

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.

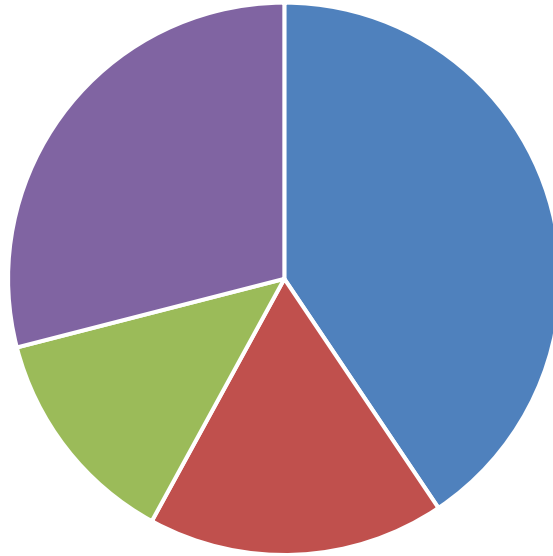
With this feedback collected from your employees, your organization can gain a deeper understanding of the workforce and create strategies to better align with employee needs and expectations.

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:

It should be noted that responses were received from the following organizations/subsidiaries: Parkland Transport, Ultramar, Bluewave Energy, Columbia Fuels and Sparlings Propane, in both English and French. For ease of reporting, all responses have been combined and are being reported in English.

What is your occupation?



■ Company Driver ■ Dispatcher ■ Fleet Manager ■ Other

ANSWER CHOICES	RESPONSES	n=69
Company Driver	40.58%	28
Dispatcher	17.39%	12
Fleet Manager	13.04%	9
Other (please specify)	29.00%	20

OTHER (PLEASE SPECIFY)

Branch Manager (multiple)

Territory Operations Manager (multiple)

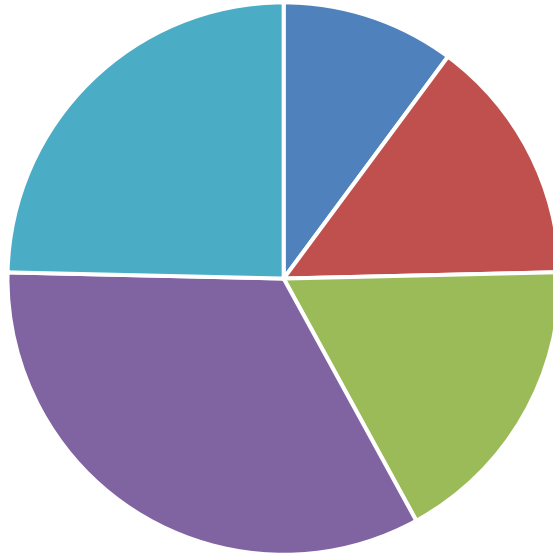
Fleet Specialist/Advisor/Coordinator (multiple)

Manager (multiple)

Crane Operator

Operations Supervisor

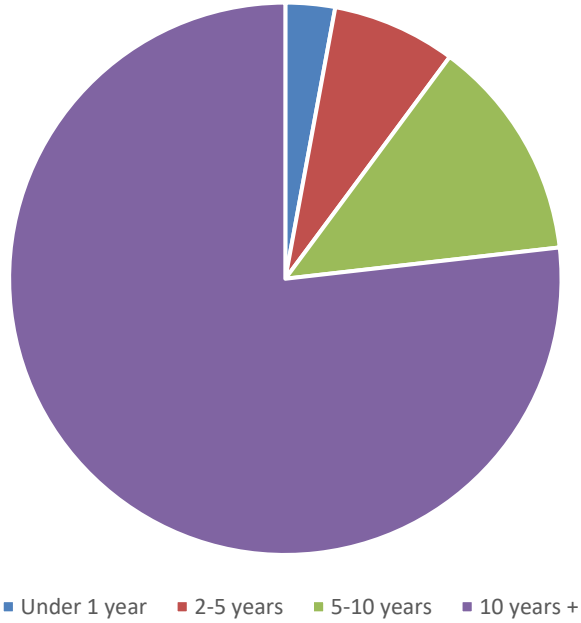
How many years have you worked for your current employer?



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

ANSWER CHOICES	RESPONSES	
Under a year	10.14%	7
1 - 2 years	14.49%	10
2 - 5 years	17.39%	12
5 - 10 years	33.33%	23
10 years and above	24.64%	17
Total Respondents: 69		

How many years have you worked in the trucking industry?



ANSWER CHOICES	RESPONSES	
Under 1 year	2.90%	2
1 - 2 years	0.00%	0
2 - 5 years	7.25%	5
5 -10 years	13.04%	9
10 years +	76.81%	53
Total Respondents: 69		

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	31.88% 22	29.00% 20	27.54% 19	2.90% 2	8.70% 6	69
In general, I look forward to going to work and enjoy what I do.	39.13% 27	42.03% 29	15.94% 11	1.45% 1	1.45% 1	69
I feel physically safe at my place of work and when doing my job.	57.98% 40	33.33% 23	4.35% 3	2.90% 2	1.45% 1	69
I feel psychologically safe at my place of work and when doing my job.	49.28% 34	37.68% 26	7.25% 5	4.35% 3	1.45% 1	69
I feel appreciated and respected by my direct supervisors and fellow employees.	57.98% 40	21.74% 15	14.49% 10	2.90% 2	2.90% 2	69

Summary:

Overall, surveyed **Parkland** employees expressed a positive level of employee engagement.

The only question with a response spread was: "I rarely think about looking for a job at another company." We generally do not place too much emphasis on this question, as worker mobility is common in the industry and is not a strong indicator of engagement.

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.	37.68% 26	33.33% 23	17.39% 12	7.25% 5	4.35% 3	69
The leaders at my company communicate organizational values and encourage us to demonstrate these values in our work.	47.38% 32	31.88% 22	11.59% 8	5.80% 4	4.35% 3	69
Company leadership makes an effort to answer any questions, concerns or suggestions that I have.	47.38% 32	30.43% 21	15.94% 11	2.90% 2	4.35% 3	69
Positive relationships across departments and levels (e.g., managers, drivers, dispatch, maintenance, etc.) are encouraged and supported.	39.13% 27	31.88% 22	20.29% 14	2.90% 2	5.80% 4	69

Summary:

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

Areas that could warrant additional examination include:

- Leadership serving as positive role models for employees.
- Positive relationship and communication across departments.

The open-ended questions at the end of the survey will provide some additional details around these areas.

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.	56.52% 39	37.68% 26	4.35% 3	0.00% 0	1.45% 1	69
I feel that the equipment that I use is safe and well-maintained.	55.07% 38	36.23% 25	5.80% 4	0.00% 0	2.90% 2	69
Most of the systems and processes here support us getting our work done effectively.	33.33% 23	44.92% 31	15.94% 11	4.35% 3	1.45% 1	69
My total rewards package is competitive with what I would receive for a similar role in the market.	26.09% 18	42.03% 29	21.74% 15	7.25% 5	2.90% 2	69

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, **Parkland Corporation** 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. 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.	56.52% 39	34.78% 24	7.25% 5	1.45% 1	0.00% 0	69
I receive appropriate rewards and/or recognition for a job well done.	27.54% 19	43.48% 30	21.74% 15	4.35% 3	2.90% 2	69
Day-to-day decisions here demonstrate that quality and improvement are top priorities	34.78% 24	40.58% 28	11.59% 8	7.25% 5	5.80% 4	69
I feel that my company supports a philosophy of work/life balance.	36.23% 25	33.33% 23	15.94% 11	7.25% 5	7.25% 5	69

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.

Parkland Corporation 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, may provide some insights regarding how this area should/needs to be addressed.
- Work/life balance – there is a slight response spread 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	34.78% 24	34.78% 24	21.74% 15	4.35% 3	4.35% 3	69
I believe there are good career opportunities for me at this company.	36.23% 25	36.23% 25	23.19% 16	4.35% 3	0.00% 0	69
This is a great company for me to make a contribution to my development.	33.33% 23	40.58% 28	18.84% 13	5.80% 4	1.45% 1	69
I feel that I have completed the right training to carry out my job safely and efficiently.	50.72% 35	36.23% 25	13.04% 9	0.00% 0	0.00% 0	69

Summary:

The *Development* question set has a strong positive response rate amongst employees. We would encourage Parkland Transport leadership to review the open-text responses at the end of the survey to gather both positive and constructive feedback provided by employees regarding professional development and act on any issues of note.

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

RESPONSES (RANDOMIZED)

Autonomy

Acquiring new business/customers, increased volume.

Pay is received on time and is correct. Time off needed for family is never an issue.

Suppling up to date equipment

Started to communication with drivers about routes

Our Company is really growing.

Safety ... Inclusion

Support the drivers

Work Life balance

They have allowed me to grow in the position I'm occupying.

DIVERSITY AND INCLUSION

TRAINING

The company shares program is excellent.

Safety First.- Always !

Respect and Safety

Continuous growth, focus on safety and continuous improvement.

Team building, employee encouragement, very fair and understanding work to life balance

Safety. Recognition of a job well done.

The emphasis on safety is on point

The training is ongoing

Teamwork is a key component

Support from all levels of staff.

Leadership, given enough training to do my job, Supportive

Safety - putting employee at the top

Promoting safety

They have a fairly modern fleet of vehicles

Good communication at the senior leadership level.

Promoting a culture of safety. Listening to all levels within the organization. Wanting to improve.

Steady Workload

Willing to change and adapt as technology and processes change and advance

People are treated like human beings and not numbers

Parkland has a competitive compensation package and provides many team building opportunities and perks.

They have improved the culture slightly in the last year.

Investing in up-to-date technology

Diversity and inclusion

Safety is a top priority at Parkland. From the day of employment, we ensure employees receive good training. Parkland selects great mentors and supports the new hire throughout.

Teamwork

Safety is always taken seriously.

Respect for employees and a friendly atmosphere

We are a big company – huge even, but we are kept up-to-date with every development of the company and news.

The safety of drivers and the well-being of employees. Very interesting group insurance.

Focus on work-life balance has improved.

Maintaining trucks and getting the things we need.

Providing steady work and letting us get home every night.

Compensation for work done is good.

Keeping us in the same truck and pay.

Providing the correct training for the job.

Support for drivers.

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

RESPONSES

Career advancement. Corrective measures on poor work performance

Not supporting business/volume increase with adequate infrastructure, trucks, drivers. We are told that we are an essential service but whenever we have glitches, us drivers must struggle to keep up. There is no contingency plan, no back up. No answers to question like: "What if...?" I feel there is a total lack of risk management when it comes to supply and planning. The volume has increased, good for business, but we operate with the same infrastructure, becoming more unreliable, not good for business. BTW, how many customers have lost because of run outs or promises not kept? We never can get an answer.

Brainstorming or collaboration does not exist. Getting buy in from employees does not exist. They fall short listening to employees concerns across the board.

Replacing old Equipment & getting new equipment to grow the business.

Hiring people as supervisor and managers with little to zero experience.

Rewarding work that is well done and not following through on problems in the local branch.

Planning needs help.

We need more service people that can look after our customers in Ontario and in Quebec.

They are great at buying really poor equipment that is not properly matched for our service area and the work we do. Management is great at avoiding all sorts of situations and passing the back to someone else who will just ignore you.

Listening to the drivers.

Communication.

Other than my direct manager, there doesn't seem to be any contact from people further up the chain. If you do a good job or make changes to how things are done to benefit the company, nobody seems to care. it seems if there's a problem then they will be there, but not for the good stuff

NOT GETTING ENOUGH STAFF FOR CERTAIN DEPARTMENTS.

HIRING

Way too management heavy and communication is terrible.

I'd like to see more trucks in the branches. Drivers who have to slip seat are not happy.

Communication is bad between lower and upper levels.

Big Company and some things take time to fix or adjust...

People in same group not working out of the same office.

At times difficult to keep up with the growth / change.

End of month processes (system disruption)

Managers spread too thin. Communication with customers

Training of new employees.

The maintenance on the trucks is poor. They keep breaking down.

Not making sure everyone has received all the appropriate training/certification

Corporate shared services

Truck replacement.

No company pension plan – please consider.

Going to the ROC / Call center concept

Integrating during onboarding is left of the direct supervisor, and acquisition leaves those employees in the dark, most of the time

Implementing systems and process. Integration and training of people in new acquisitions.

Inconsistent Planning

To keep in mind that not everything can be a "one size fits all" solution

Recruitment of top talent sometimes is overshadowed by cost savings measured. Capital investment in some areas needs drastic improvement

reinvesting in the equipment required to be successful, right sizing the fleet size based on current business but not right sizing fleet for growth

Hiring unqualified managers, supervisors and dispatchers that are costing the company mega dollars

Succession Planning

IT

Take more suggestions from drivers who are in the field doing the work.

Slight lack of vehicle maintenance at times.

Tough situation in our tanker fleet. We have several obsolete trucks that have been broken down for months. Are we really going to get these new trucks that we have been hearing about?

When things go wrong, I don't appreciate the threat of my job and how replaceable we are.

Management

Need more equipment so there is spare to use when units go down or need servicing.

Listening to employee concerns.

I believe we could do better at planning propane routes

Listening to the drivers.

Manager is very disrespectful towards some of the drivers.

Supervisor abuses his position and power talks down and belittles anyone who questions any decisions that are made and he reminds the drivers on a daily bases he is the boss and if they are not happy they can find another place of employment and they can be replaced at any time. Zero support from management

The overall atmosphere can be very oppressive.

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

RESPONSES (RANDOMIZED)

Some employees take advantage of lack of management, time theft and laziness.

I love my job; I love rendering services and get paid for it. I 'm doing time here. I am grateful to be a full time, permanent employee and not seasonal.

There is a lot of room for improvement if the time is taken to talk to the workers on the front lines. Skip level meetings make be required to get the right answers. As regional managers can still protect themselves and their poor choices along the way. I have had the opportunity to see many poor choices made by multiple markets that make no sense and have wasted countless hours and trucking costs to rectify. Yet there is no interest in improving how we do things.

Senior leadership team need to take a hard look at the middle management that abuse their positions and power for their own personal use trying to justify their existence which is costing employer mega dollars in bad decisions along with their bullying tactics and talking down and belittling anyone around them which in turn is not only frustrating but depressing that makes are jobs even harder

I like my work I'd like to help to be better I really believe with better planning we should save on trucks and time

I like the fact that I can teach out to management at any time of day if I have concerns or questions regarding deliveries, safety etc They are always there to help.

I have been given a long leash by my direct manager to allow me to organize my workload & to introduce different ways of doing something, as long as it's safe, to get the job done. This has allowed me to find time to learn different aspects of the not just my job, but also the roles of other people who I have a working relationship with to succeed in my role

They want you to do multiple peoples jobs, but they don't pay accordingly

Always support for the employee and the community

I am very happy to be joining this organization.

Enjoy working for this company!

My coworkers on my direct supervisor are great to work with and genuinely care about their work.

Sometimes, I feel rushed/pressure to get the job done by my direct supervisor

It's been a fantastic place to work, I would recommend working here to anyone looking for new employment

This is the best company I have worked for by far

Doing great work in promoting safety with staff. Like to have 4 workday per week with 10hr shift.

Back to the way of when branches did their own dispatching.

Overall, a positive place to work.

Very safety focused company

Overall, a great place to work.

Very safety-focused company.

Parkland is constantly looking for ways to lessen the impact on our environment. They have implemented technology & encouraged better driving techniques by partnering recognized defensive driving platform. Equipment is monitored for performance and efficiency on a daily basis

Keep up the great work.



**Top Fleet
Employers**



**TruckingHR
Canada**