

Employee Engagement Survey Report



2023

**Top Fleet
Employers**

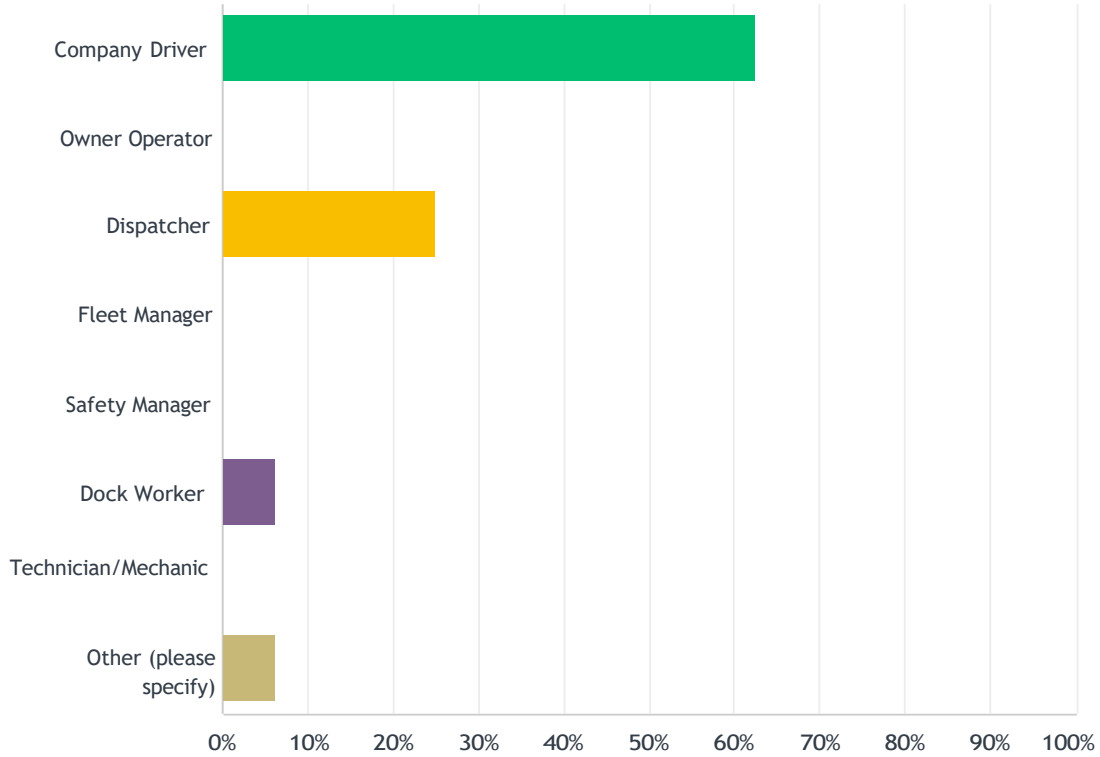
The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

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: 16

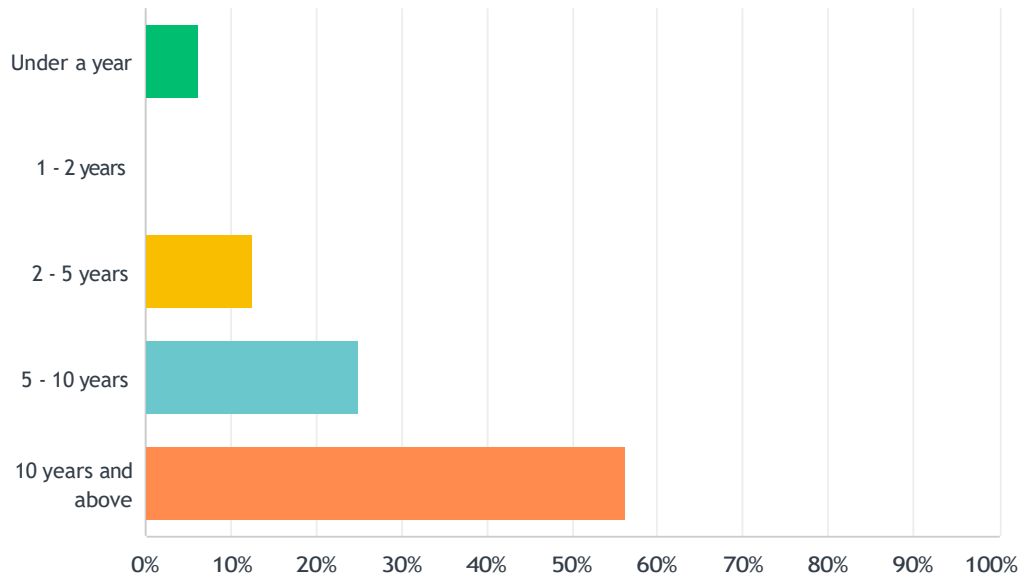


ANSWER CHOICES	RESPONSES	n=16
Company Driver	62.50%	10
Owner Operator	0.00%	0
Dispatcher	25.00%	4
Fleet Manager	0.00%	0
Safety Manager	0.00%	0
Dock Worker	6.25%	1
Technician/Mechanic	0.00%	0
Other (please specify)	6.25%	1

OTHER (PLEASE SPECIFY)

Fleet Maintenance Manager

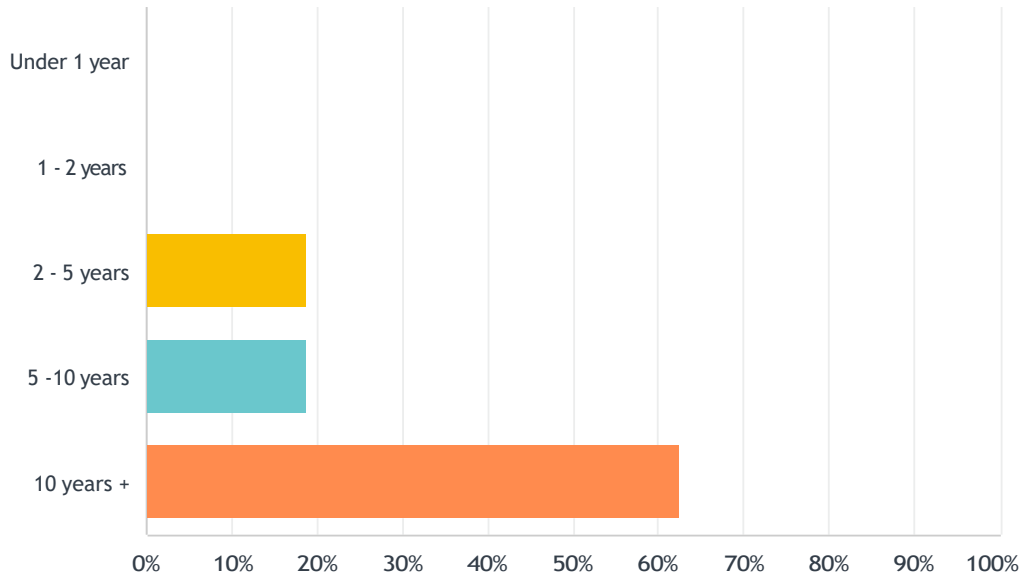
How many years have you worked for your current employer?



ANSWER CHOICES	RESPONSES	
Under a year	6.25%	1
1 - 2 years	0.00%	0
2 - 5 years	12.50%	2
5 - 10 years	25.00%	4
10 years and above	56.25%	9

Total Respondents: 16

How many years have you worked in the trucking industry?



ANSWER CHOICES	RESPONSES	
Under 1 year	0.00%	0
1 - 2 years	0.00%	0
2 - 5 years	18.75%	3
5 - 10 years	18.75%	3
10 years +	62.50%	10

Total Respondents: 16

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	56.25% 9	43.75% 7	0.00% 0	0.00% 0	0.00% 0	16
In general, I look forward to going to work and enjoy what I do.	56.25% 9	43.75% 7	0.00% 0	0.00% 0	0.00% 0	16
I feel physically safe at my place of work and when doing my job.	81.25% 13	18.75% 3	0.00% 0	0.00% 0	0.00% 0	16
I feel psychologically safe at my place of work and when doing my job.	62.50% 10	37.50% 6	0.00% 0	0.00% 0	0.00% 0	16
I feel appreciated and respected by my direct supervisors and fellow employees.	50.00% 8	43.75% 7	6.25% 1	0.00% 0	0.00% 0	16

Summary:

Overall, **Kriska** employee responses demonstrate a positive level of employee engagement.

Within this question set, we tend to put more focus on employees feeling physically and psychologically safe in their workplaces and when doing their jobs; **Kriska** 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.	43.75% 7	56.25% 9	0.00% 0	0.00% 0	0.00% 0	16
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	50.00% 8	43.75% 7	6.25% 1	0.00% 0	0.00% 0	16
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	56.25% 9	43.75% 7	0.00% 0	0.00% 0	0.00% 0	16
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	31.25% 5	68.75% 11	0.00% 0	0.00% 0	0.00% 0	16

Summary:

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

One area that could warrant additional examination is leadership communication of the organizational values that they would like for employees to demonstrate in their daily work.

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.	75.00% 12	25.00% 4	0.00% 0	0.00% 0	0.00% 0	16
I feel that the equipment that I use is safe and well-maintained.	81.25% 13	18.75% 3	0.00% 0	0.00% 0	0.00% 0	16
Most of the systems and processes here support us getting our work done effectively.	43.75% 7	56.25% 9	0.00% 0	0.00% 0	0.00% 0	16
My total rewards package is competitive with what I would receive for a similar role in the market.	31.25% 5	56.25% 9	6.25% 1	0.00% 0	6.25% 1	16

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, **Kriska** 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.	56.25% 9	43.75% 7	0.00% 0	0.00% 0	0.00% 0	16
I receive appropriate rewards and/or recognition for a job well done.	43.75% 7	50.00% 8	0.00% 0	6.25% 1	0.00% 0	16
Day-to-day decisions here demonstrate that quality and improvement are top priorities	43.75% 7	50.00% 8	6.25% 1	0.00% 0	0.00% 0	16
I feel that my company supports a philosophy of work/life balance.	40.00% 6	46.67% 7	6.67% 1	6.67% 1	0.00% 0	15

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.

Kriska 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	31.25% 5	50.00% 8	18.75% 3	0.00% 0	0.00% 0	16
I believe there are good career opportunities for me at this company.	43.75% 7	43.75% 7	12.50% 2	0.00% 0	0.00% 0	16
This is a great company for me to make a contribution to my development.	43.75% 7	50.00% 8	6.25% 1	0.00% 0	0.00% 0	16
I feel that I have completed the right training to carry out my job safely and efficiently.	68.75% 11	25.00% 4	6.25% 1	0.00% 0	0.00% 0	16

Summary:

The *Development* question set has an overall positive response rate.

Kriska leadership may want to gather further information from employees regarding:

- Management showing interest in employee career aspirations, and
- Career opportunities available for employees showing interest in moving up in the company.

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

RESPONSES (Randomized)

Overall recognition to all workers. Creating a family social aspect as a group.

We have a really good training program for new, entry level drivers that is quite extensive. We also have follow up and provide refresher courses even for our senior drivers. That's done through the TruckRight portal and covers things like defensive/winter driving videos and we also receive monthly safety bulletin reports on our truck satellite to allow us to be notified of upcoming weight changes during the thaw season. Our safety team has also introduced a new tire retorque pdf on our satellite and also a warning system that keeps track of Truck milage and warns us at 80/160 k so the driver doesn't forget or has no knowledge it ends to be done. These are just a few things Kriska is doing.

Friendly work environment. Safe work environment. Maintains an Excellent safety rating with MTO. Provides an excellent new driver training program. Provides coffee and healthy snacks in the driver's room every day. Quarterly safety bonuses. Fuel gage & issac score card incentives to receive Amazon gift cards. Having a social club.

Communications is excellent with dispatch, very flexible to my demand

Doors are always open to speak your mind.

They listen to my concerns and follow through with a resolution or understandable explanation

Training, drivers' appreciation and recognition. Fleet maintenance and communication(safety). No force dispatch

Training Always listen when issues arise

The safety department at Kriska communicates well...equipment is well looked after

They are proactive at solving issues that arise in the industry

Taking care of their employees as owner operator when needed to fix the truck Kriska will help with financial.

Keeping work areas clean and free of debris

Morale building. Networking events, Lunch & Learns

We are continuously improving our efficiency and implementing effective solutions to issues

Does BBQ's and lunches for employees. Allows people to gather and take a break from work and enjoy a hot lunch.

They invest resources and time into each employee to make sure they have what they need to succeed. They hold many company functions to bring everyone together as a team. They stand behind the decisions employees make. They are a forward looking company.

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

RESPONSES (Randomized)

One on one development, if you express an interest of wanting to do or learn, by passed by your manager.

The ability for drivers to reach certain departments by phone when an answer is needed immediately that can't be done at certain hours. Sometimes even sending a satellite message when u need a quick answer can go an hour or more before u get a response and this can put drivers into a precarious situation. Also, the fact we are allowed to bring family members with us on occasion but only have single bunch trucks with no air ride on the passenger side makes it impossible to bring someone. However, even as a single driver having a double bunk truck allows for so much more room and space it can be frustrating to want to be able to go out for longer periods.

Pay package could be a bit better

Doing other things then driving and not getting paid.

More options for drivers wanted to do long trips. Majority of our trips is short trip.

Communication between some departments could improve...remuneration could also improve

Staffing seems to be an issue in some areas

Tries to keep head count of internal employees very low to reduce overhead costs, at times adding too much workload to individuals.

They have a hard time attracting younger employees since covid and keeping them. This is across all trades and industries.

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

RESPONSES (Randomized)

This is a great company to work for. You can see this from more than one survey. Just looking at the years a driver has been here shows the love we all have for Kriska and you've truly found your home. We also have a somewhat unique rewards package for the drivers in regard to fuel consumption and maintaining the legal speed limits through each road we travel on. This is a monthly Amazon gift card you will receive for meeting the requirements set out. There are 3 levels for the monthly gift card amount and this is emailed to you and easily loaded onto your Amazon account. Such a great incentive for us to follow speed and conserve fuel.

I've been with this company for 17 years, it's because of the people I work for and with that make me stay. I feel I'm treated & respected well, not only as a company driver but also as a driver trainer. Even after 17 years I still look forward to going to work and love what I do!

Been there 30+ years, family oriented and well managed, open door policy not matter who you want to talk too

Kriska has been there for me and my family...after 35 years I'm very glad I'm still here.

I really appreciate that I am part of a team, and my voice is heard

When I started (new driver), Kriska helped me to be a safe driver on the road. Now I am a trainer sharing my knowledge and experience to new drivers for them to be successful in this industry.

Truly a family-oriented workplace.

Good company with many "family" like characteristics

It is a great place to work. I have worked at other places, and none compared.



**Top Fleet
Employers**



**TruckingHR
Canada**