

Employee Engagement Survey Report



2023

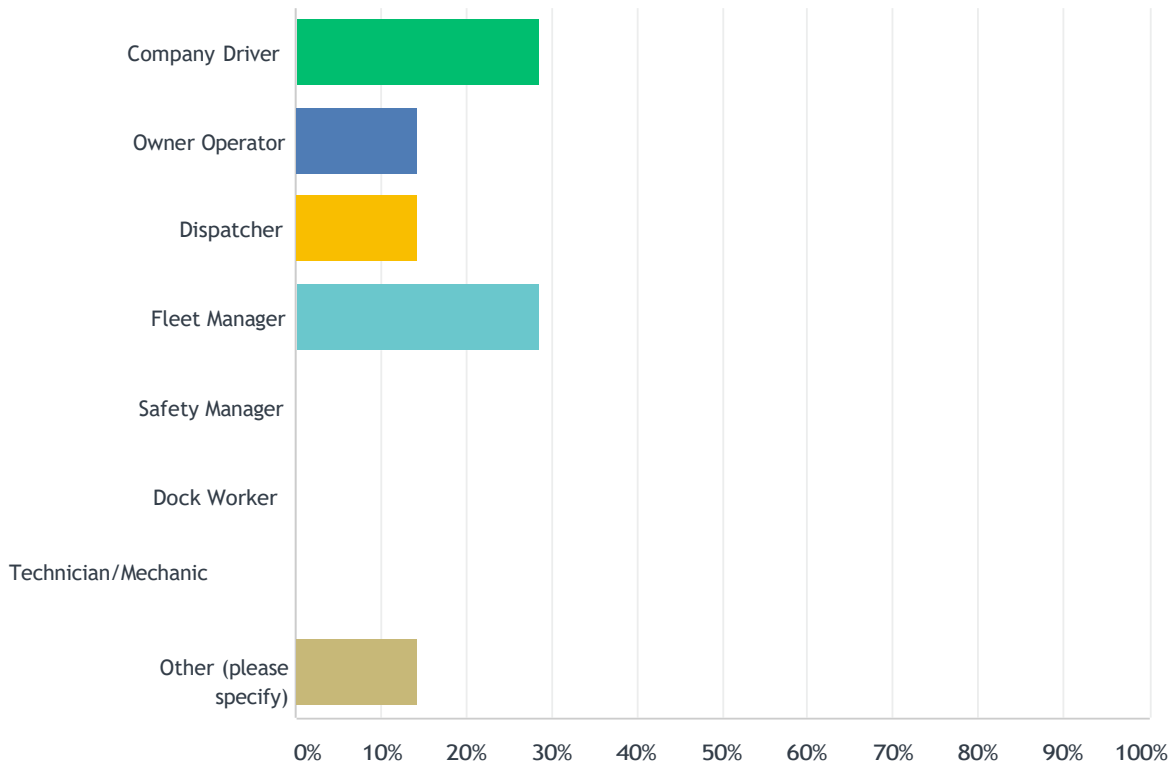


The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

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?

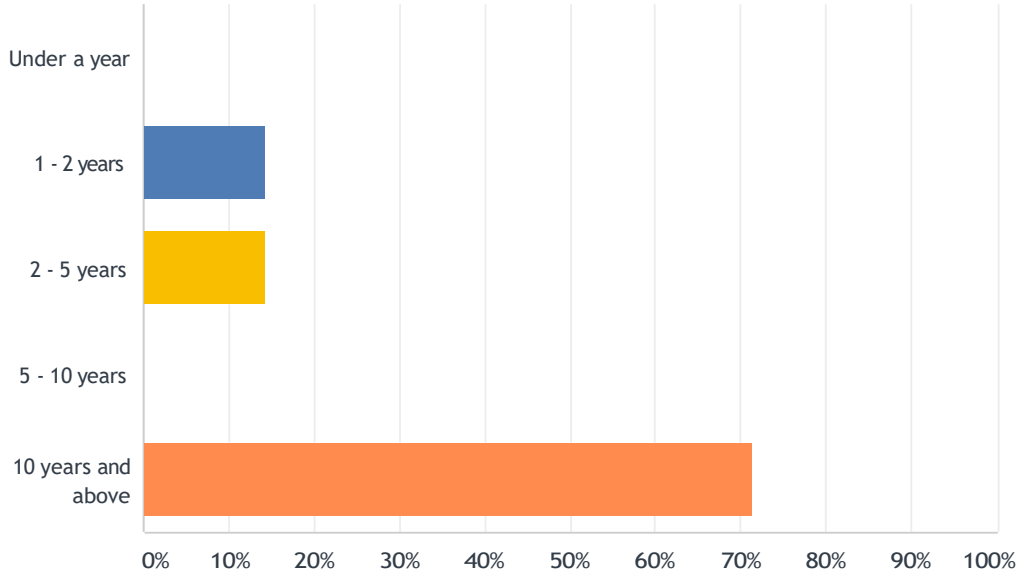


ANSWER CHOICES	RESPONSES	
Company Driver	28.57%	2
Owner Operator	14.29%	1
Dispatcher	14.29%	1
Fleet Manager	28.57%	2
Safety Manager	0.00%	0
Dock Worker	0.00%	0
Technician/Mechanic	0.00%	0
Other (please specify)	14.29%	1
TOTAL		7

OTHER (PLEASE SPECIFY)

Safety and Compliance Coordinator

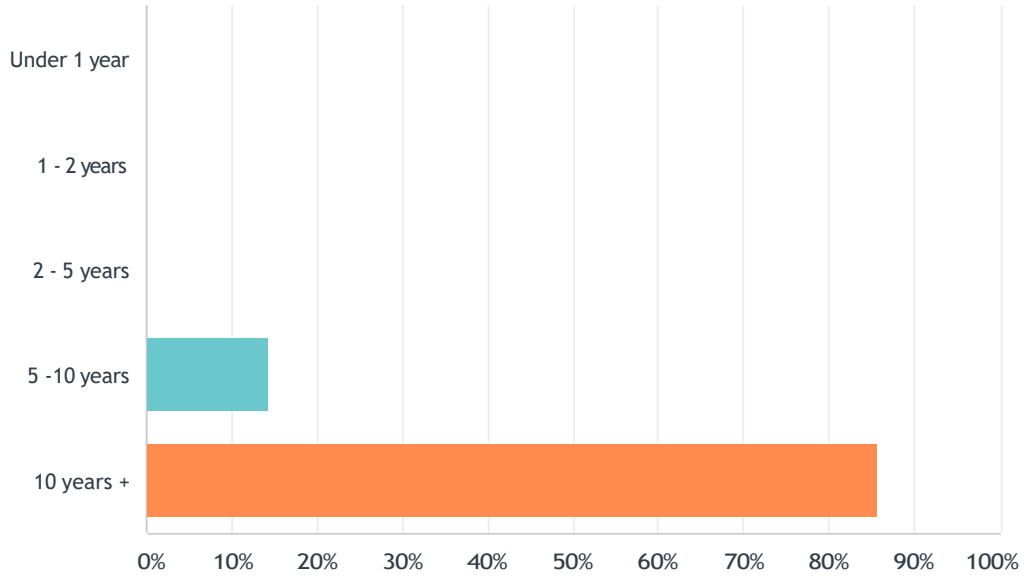
How many years have you worked for your current employer?



ANSWER CHOICES	RESPONSES	
Under a year	0.00%	0
1 - 2 years	14.29%	1
2 - 5 years	14.29%	1
5 - 10 years	0.00%	0
10 years and above	71.43%	5

Total Respondents: 7

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	0.00%	0
5 - 10 years	14.29%	1
10 years +	85.71%	6

Total Respondents: 7

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	57.14% 4	42.86% 3	0.00% 0	0.00% 0	0.00% 0	7
In general, I look forward to going to work and enjoy what I do.	57.14% 4	42.86% 3	0.00% 0	0.00% 0	0.00% 0	7
I feel physically safe at my place of work and when doing my job.	71.43% 5	28.57% 2	0.00% 0	0.00% 0	0.00% 0	7
I feel psychologically safe at my place of work and when doing my job.	42.86% 3	57.14% 4	0.00% 0	0.00% 0	0.00% 0	7
I feel appreciated and respected by my direct supervisors and fellow employees.	42.86% 3	57.14% 4	0.00% 0	0.00% 0	0.00% 0	7

Summary:

Overall, surveyed **Northern Resource Trucking** employees indicated a positive level of employee engagement. However, the small sample size needs to be taken into consideration when assessing these results.

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.	42.86% 3	57.14% 4	0.00% 0	0.00% 0	0.00% 0	7
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	71.43% 5	28.57% 2	0.00% 0	0.00% 0	0.00% 0	7
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	42.86% 3	57.14% 4	0.00% 0	0.00% 0	0.00% 0	7
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	28.57% 2	71.43% 5	0.00% 0	0.00% 0	0.00% 0	7

Summary:

Once again, surveyed **Northern Resource Trucking** employees responded positively to these questions.

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.	57.14% 4	42.86% 3	0.00% 0	0.00% 0	0.00% 0	7
I feel that the equipment that I use is safe and well-maintained.	57.14% 4	42.86% 3	0.00% 0	0.00% 0	0.00% 0	7
Most of the systems and processes here support us getting our work done effectively.	28.57% 2	57.14% 4	14.29% 1	0.00% 0	0.00% 0	7
My total rewards package is competitive with what I would receive for a similar role in the market.	28.57% 2	42.86% 3	28.57% 2	0.00% 0	0.00% 0	7

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, **Northern Resource Trucking** exceeded the benchmark for this question.

The only statement with any notable response spread is in relation to the total rewards package offered to employees. We encourage all fleets to review their compensation and benefits offerings on a regular basis. Further pulse surveys on the topic of compensation may be helpful.

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.	71.43% 5	28.57% 2	0.00% 0	0.00% 0	0.00% 0	7
I receive appropriate rewards and/or recognition for a job well done.	42.86% 3	42.86% 3	14.29% 1	0.00% 0	0.00% 0	7
Day-to-day decisions here demonstrate that quality and improvement are top priorities	14.29% 1	57.14% 4	28.57% 2	0.00% 0	0.00% 0	7
I feel that my company supports a philosophy of work/life balance.	57.14% 4	28.57% 2	14.29% 1	0.00% 0	0.00% 0	7

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.

Northern Resource Trucking may want to consider further probing the following areas with employees:

- Day to day decision-making that demonstrate quality and improvement as key priorities.
- Corporate efforts to support employee work/life balance.

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% 3	42.86% 3	14.29% 1	0.00% 0	0.00% 0	7
I believe there are good career opportunities for me at this company.	42.86% 3	28.57% 2	28.57% 2	0.00% 0	0.00% 0	7
This is a great company for me to make a contribution to my development.	57.14% 4	42.86% 3	0.00% 0	0.00% 0	0.00% 0	7
I feel that I have completed the right training to carry out my job safely and efficiently.	57.14% 4	42.86% 3	0.00% 0	0.00% 0	0.00% 0	7

Summary:

The *Development* question set garnered positive responses overall, but the neutral responses should also be noted here. We encourage all fleets to focus on training and professional development for all employees (driving and non-driving) for both current and future roles (including leadership training).

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

RESPONSES (RANDOMIZED)

Face to face contact with all employees

We are growing and are in hiring mode. We have increased drivers' compensation, as well as tried to keep up with the cost of living that office staff are trying to deal with. We have actively purchased new trucks to keep the fleet current and comfortable. We are looking at a new office building to help replace the current crowded one.

Working hard to grow the company

If you need time off, no problem. If you need help, they are willing to help you.

The management's door is always open to listen to concerns and are usually good at trying to address them

The open-door policy and feeling as being part of the family

Improving safety culture. Making safety more important than operations.

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

RESPONSES (RANDOMIZED)

Not using the systems that are in place to their full potential

It is very difficult to purchase the new equipment required to grow the company

We are growing and trying to train new drivers. Sometimes there are inefficiencies when doing this. Due to the driver shortage, we are having to pressure drivers more than usual to take an extra trip. Many of our senior drivers have retired, there is a lag getting new drivers trained and orientated properly to fill in the gaps. Our yard is way too small, often making it difficult for drivers to find appropriate parking spots.

Sourcing out more support to maintain our equipment.

Not listening to some of the things that have been suggested, but that is my personal opinion.

Addressing personality conflicts and complaints regarding how some employees are treated by some supervisors, although I am noticing improvement

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

RESPONSES (RANDOMIZED)

I've been here for 21 years. Mostly it's a great place to work where people are valued for the work that you do.

The open doors of management to hear my comments any time

It's a great company to work for. If anyone in the company is having family or personal issues the company has always been there to try and support their needs.

I am so grateful for the opportunities and support that this company has given me and look forward to more growth. I thank Glen and Dave for all the support.

It is a good fun place to work most of the time. Like any job, there are good days and bad days, but the good far outweigh the bad. Office staff is treated very well, and I enjoy the flexibility of work hours available to accommodate personal situations.



**Top Fleet
Employers**



**TruckingHR
Canada**