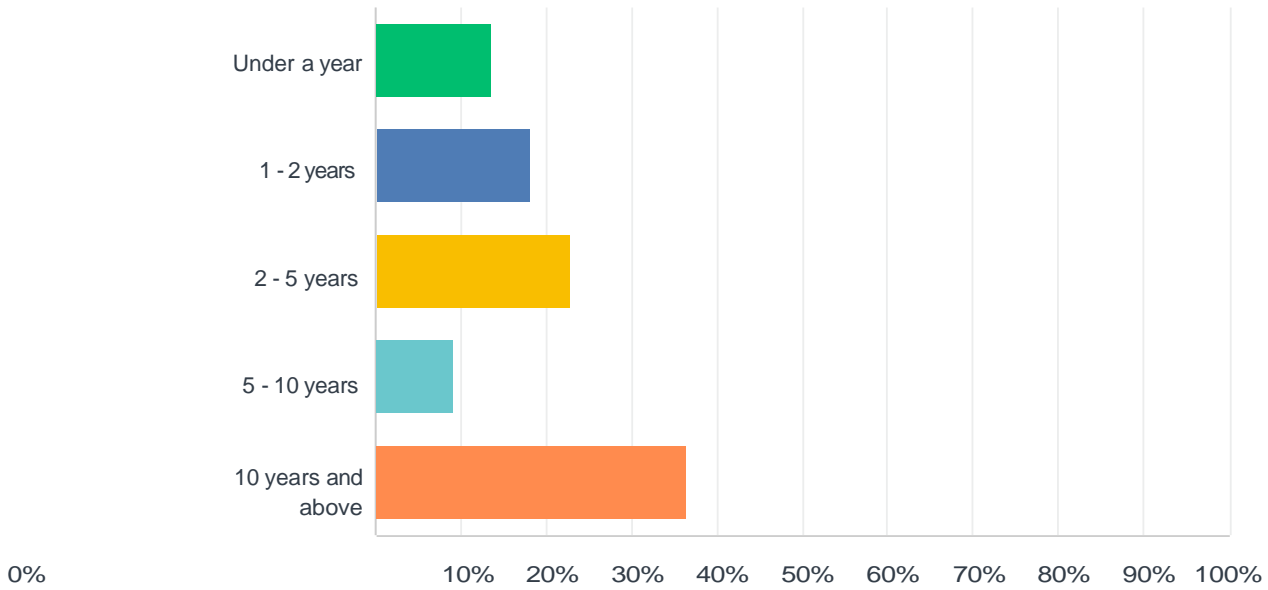
What is your occupation?

Answered: 22



| ANSWER CHOICES | RESPONSES |
|-------------------------|-----------|
| Company Driver | 9.09% 2 |
| Owner Operator | 22.73% 5 |
| Dispatcher | 13.64% 3 |
| Fleet Manager | 4.55% 1 |
| Safety Manager | 0.00% 0 |
| Dock Worker | 4.55% 1 |
| Other (please specify): | 45.45% 10 |
| Team Lead (2) | |
| Customer Service (3) | |
| Accounting (2) | |
| Logistics | |
| Sales | |
| Terminal/Warehouse | |

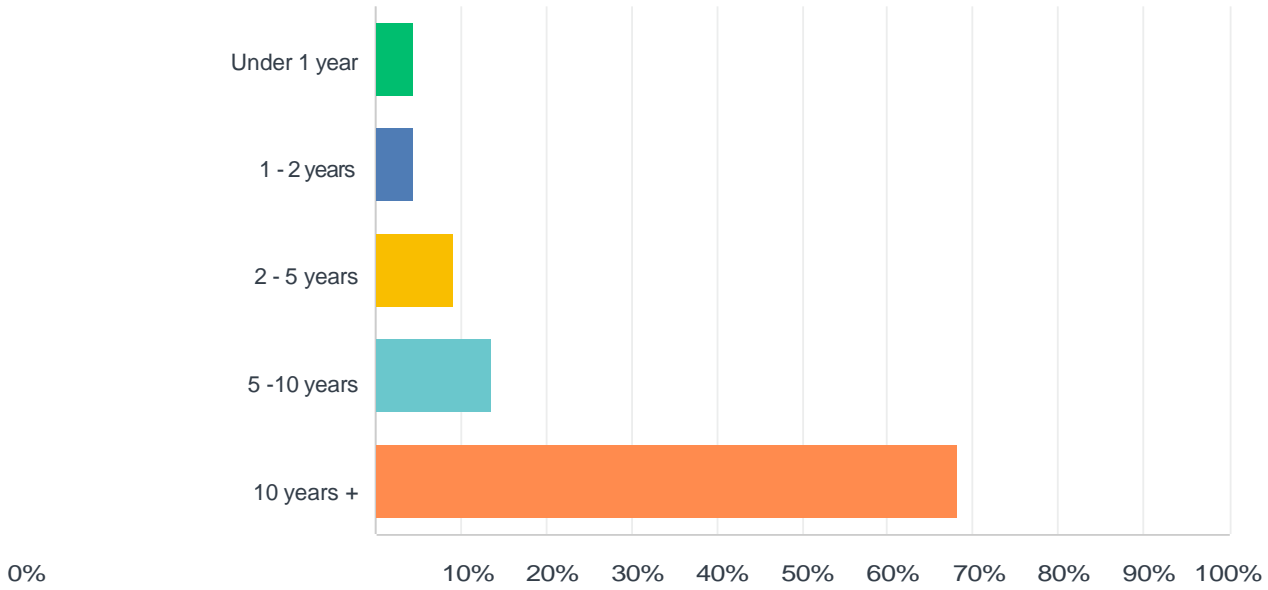
How many years have you worked for your current employer?



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|---|
| Under a year | 13.64% | 3 |
| 1 - 2 years | 18.18% | 4 |
| 2 - 5 years | 22.73% | 5 |
| 5 - 10 years | 9.09% | 2 |
| 10 years and above | 36.36% | 8 |

Total Respondents: 22

How many years have you worked in the trucking industry?



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Under 1 year | 4.55% | 1 |
| 1 - 2 years | 4.55% | 1 |
| 2 - 5 years | 9.09% | 2 |
| 5 - 10 years | 13.64% | 3 |
| 10 years + | 68.18% | 15 |

Total Respondents: 22

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 | 36.36% 8 | 50.00% 11 | 4.55% 1 | 4.55% 1 | 4.55% 1 | 22 |
| In general, I look forward to going to work and enjoy what I do. | 45.45% 10 | 45.45% 10 | 9.09% 2 | 0.00% 0 | 0.00% 0 | 22 |
| I feel physically safe at my place of work and when doing my job. | 59.09% 13 | 40.91% 9 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 22 |
| I feel psychologically safe at my place of work and when doing my job. | 50.00% 11 | 45.45% 10 | 4.55% 1 | 0.00% 0 | 0.00% 0 | 22 |
| I feel appreciated and respected by my direct supervisors and fellow employees. | 50.00% 11 | 36.36% 8 | 9.09% 2 | 4.55% 1 | 0.00% 0 | 22 |

Summary:

Overall, surveyed **Caneda Transport** employee responses demonstrate a positive level of employee engagement.

The only question with a response spread was: "I rarely think about looking for a job at another company." We generally do not place too much emphasis on this question, as worker mobility is common in the industry and is not a strong indicator of engagement.

We tend to put more focus on employees feeling physically and psychologically safe in their workplaces and when doing their jobs; **Caneda Transport** scored high on these questions.

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. | 50.00% 11 | 27.27% 6 | 18.18% 4 | 4.55% 1 | 0.00% 0 | 22 |
| The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work. | 40.91% 9 | 54.55% 12 | 4.55% 1 | 0.00% 0 | 0.00% 0 | 22 |
| Company leadership makes an effort to answer any questions, concerns or suggestions that I have. | 50.00% 11 | 36.36% 8 | 13.64% 3 | 0.00% 0 | 0.00% 0 | 22 |
| Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported. | 45.45% 10 | 40.91% 9 | 9.09% 2 | 4.55% 1 | 0.00% 0 | 22 |

Summary:

Once again, most surveyed **Caneda Transport** employees responded positively to these questions.

Areas that could warrant additional examination include:

- Leadership communication.
- Interdepartmental/cross-organizational 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. | 45.45% 10 | 50.00% 11 | 0.00% 0 | 4.55% 1 | 0.00% 0 | 22 |
| I feel that the equipment that I use is safe and well-maintained. | 54.55% 12 | 40.91% 9 | 4.55% 1 | 0.00% 0 | 0.00% 0 | 22 |
| Most of the systems and processes here support us getting our work done effectively. | 36.36% 8 | 54.55% 12 | 9.09% 2 | 0.00% 0 | 0.00% 0 | 22 |
| My total rewards package is competitive with what I would receive for a similar role in the market. | 31.82% 7 | 40.91% 9 | 9.09% 2 | 9.09% 2 | 9.09% 2 | 22 |

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, which has been achieved)
- Having access to safe and well-maintained equipment (we benchmark 85% agreement, which has been achieved)

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. However, **Caneda Transport** exceeded the benchmark for this question.

One area that warrants attention, and was noted at the end of the survey, is the total rewards package offered to employees.

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. | 40.91% 9 | 50.00% 11 | 9.09% 2 | 0.00% 0 | 0.00% 0 | 22 |
| I receive appropriate rewards and/or recognition for a job well done. | 22.73% 5 | 45.45% 10 | 9.09% 2 | 22.73% 5 | 0.00% 0 | 22 |
| Day-to-day decisions here demonstrate that quality and improvement are top priorities | 36.36% 8 | 50.00% 11 | 9.09% 2 | 4.55% 1 | 0.00% 0 | 22 |
| I feel that my company supports a philosophy of work/life balance. | 45.45% 10 | 40.91% 9 | 4.55% 1 | 9.09% 2 | 0.00% 0 | 22 |

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.

Caneda Transport 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, suggest that a further examination of the company’s rewards and recognition systems and approaches would be warranted.
- Work/life balance – once again, there seems to be a spread of responses 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 | 31.82% 7 | 40.91% 9 | 13.64% 3 | 9.09% 2 | 4.55% 1 | 22 |
| I believe there are good career opportunities for me at this company. | 13.64% 3 | 63.64% 14 | 13.64% 3 | 4.55% 1 | 4.55% 1 | 22 |
| This is a great company for me to make a contribution to my development. | 27.27% 6 | 50.00% 11 | 13.64% 3 | 9.09% 2 | 0.00% 0 | 22 |
| I feel that I have completed the right training to carry out my job safely and efficiently. | 36.36% 8 | 54.55% 12 | 9.09% 2 | 0.00% 0 | 0.00% 0 | 22 |

Summary:

The *Development* question set has the highest rate of response spread. Employee Training and Development was also noted as a Priority Area for Development in your TFE23 Scorecard.

As was noted in your Scorecard, we encourage **Caneda Transport** to focus on your Training and Development offerings in the next year. Your Scorecard provides some detailed feedback and suggestions for action.

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

RESPONSES (Randomized)

Marketing - Expanding

Great leadership with positive attitudes which helps make the company a good place to work.

Communicating with everyone.

We're consistently working and able to schedule time of without penalty etc. Most office staff are truly good people to work with.

Actually, it's a pleasure to work with Caneda team. We have good running machine where everyone brings his best to keep machine running

Company culture / Management style / Work hours / Professional development

Flexible to work from home if sick or looking after family members. New Wellness program. Team lunches. Not micromanaged. We are empowered to make decisions in our roles.

Caneda does a fantastic job in making sure that employees are up to date on any required training that they require to do their job, they also have a fantastic onboarding process and team in management that give employees the tools that they need to be successful. Safety of all employees are also at the forefront of Caneda's goals at all times, they truly care about the safety of the drivers and dock staff

Newer equipment, we'll maintained

updated/ new equipment

Supports wellness of employees

safety/compliance, equipment/maintenance, load planning, work environment (i.e., clean, tidy)

Providing access to training courses. Providing a safe work environment and continued focus on work life balance

Appreciation.

Treating employees as people and making sure they understand the company policies concerning health and safety

Great team work

Management is active in ensuring that employees and their concerns are addressed as a priority - Safety and compliance is excellent - There are more projects and team building activities coming up - Inclusive culture - There is room and allowance to grow in your current position.

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

RESPONSES (Randomized)

Staffing - Space

Payroll was a gold star ★ dept and then overnight it became a train wreck they don't want to address. Management does not seemingly want to use technology in a way to better our work or better their own productivity.

Honestly, everything is good, but couple things would be great to make it better After-hours support, sometimes you need to get support right away, but you have no idea where to call. We have a problem with Pomona CA parking. It's not easy to find parking at this area even pay parking sometimes is not available. It would be great to find solutions.

Stealing the driver's money - paying the other way around for revenue drivers. Who complains - get terminated.

Service award program would be nice to recognize years of service.

A raise once every decade, not so good

Wages are still below industry standards. Too long between raises.

Employee training/development, compensation, communication

Standardizing communication and web-based tools for customers to access load status' and online document retrieval.

Sometimes not getting back to you as soon as you would like when waiting for a response

Sharing the rate confirmations for peace of mind. More rate transparency.

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

RESPONSES (Randomized)

Refreshing - Work / Life

Owner / operators are NOT employees. We are sub-contractors, and this survey seems to be geared towards employees.

Actually, everything is good. Like an owner operator the most important thing that company keep me running.

Positive: Each day at Caneda is fun, rewarding, and challenging. So far, it's the best place I have ever worked.

The support from upper management has been great, the various training programs to help further one's career are also a bonus. The pay is very competitive and work life balance has also been great.

Communication between warehouses is lacking.

There is a major lack of communication between warehouses

Best equipped dock I have worked on

The organization strives to use technology to assist employees and drivers to be successful in their day-to-day workflow.

Great company

I have been here for over 25 years and have been treated #1 , well maybe #2 sometimes and would not change a thing

The communication between dispatchers and planning is awesome. The company has a great future if the driver's pay will be fixed and the company stops stealing our money and pays according to our agreement. People are afraid to complain, nobody wants to lose their jobs.



**Top Fleet
Employers**



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Canada**