

# Employee Engagement Survey Report



**2023**



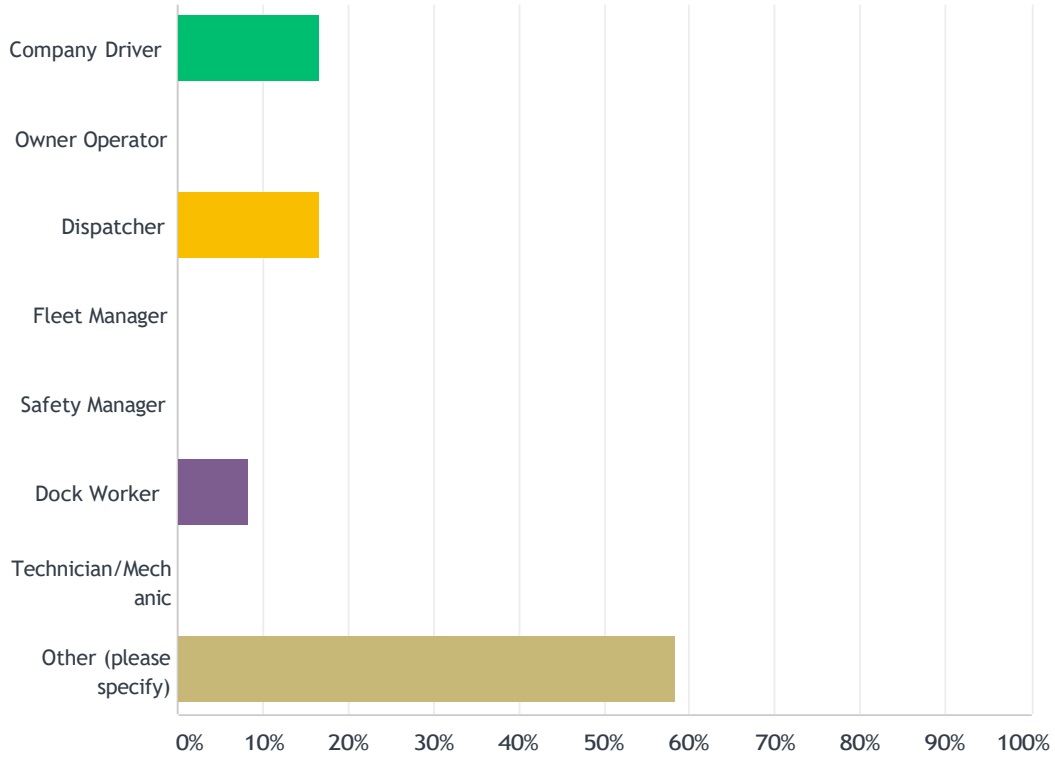
The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

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: 12



ANSWER CHOICES	RESPONSES	n=12
Company Driver	16.67%	2
Owner Operator	0.00%	0
Dispatcher	16.67%	2
Fleet Manager	0.00%	0
Safety Manager	0.00%	0
Dock Worker	8.33%	1
Technician/Mechanic	0.00%	0
Other (please specify)	58.33%	7

### OTHER (PLEASE SPECIFY)

Managers (3)

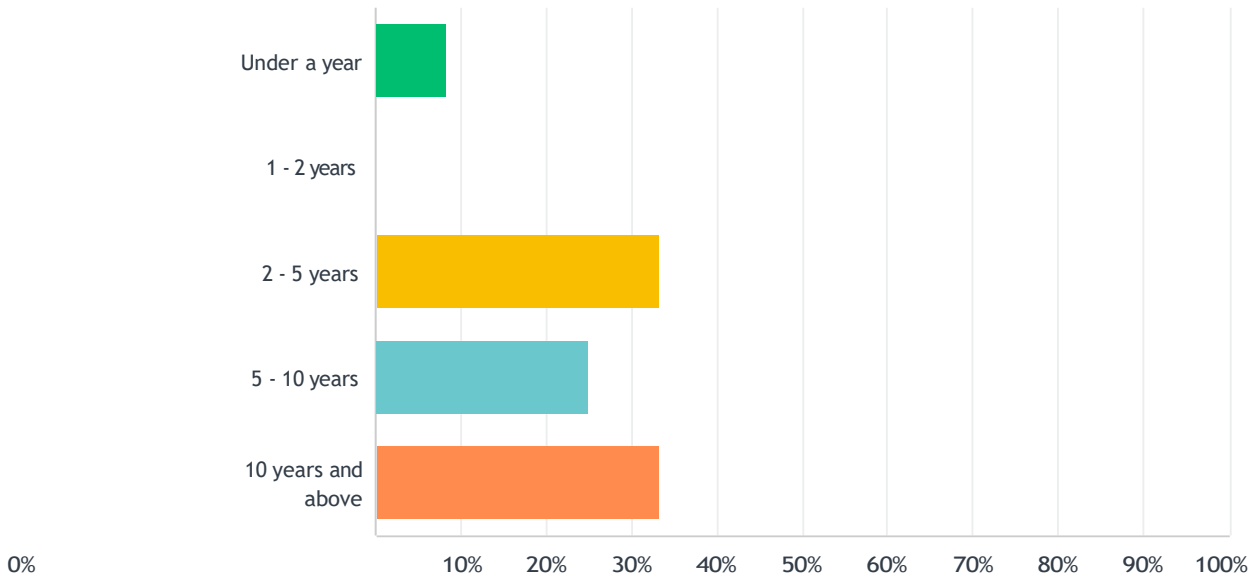
Warehouse clerk

Maintenance

Accounting

Forklift operator

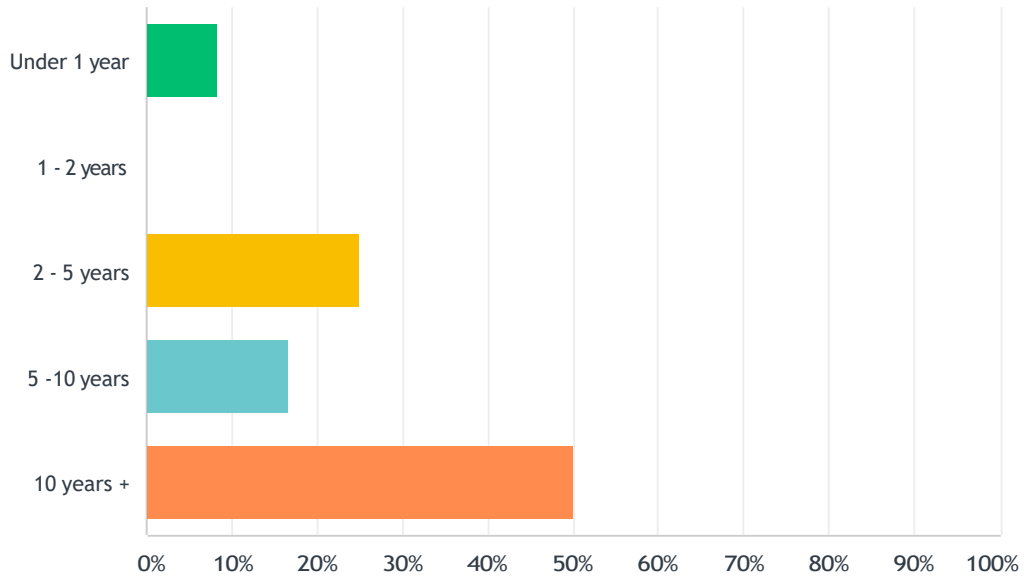
## How many years have you worked for your current employer?



ANSWER CHOICES	RESPONSES	
Under a year	8.33%	1
1 - 2 years	0.00%	0
2 - 5 years	33.33%	4
5 - 10 years	25.00%	3
10 years and above	33.33%	4

Total Respondents: 12

## How many years have you worked in the trucking industry?



ANSWER CHOICES	RESPONSES	
Under 1 year	8.33%	1
1 - 2 years	0.00%	0
2 - 5 years	25.00%	3
5 -10 years	16.67%	2
10 years +	50.00%	6

Total Respondents: 12

## 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	25.00% 3	58.33% 7	8.33% 1	8.33% 1	0.00% 0	12
In general, I look forward to going to work and enjoy what I do.	41.67% 5	41.67% 5	8.33% 1	8.33% 1	0.00% 0	12
I feel physically safe at my place of work and when doing my job.	33.33% 4	58.33% 7	8.33% 1	0.00% 0	0.00% 0	12
I feel psychologically safe at my place of work and when doing my job.	33.33% 4	66.67% 8	0.00% 0	0.00% 0	0.00% 0	12
I feel appreciated and respected by my direct supervisors and fellow employees.	25.00% 3	58.33% 7	0.00% 0	16.67% 2	0.00% 0	12

### Summary:

Overall, surveyed **JD Smith** employee responses demonstrate a positive level of employee engagement.

Leadership may (based on 'disagree' responses) want to probe the issue of appreciation and respect from management and fellow employees.

## 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.	41.67% 5	41.67% 5	16.67% 2	0.00% 0	0.00% 0	12
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	25.00% 3	58.33% 7	16.67% 2	0.00% 0	0.00% 0	12
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	25.00% 3	58.33% 7	8.33% 1	8.33% 1	0.00% 0	12
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	33.33% 4	50.00% 6	8.33% 1	8.33% 1	0.00% 0	12

### Summary:

Once again, most surveyed **JD Smith** employees responded positively to these questions.

Areas that could *potentially* warrant additional examination include:

- Cross-departmental relationships and collaboration
- Leadership effort to respond to/answer questions, concerns or suggestions from employees.

### 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.	16.67% 2	58.33% 7	25.00% 3	0.00% 0	0.00% 0	12
I feel that the equipment that I use is safe and well-maintained.	8.33% 1	91.67% 11	0.00% 0	0.00% 0	0.00% 0	12
Most of the systems and processes here support us getting our work done effectively.	16.67% 2	66.67% 8	16.67% 2	0.00% 0	0.00% 0	12
My total rewards package is competitive with what I would receive for a similar role in the market.	25.00% 3	50.00% 6	8.33% 1	0.00% 0	16.67% 2	12

#### 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, **JD Smith** exceeded the benchmark for this question.

One area that warrants attention 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.	25.00% 3	75.00% 9	0.00% 0	0.00% 0	0.00% 0	12
I receive appropriate rewards and/or recognition for a job well done.	16.67% 2	50.00% 6	16.67% 2	16.67% 2	0.00% 0	12
Day-to-day decisions here demonstrate that quality and improvement are top priorities	33.33% 4	50.00% 6	16.67% 2	0.00% 0	0.00% 0	12
I feel that my company supports a philosophy of work/life balance.	8.33% 1	83.33% 10	8.33% 1	0.00% 0	0.00% 0	12

### 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.

**JD Smith** 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 suggests that a further examination of the company’s rewards and recognition systems and approaches would be warranted.
- Day-to-day decision-making that demonstrates to employees that quality and improvements are top priorities.

### 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	8.33% 1	66.67% 8	8.33% 1	16.67% 2	0.00% 0	12
I believe there are good career opportunities for me at this company.	25.00% 3	50.00% 6	8.33% 1	16.67% 2	0.00% 0	12
This is a great company for me to make a contribution to my development.	25.00% 3	50.00% 6	8.33% 1	16.67% 2	0.00% 0	12
I feel that I have completed the right training to carry out my job safely and efficiently.	16.67% 2	75.00% 9	8.33% 1	0.00% 0	0.00% 0	12

#### Summary:

The *Development* question set has the most response spread, and most ‘disagreement’ of any question set in the survey.

**JD Smith** leadership should prioritize the various facets of employee development to address these issues raised by employees. We strongly advise further pulse surveys, focus groups or other feedback methods to gather more employee data on this area to support improvement.

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

### RESPONSES (RANDOMIZED)

Respect all the positive ideas listen everyone and give them a chance to speak up, good role models and communicate properly to other the organizational value and encourage others to demonstrate them too

Christmas Gift cards

Training new employees and expanding to other areas

JD Smith is a great Company to work, if Company does well, we get recognition and we also receive great incentives.

Good team and great environment.

Good bonus payout!

JD Smith does a great Job in making me feel appreciated. JD Smith is great in communicating to their works of change of position, and work location.

We are showing significant growth with our customer and warehousing business.

Personal accommodation and growth - I definitely feel as though my management is taking an interest in my professional development.

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

### RESPONSES (RANDOMIZED)

Working hard to concentrate on different problems at the same time

Wages

Maybe could look at expanding medical benefits to include more things.

My personal opinion is that since I been here, I have noticed that damages are increasing day by day and we need to have more meetings regarding this issue.

No recognition, Job growth is limited

I think we can improve in more advance technology for our drivers to have on board delivery status, EDI compatible with other linehaul carriers.

I'd like to see faster recruitment of drivers - the company is sometimes cautious in its hiring practices.

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

**RESPONSES (RANDOMIZED)**

Family oriented - treat everyone as a family.

They reward good work with awards which makes you know they appreciate hard work.

Good company and good ownership.

Management needs to step up and share the company's vision and direction. Enhance employee opportunities to promote growth.

Our company has a culture that I technically grew up with. We are family-oriented, we work with our employee whenever they are in need. We tried to keep a positive moral and make sure our employees are happy, they want to come back next day to work, they are valued. Providing One on One coaching really helped my staff as we get to interact on a personal level and able to talk about anything that is bothering them. I am very proud of the President Scott Smith; he is a very humble man and family oriented. Everyone at JDSmith knows who the owner is, and he is always interacting with everyone. You rarely see a President of many companies interact with employees, I respect him very much for that and he is always around no matter what. Best President/Boss ever!

The people here are excellent, and the work is interesting.



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