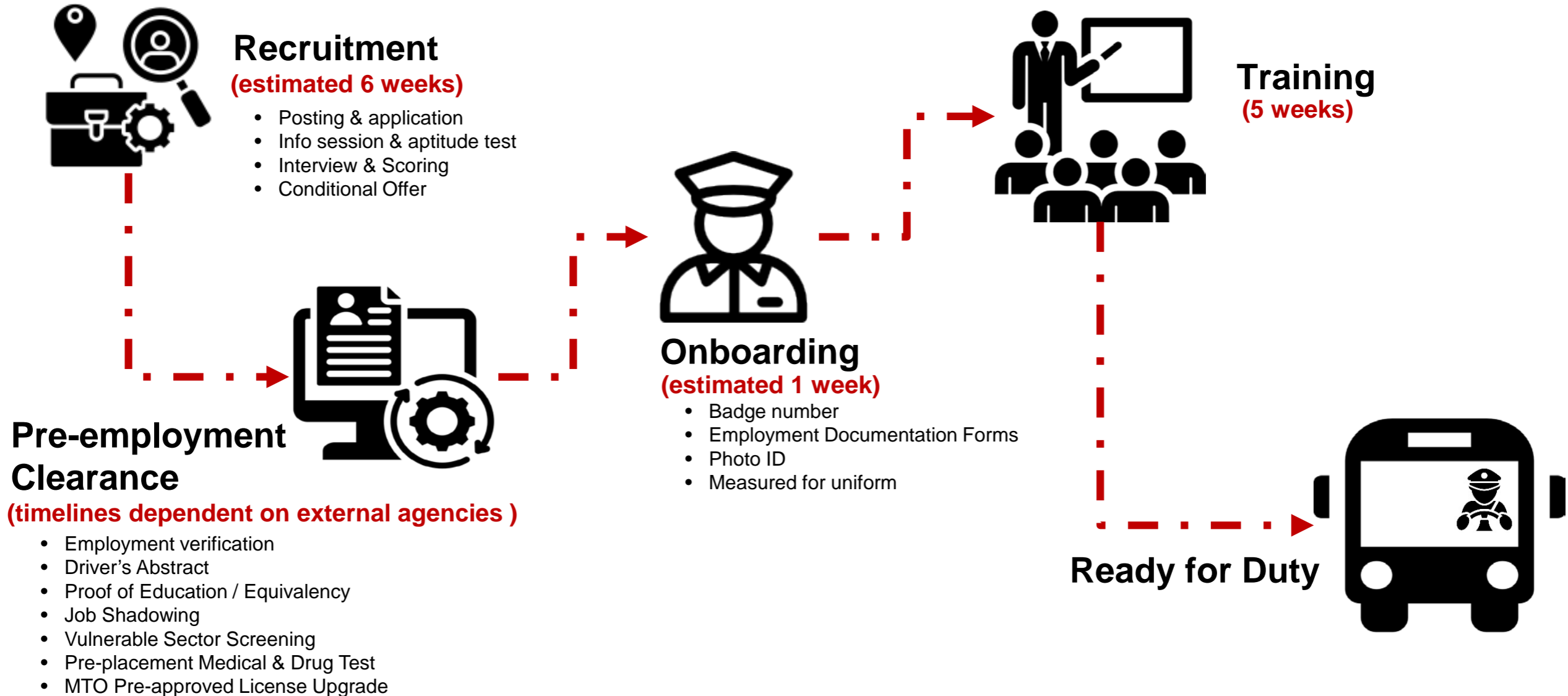# Transit Operators - Hiring, Onboarding and Retention Review: Internal Audit Report

Audit & Risk Management Committee
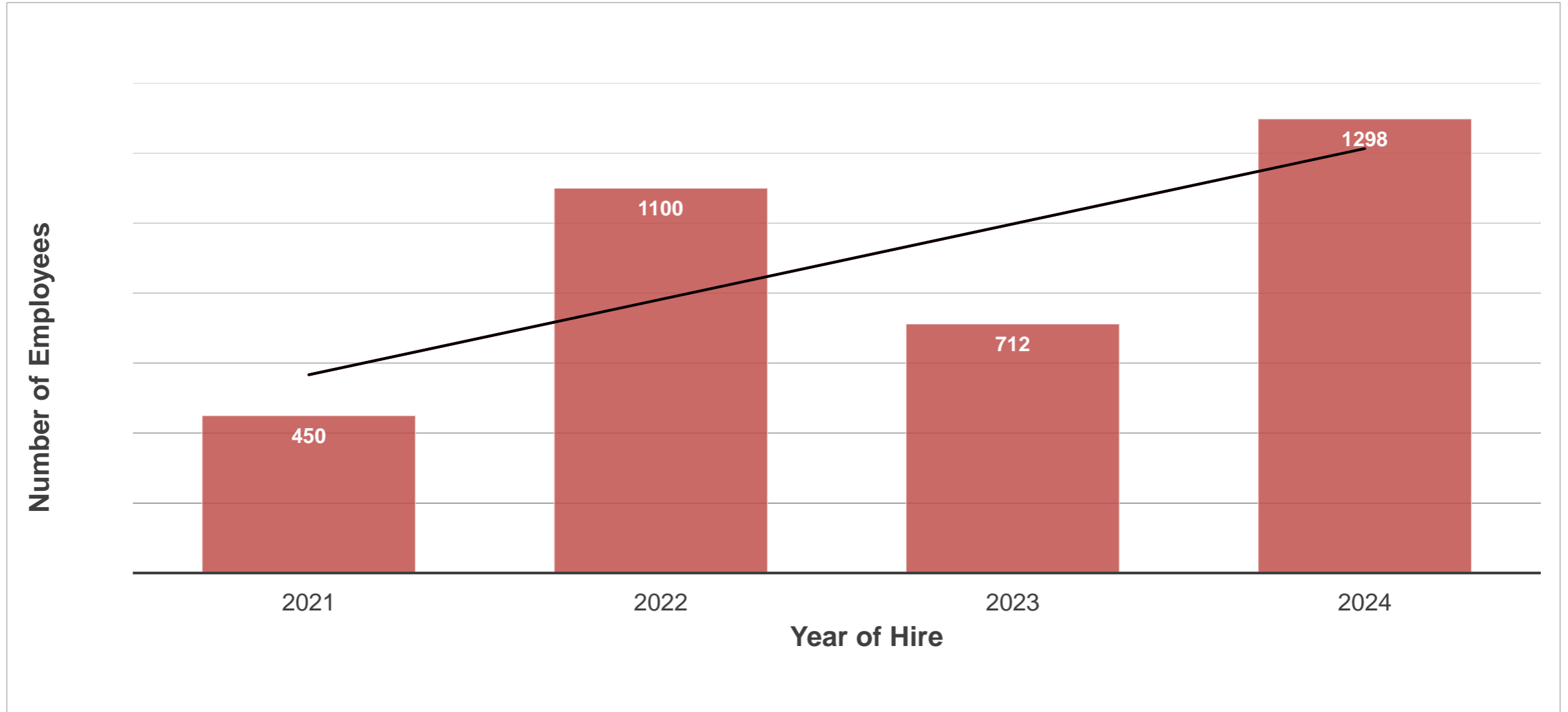
June 5, 2024

Transit Operator Recruitment Process

Recruitment
(estimated 6 weeks)

- Posting & application
- Info session & aptitude test
- Interview & Scoring
- Conditional Offer

Pre-employment Clearance
(timelines dependent on external agencies)

- Employment verification
- Driver's Abstract
- Proof of Education / Equivalency
- Job Shadowing
- Vulnerable Sector Screening
- Pre-placement Medical & Drug Test
- MTO Pre-approved License Upgrade

Onboarding
(estimated 1 week)

- Badge number
- Employment Documentation Forms
- Photo ID
- Measured for uniform

Training
(5 weeks)

Ready for Duty

Transit Operator Hiring Volume – Annual Trends

Chart: Number of Employees by Year of Hire

- 2021: 450
- 2022: 1100
- 2023: 712
- 2024: 1298

X-axis: Year of Hire
Y-axis: Number of Employees

Summary of Results

REF	Summary Recommendation	Priority			Group/Department (A – Accountable, S – Support)			
		H	M	L	TM	People Group	T&V	OTC
1	The review process over reporting of hiring target achievements should be enhanced to ensure information is accurate and clearly presented.	X			A			
2	Key performance metrics on hiring and related outcomes should be clearly defined and understood across the organization.	X			A	S		
3	Cross-functional groups should collaborate more effectively to achieve organizational objectives.	X			A		S	S
4	Improve record keeping practices and implement stronger controls for maintaining applicant information during the hiring process.	X			A			
5	Analyze costs to understand and inform the impact of hiring strategies.		X		S	A		
6	Ensure that prospective candidates have a realistic understanding of challenges of the position.		X		A			
7	Continue to review and improve hiring processes to select the most appropriate candidates.		X		A			
8	Review employee retention strategies and consider addressing the root causes of the challenges.		X		S	A	S	
9	Continue to review, update and consistently apply hiring procedures		X		A			

Recommendation 1

The review process over reporting of hiring target achievements should be enhanced to ensure information is accurate and clearly presented.

✅ Work Completed

- ✓ Annual new hire demographic reporting enhanced, Urban Dimensions Group is now the primary source of new hire data provided in the Diversity and Culture annual report

- ✓ CEO report dashboard discontinued

- ✓ In consultation with the Legal and Human Rights and Investigation Departments, gender data collection processes have been improved.

- ✓ Gender data is gathered through the application process where candidates must self-identify in the requisition.

- ✓ Legal review of Collection and Use of Sex and Gender Data completed

▶ Next Steps

- ➢ Information sharing and data collection will be performed and reported with key stakeholders including the Operations Training Center and the Transportation and Vehicles Group.

- ➢ Process improvements and review of metric definitions in various reports to ensure consistency and reconciliation of reported figures.

- ➢ Gender data and the operator recruitment lifecycle will be analyzed in collaboration with the Operations Support Department.

Recommendation 2

Key performance metrics on hiring and related outcomes should be clearly defined and understood across the organization.

✓ Work Completed

- ✓ Talent Management has evolved its reporting frequency. Reporting is now delivered through the Readiness meeting and TM is now the sole data source for transit operator new hire data of hires supplied to the OTC, ensuring a clearly defined and understood process across the TTC.
- ✓ Transportation Group Resignation Analysis competed to better understand discontinuation rates
- ✓ Transit Operator turnover rates reviewed.
- ✓ TTC measures annually the proportion of new hires from Neighbourhood Improvement Areas and has enhanced reporting to show representation by postal code so we are better able to assess its objective of increasing the proportion.
- ✓ Efforts are coordinated across key departments to report consolidated results regarding the achievement of organizational objectives and outcomes analysis.

▶ Next Steps

- ➢ The Operations Support Department is developing a Workforce Dashboard to report all relevant metrics, providing meaningful insights when assessing strategic objectives and making decisions. The dashboard is on target to be completed by the end of Q2 2024.

- ➢ Continue to apply *Exit Interview Program* in a consistent manner; and, review responses to identify trends, proactively address concerns, and improve the employee experience.

- ➢ Partnering with IT, continue to look at system upgrades to assist with our ability to report on key performance metrics.

Recommendation 3

Cross-functional groups should collaborate more effectively to achieve organizational objectives.

✅ Work Completed

- ✓ The Transit Operator Hiring Committee was created in Q4 2023. The team meets weekly to review operator recruitment and service plans.
- ✓ The Operations Support Department established the Transportation Recruitment Working Group in Q1 2024.
- ✓ T&V continues to be invited to participate in TTC Connects events to provide information to potential new hires on the role and the day to day experience of an Operator.

⏩ Next Steps

- ➢ Committee participants will continue with meetings to review key issues and decisions and align on recruitment strategies.

- ➢ The Operations Training Center to review the reinstatement of one-on-one candidate onboarding training.

- ➢ The Transportation Departments will update the Operator Welcome Packages in Q4 2024 to include supporting resources and information.

Recommendation 4

Priority			Group/Department (A – Accountable, S – Support)			
H	M	L	TM	People Group	T&V	OTC
X			A			

Improve record keeping practices and implement stronger controls for maintaining applicant information during the hiring process.

✅ Work Completed

- ✓ In Q4 2023, the Talent Management Department completed the filing backlog of electronic records in the Data Management System and Success Factors.
- ✓ In Q1 2024, the recruitment team transitioned to storing all hiring records centrally in Success Factors.

▶ Next Steps

- ➢ Continue working with the Information Technology Services Department COE to facilitate all recruitment processes centrally in Success Factors. All outstanding implementation items will be completed in 2025.

Recommendation 5

Priority			Group/Department (A – Accountable, S – Support)			
H	M	L	TM	People Group	T&V	OTC
	X		S	A		

Analyze costs to understand and inform the impact of hiring strategies.

✅ Work Completed	⏯ Next Steps
✓ Preliminary work has started to compile direct costs and understand the financial impact of operator hires at different stages of the recruitment process. Once the analysis is complete, it will be reviewed and used to assess existing hiring strategies. ✓ TM and OTC worked with MTO to decrease the time to rehire (where appropriate) from 12 months, to approximately one month, positively impacting retention and pre-employment costs. ✓ TM new hire communication enhanced to minimize no show rates, and reduce costs associated with this variable – more work underway.	➢ As part of efforts to reassess and change hiring strategies, management will analyze the costs of hiring at different stages and explore opportunities to improve processes based on consultation with relevant departments.

Recommendation 6

Ensure that prospective candidates have a realistic understanding of challenges of the position.

✅ Work Completed

- ✓ The Applicant Information Session video has been embedded at four stages in the recruitment cycle, compared to once in the previous process. These stages include:
  - Application
  - Assessment
  - Interview
  - Conditional Offer
- ✓ Recruiters continue to engage in detailed conversations with candidates during the interview process regarding shift and vacation scheduling.

⏩ Next Steps

- ➢ The Operations Training Center and Transportation Departments are developing program content for New Operator Information Sessions, which will be in-person with newly onboarded transit operators.
- ➢ Information sessions are scheduled to begin in Q3 2024. They will focus on the day-to-day life of a Transit Operator, including the operator experience, scheduling, training, and career opportunities in Transportation and Operations.

Recommendation 7

Continue to review and improve hiring processes to select the most appropriate candidates.

✔ Work Completed

- ✓ The assessment stage has been reviewed and the Talent Management team has moved to a new vendor in Q3 2023 to assess candidate suitability for the Transit Operator role.

- ✓ The interview stage has been reviewed in conjunction with the Operations Training Department to ensure the interview questions are appropriate and relevant to the role.

- ✓ Talent Management implemented a monthly discontinuation analysis process to gain feedback from new hires who did not complete training.

▶ Next Steps

- ➢ Results from the monthly discontinuation analysis will be used to enhance the recruitment process.

- ➢ TTC *no show* rates continue to be lower than industry standards. T9o continue to minimize the number of *no shows*, The TTC will continue to be committed to fair hiring practice where safety is a cornerstone and we focus on transparent and bona fide requirements for a candidate to be successful in the role.

Recommendation 8

Review employee retention strategies and consider addressing the root causes of the challenges.

Work Completed

- ✓ Transportation Group Resignation Analysis completed to better understand discontinuation rates

- ✓ Transportation and Vehicle's mentor program is now available for all new hires.

- ✓ To improve its analysis of long-term operator retention, the Operations Support Department has developed a tracker that provides a monthly report on retention metrics by the Transportation Department.

- ✓ To reduce the number of new hires who do not show up for scheduled training on Day 1, the Talent Management Department has implemented processes to establish contact with candidates in advance of scheduled start dates and provide ongoing communications before the start of training.

Next Steps

- ➢ The Operations Support Department is working to consolidate historical data for Operator probationary periods from January 1, 2023, to the present day.

- ➢ The Transportation Departments are updating the Safe Operator Recognition Program to acknowledge operators' safe driving records.

- ➢ A commitment has been made to continue to apply *Exit Interview Program* in a consistent manner; and, review responses to identify trends, proactively address concerns, and improve the employee experience.

Recommendation 9

Priority			Group/Department (A – Accountable, S – Support)			
H	M	L	TM	People Group	T&V	OTC
	X		A			

Continue to review, update and consistently apply hiring procedures.

✔ Work Completed

- ✓ Recruiters have been retrained on Transit Operator hiring practices in Q3 2023.
- ✓ In Q4 2023, Talent Management implemented a process for managers to audit vendor invoices using Success Factors reporting.
- ✓ In Q3 2023, standards have been reviewed with vendor pre-employment verifications to ensure the consistent application of processes.
- ✓ Before onboarding a third-party vendor, Talent Management provides training on transit operator hiring practices.

▶ Next Steps

- ➤ Talent Management has standardized the hiring process and an ongoing review of procedures has been implemented for additional oversight and to provide ongoing training and Guidance.
- ➤ The reference check process has been streamlined to ensure consistency going forward and additional controls are in place to ensure compliance with the process.