

Employee Engagement Survey Report



2023

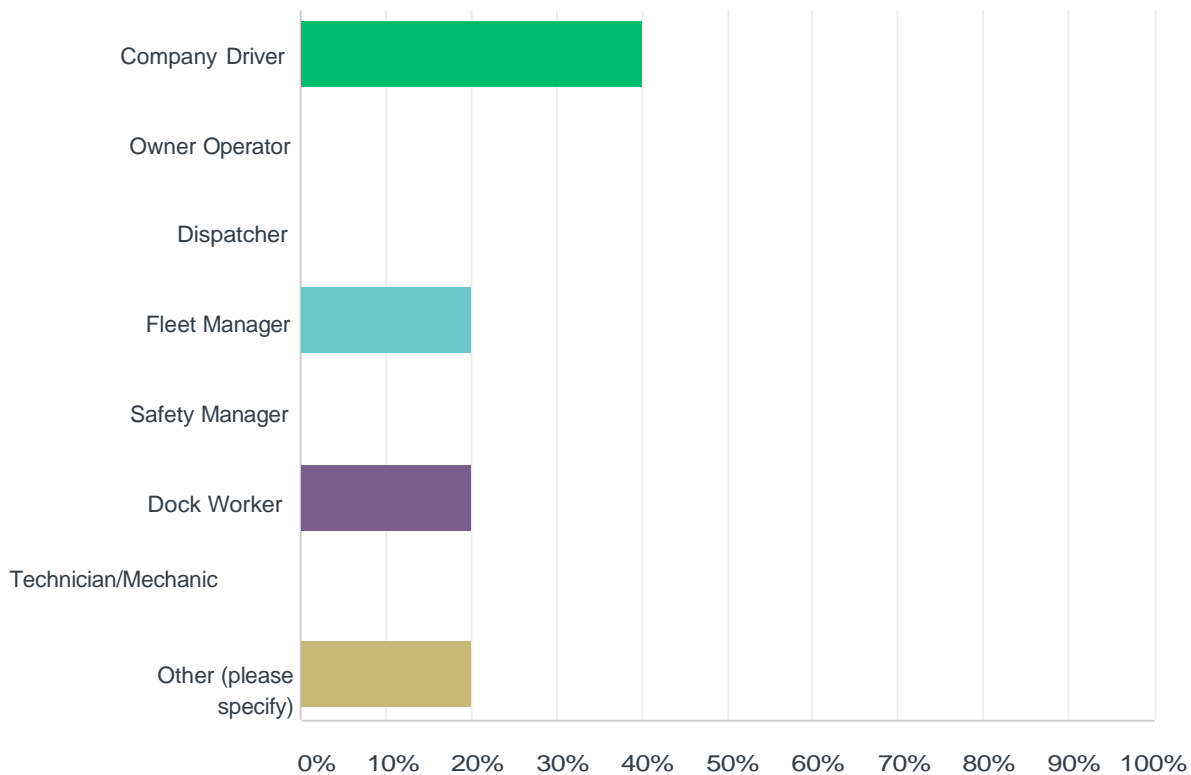


The **TFE Employee Engagement** survey is an essential tool to help create a positive and productive work environment. These surveys responses identify areas of strength and opportunities for improvement, as well as provide valuable insights into employee satisfaction, motivation, and commitment.

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.

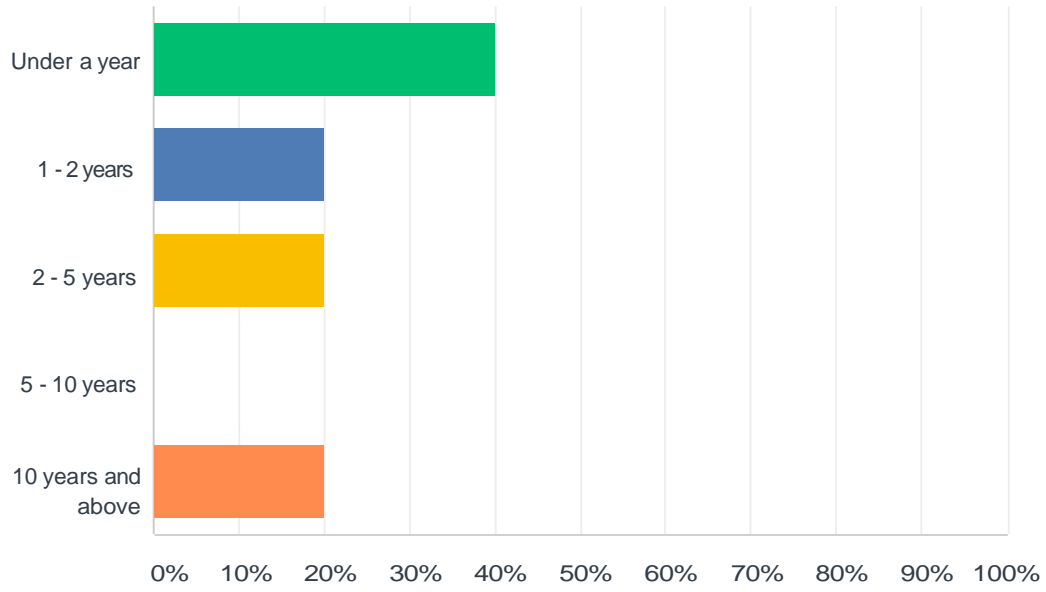
This survey also helps to identify potential retention risks, boost employee morale, and drive overall organizational success. In today's competitive job market, organizations that prioritize employee engagement and actively seek employee feedback are more likely to attract, retain, and develop top talent, ultimately leading to higher levels of productivity, innovation, and profitability.

What is your occupation?



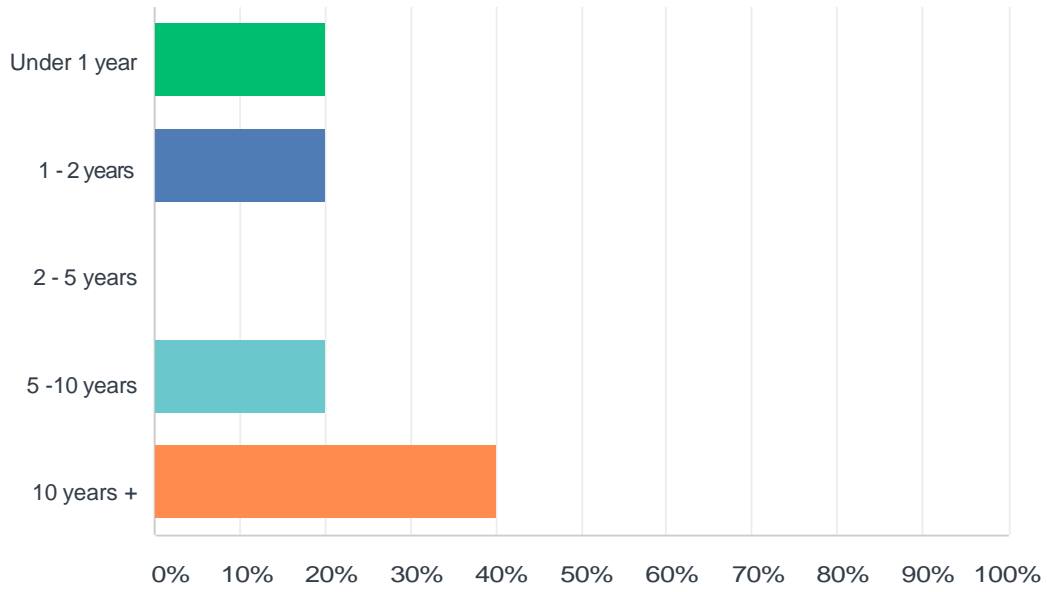
ANSWER CHOICES	RESPONSES	n=5
Company Driver	40.00%	2
Owner Operator	0.00%	0
Dispatcher	0.00%	0
Fleet Manager	20.00%	1
Safety Manager	0.00%	0
Dock Worker	20.00%	1
Technician/Mechanic	0.00%	0
Other (please specify):	20.00%	1
Administration		

How many years have you worked for your current employer?



ANSWER CHOICES	RESPONSES	
Under a year	40.00%	2
1 - 2 years	20.00%	1
2 - 5 years	20.00%	1
5 - 10 years	0.00%	0
10 years and above	20.00%	1
Total Respondents: 5		

How many years have you worked in the trucking industry?



ANSWER CHOICES	RESPONSES	
Under 1 year	20.00%	1
1 - 2 years	20.00%	1
2 - 5 years	0.00%	0
5 - 10 years	20.00%	1
10 years +	40.00%	2

Total Respondents: 5

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	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5
In general, I look forward to going to work and enjoy what I do.	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5
I feel physically safe at my place of work and when doing my job.	60.00% 3	40.00% 2	0.00% 0	0.00% 0	0.00% 0	5
I feel psychologically safe at my place of work and when doing my job.	60.00% 3	40.00% 2	0.00% 0	0.00% 0	0.00% 0	5
I feel appreciated and respected by my direct supervisors and fellow employees.	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5

Summary:

Overall, surveyed **Northland Transport** employees indicated a positive level of employee engagement. However, the low sample size needs to be taken into consideration when assessing these results. It was positive to see that all surveyed employees agreed with these comments (i.e., no neutrality or disagreement).

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.	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	5
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	5
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	5
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	5

Summary:

Once again, most surveyed **Northland Transport** employees responded in complete agreement with these statements. Once again, the sample size is small, but seeing no disagreement is a positive.

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.	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5
I feel that the equipment that I use is safe and well-maintained.	60.00% 3	40.00% 2	0.00% 0	0.00% 0	0.00% 0	5
Most of the systems and processes here support us getting our work done effectively.	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5
My total rewards package is competitive with what I would receive for a similar role in the market.	20.00% 1	40.00% 2	40.00% 2	0.00% 0	0.00% 0	5

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, **Northland Transport** exceeded the benchmark for this question.

One area that might warrant further assessment (i.e., through a pulse survey) would be the total reward 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.	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5
I receive appropriate rewards and/or recognition for a job well done.	20.00% 1	60.00% 3	20.00% 1	0.00% 0	0.00% 0	5
Day-to-day decisions here demonstrate that quality and improvement are top priorities	20.00% 1	40.00% 2	40.00% 2	0.00% 0	0.00% 0	5
I feel that my company supports a philosophy of work/life balance.	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	5

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.

Northland Transport leadership may want to focus on the following areas where a lack of alignment may be developing:

- Prioritizing day-to-day decision making that enhances quality and improvement.
- Rewards and recognition.

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	40.00% 2	20.00% 1	40.00% 2	0.00% 0	0.00% 0	5
I believe there are good career opportunities for me at this company.	40.00% 2	20.00% 1	40.00% 2	0.00% 0	0.00% 0	5
This is a great company for me to make a contribution to my development.	40.00% 2	20.00% 1	40.00% 2	0.00% 0	0.00% 0	5
I feel that I have completed the right training to carry out my job safely and efficiently.	40.00% 2	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5

Summary:

The *Development* question received a very high level of response spread between agreement and neutrality. Although there was no 'disagreement' with any of these statements, further investigation into the area of the training and development would be warranted.

It is very positive to see complete agreement amongst employees regarding the receipt of training to perform their jobs safely and efficiency.

Management may want to further examine career development planning approaches used within the organization.

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

RESPONSES (RANDOMIZED)

Taking care of our drivers.

Keeping expectations clear so that we know what needs to be done.

Flexible schedules- keeping up with current technology- open door for suggestions and feedback- safe workplace- well maintained trucks-

A very positive culture here. Everyone works well together, and knowledge is shared between employees.

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

RESPONSES (RANDOMIZED)

We could do better training new hires. We are getting better, but there is always room for improvement.

Repeat issues/concerns, regarding processes or people are slow to get addressed or corrected.

I don't have any negative remarks. I am genuinely happy here.

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

RESPONSES (RANDOMIZED)

It has been a great place to grow and learn over the time that I have been working here. Great atmosphere and culture.

Overall, has been a positive experience working at Northland, would recommend others to come and work here.

Open door policy is amazing. I feel I can speak to anyone about anything. Management cares about me and my work/home life balance. Questions are always answered promptly.



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