

# 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.

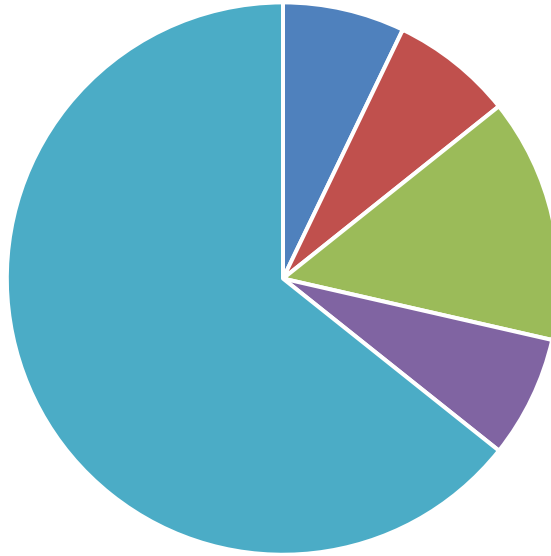
### **Note on Analysis:**

Responses were received in both official languages. For ease of reporting, all responses have been combined and are being reported in English.

It has been noted that 57.14% (8/14) of respondents are related to customer service within the company; 35.71% of respondents hold leadership positions (i.e., managers/supervisors); and limited feedback was received from the company driving fleet (7.14%). The unequal distribution of survey respondents, as well as the small sample size limits the applicability of survey results across all employee groups. We suggest that the results of this survey be considered in relation/addition to other employee feedback tools.

## What is your occupation?

Answered: 14



■ Company Driver 
 ■ Dispatcher 
 ■ Fleet Manager 
 ■ Safety Manager 
 ■ Other

ANSWER CHOICES	RESPONSES	
Company Driver	7.14%	1
Dispatcher	7.14%	1
Fleet Manager	14.29%	2
Safety Manager	7.14%	1
Other (please specify)	64.29%	9

### OTHER (PLEASE SPECIFY)

Customer Care

Dedicated Customer Representative

Call Taker

Warehouse Associate

Customer Service Rep.

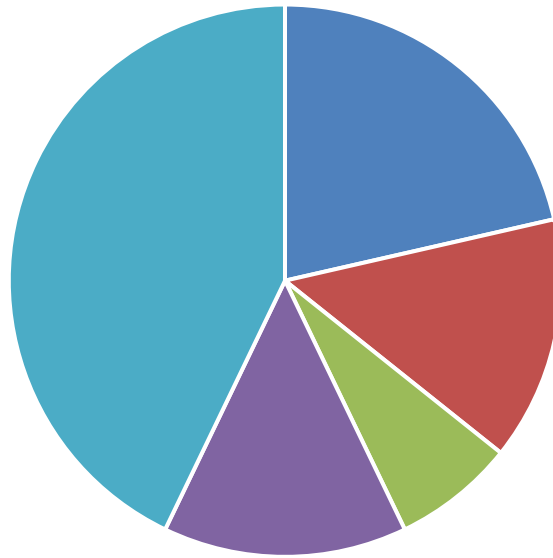
Senior Customer Service Rep.

Supervisor

Dispatch Cover/Operations Administration

Operations Manager

## How many years have you worked for your current employer?

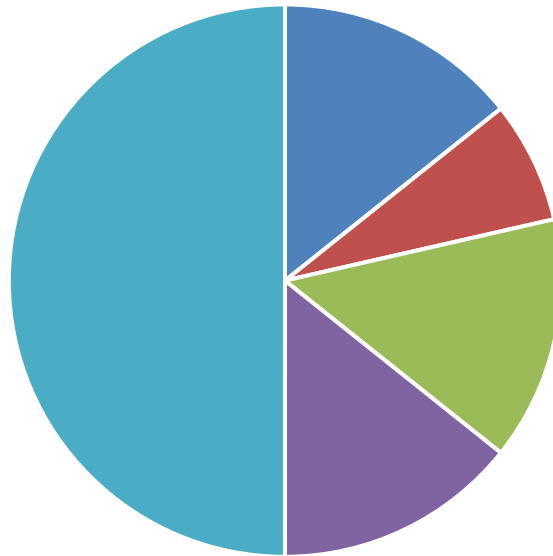


■ Under 1 year ■ 1-2 years ■ 2-5 years ■ 5-10 years ■ 10 years and above

ANSWER CHOICES	RESPONSES	
Under a year	21.43%	3
1 - 2 years	14.29%	2
2 - 5 years	7.14%	1
5 - 10 years	14.29%	2
10 years and above	42.86%	6

Total Respondents: 14

## 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	14.29%	2
1 - 2 years	7.14%	1
2 - 5 years	14.29%	2
5 -10 years	14.29%	2
10 years +	50.00%	7

Total Respondents: 14

## 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	42.86% 6	28.57% 4	21.43% 3	7.14% 1	0.00% 0	14
In general, I look forward to going to work and enjoy what I do.	42.86% 6	42.86% 6	14.29% 2	0.00% 0	0.00% 0	14
I feel physically safe at my place of work and when doing my job.	64.29% 9	35.71% 5	0.00% 0	0.00% 0	0.00% 0	14
I feel psychologically safe at my place of work and when doing my job.	71.43% 10	28.57% 4	0.00% 0	0.00% 0	0.00% 0	14
I feel appreciated and respected by my direct supervisors and fellow employees.	71.43% 10	21.43% 3	7.14% 1	0.00% 0	0.00% 0	14

### 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; **Cardinal Couriers** attained **71.43%** agreement with this statement, which is above this benchmark level. 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.

## 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.	57.14% 8	28.57% 4	14.29% 2	0.00% 0	0.00% 0	14
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	35.71% 5	57.14% 8	2.70% 1	0.00% 0	0.00% 0	14
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	35.71% 5	64.29% 9	0.00% 0	0.00% 0	0.00% 0	14
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	35.71% 5	64.29% 9	0.00% 0	0.00% 0	0.00% 0	14

### 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%. **Cardinal Couriers** achieved **85.71%** agreement with this question, which is above the benchmark range.

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%. **Cardinal Couriers** achieved **92.86%** agreement with this statement, which was great to see.

While most feedback was positive, attention could be paid to leadership serving as role models for employees (based on neutral responses).

### 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.	42.86% 6	57.14% 8	0.00% 0	0.00% 0	0.00% 0	14
I feel that the equipment that I use is safe and well-maintained.	35.71% 5	57.14% 8	7.14% 1	0.00% 0	0.00% 0	14
Most of the systems and processes here support us getting our work done effectively.	35.71% 5	64.29% 9	0.00% 0	0.00% 0	0.00% 0	14
My total rewards package is competitive with what I would receive for a similar role in the market.	35.71% 5	42.86% 6	14.29% 2	7.14% 1	0.00% 0	14

#### 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. **Cardinal Couriers** achieved **100%** agreement.
- "Having access to safe and well-maintained equipment" we benchmark 85% agreement. **Cardinal Couriers** achieved **92.86%** agreement – above 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. **Cardinal Couriers** achieved **100%** agreement with this statement.

One area that warrants particular attention in this set 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.	64.29% 9	35.71% 5	0.00% 0	0.00% 0	0.00% 0	14
I receive appropriate rewards and/or recognition for a job well done.	42.86% 6	57.14% 8	0.00% 0	0.00% 0	0.00% 0	14
Day-to-day decisions here demonstrate that quality and improvement are top priorities	28.57% 4	64.29% 9	7.14% 1	0.00% 0	0.00% 0	14
I feel that my company supports a philosophy of work/life balance.	35.71% 5	50.00% 7	14.28% 2	0.00% 0	0.00% 0	14

#### 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.

There is a slight response spread in relation to **work-life balance**. Leadership may want to further address this issue 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	42.86% 6	50.00% 7	7.14% 1	0.00% 0	0.00% 0	14
I believe there are good career opportunities for me at this company.	42.86% 6	42.86% 6	14.28% 2	0.00% 0	0.00% 0	14
This is a great company for me to make a contribution to my development.	35.71% 5	50.00% 7	14.28% 2	0.00% 0	0.00% 0	14
I feel that I have completed the right training to carry out my job safely and efficiently.	42.86% 6	54.14% 8	0.00% 0	0.00% 0	0.00% 0	14

### Summary:

This question set received a very positive response from survey respondents, but the neutral responses should not be ignored.

**“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. **Cardinal Couriers** achieved **92.86%** agreement, which was great to see.

**“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%; **Cardinal Couriers** achieved **85.71%** 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%; **Cardinal Couriers** achieved **85.71%** agreement.

All surveyed employees (100%) agreed that they have completed the right training to carry out their jobs safely and efficiently. This was also very positive to see.

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

### RESPONSES (Randomized)

we are implementing geo-tabs into our fleet.

Give employees the opportunity to learn and grow professionally.

I believe Cardinal is trying to get a sense of identity as a great place to work.

We are implementing Advance Shipping Notification; this allows our customers to know what freight was received and what they are to expect.

Expedite priority parts overnight

Transporting freight.

The service commitments to clients are always considered as priority and each member make deliberate initiative to stand up to the commitment.

There's a great deal of support here. You feel supported in your role, but also as a person. You feel like you have the option to turn down a new project or give new ideas.

Strong communication. Customer service with care.

Supporting employees, competitive salary

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

### RESPONSES (Randomized)

There is always room for improvement with scanning.

Driver scan

Currently we are working on improving the scanning.

Balancing workloads.

It has been hard to have a consistent team. This is somewhat a good thing since they don't keep anyone on board that is a negative personality in the workplace.

There is a need for better computer equipment.

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

**RESPONSES (Randomized)**

Opportunities to grow and progress within the company.

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I feel there is a great sense of teamwork.

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Cardinal has always been a great place to work and advance within the company.

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The leadership qualities in Cardinal is exceptional, you can reach out to the top management very easily and everyone has open door policy which make you feel being a valuable part of the organization.

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You get to see and work with each level of management. You don't feel like you're working for a faceless corporation.

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Strong teamwork.

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The company gives free reign for us to evolve within the company.

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