



ACTION REQUIRED

Subject: Executive Compensation Review

Date: October 14, 2015

The attached report, submitted by the Hay Group Limited, contains both public and confidential information for discussion with the TTC Human Resources & Labour Relations Committee at its meeting scheduled for October 14, 2015. This report satisfies the fullness of the City's Executive Compensation Guidelines as issued in August 2014.

Note: The information contained in the confidential portion of the report is to remain confidential in its entirety as it contains information about labour relations or employee negotiations.

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Attachment: Executive Compensation Review

TORONTO TRANSIT COMMISSION

EXECUTIVE COMPENSATION REVIEW

Hay Group Limited
October 2015

Public

**“WE HELP YOU ACHIEVE YOUR
STRATEGIC GOALS AND
HIGHEST ASPIRATIONS BY
RELEASING THE FULL POWER
AND POTENTIAL OF YOUR
PEOPLE.”**

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SUMMARY

The compensation summary is discussed and presented in the “Confidential” version of the report.

BACKGROUND

In August 2014, the City issued its Executive Compensation Policy at City Agencies and Corporation (Guidelines), of which this review is in response.

This is the “Public” portion of the report, which together with the “Confidential” portion of the report (i.e., a separate but associated document) would be the consolidated response to the City’s Guidelines, which are summarized as follows:

1. The TTC Human Resources & Labour Relations Committee of the Board of Directors (Committee) has sole oversight for the review.
2. Job descriptions must be current and must be approved by the Committee.
3. The technical underpinning of the compensation analysis (e.g., comparator group, evaluation points, etc.) can be discussed with management, but ultimately must be approved by the Committee.
4. The comparator group must only be of public sector organizations; no private sector organizations should be considered.
5. The report will identify comparability across all compensation elements. The report will recommend levels of cash compensation (i.e., salary range and variable pay) but the report will not be expected to suggest changes to benefit and/or pension programs if any such gaps are observed.
6. The suggested salary range midpoint should be set at the median / 50th percentile of the approved market, and the range minimums and maximums should be set at 15% variances from the midpoint.
7. Pay-for-performance programs, (i.e., merit salary adjustment and/or variable pay) should be discussed for consideration, and their collective award opportunity cannot exceed 25% of incumbent salary. If the recommendation is that they should be considered, their actual design can be in a future Phase II portion of work.
8. If either / both of the pay-for-performance programs are not recommended, it would not be expected that the organization has higher than P50 salaries as an offset.
9. The manner by which “workplace climate & culture” is assessed is at the discretion of the organization. If it is deemed that effort must be incurred to change the culture, that effort would be a future Phase II portion of work.
10. The manner by which the “termination process” is assessed is at the discretion of the organization. If it is deemed that a better process is required, it will be designed in a future Phase II portion of work.

JOB DESCRIPTIONS

Hay Group was provided with Committee-approved job descriptions for the eleven jobs included in this review as well as various current organizational data. This information was used to provide our initial understanding of the executive jobs in order to frame our job evaluation assessments.

The eleven current job descriptions are included in Appendix A.

Hay Group also contrasted the current TTC organization structure to past structures that we have assessed, which allowed us to appreciate important changes in the mandates and scope of various roles.

After reviewing the job documents, Hay Group interviewed the CEO to further appreciate important job nuances that are difficult to fully articulate in a description. It is Hay Group's opinion that the combination of the updated job documents supported by the current organizational data, and the interview with the CEO was sufficient to fully understand the nature of the eleven executive jobs.

JOB EVALUATION

Job evaluation is discussed and presented in the “Confidential” version of the report.

COMPARATOR GROUPS

Three comparator groups have been selected for the market pricing analysis. They are:

1. Twenty-seven public sector Hay Group database participants (Group of 27)
2. Broad Ontario public sector (Group of 82)
3. City of Toronto pay standards for comparable jobs (City Toronto)

Group of 27

The Hay Group database is comprised of many hundreds of public and private sector organizations, of which the twenty-seven illustrated in Appendix B were selected as the primary comparator group for this review.

The twenty-seven organizations are all of the public sector, which is according to the City's guidelines, and are all participants in the Hay Group database, such that they may be compared to TTC on a basis of "same job evaluation points".

The entire Hay Group database was presented to, and discussed with the Committee on August 20, 2015, and the Committee selected and approved its final list during that meeting.

Group of 82

The Committee wanted to be aware of the degree that the Group of 27 may be an unusually high or low paying group relative to the broad market. Therefore, we also chose to compile a data set of the entire 82 Ontario-based public sector organizations in the Hay Group database to assess the pay competitiveness of the Group of 27. The Group of 82 organizations are illustrated in Appendix C.

City Toronto

The City of Toronto salary grades are underpinned by Hay Points. Therefore, with the City's permission, we are illustrating the City salary standards (i.e., Job Rates) for the City grades in which the TTC evaluation points would align.

MARKET COMPENSATION ANALYSIS

Market comparison is discussed and presented in the “Confidential” version of the report.

PERFORMANCE MANAGEMENT

Performance management is discussed and presented in the “Confidential” version of the report.

VARIABLE PAY PROGRAM

Variable pay is discussed and presented in the “Confidential” version of the report.

EMPLOYEE ENGAGEMENT

Employee engagement is discussed and presented in the “Confidential” version of the report.

TERMINATION

Termination is discussed and presented in the “Confidential” version of the report.

APPENDIX A – EXECUTIVE JOB DESCRIPTIONS

Chief Executive Officer

Position Title	Chief Executive Officer				
Department	Chief Executive Officer	Job No.	9854		
Reports To	Chair of the Board				
Date	August 20, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

The Chief Executive Officer of the Toronto Transit Commission leads the organization and is accountable to the governing body, the TTC Board. The Chief Executive Officer is accountable for the prudent administration of public funds and the delivery of a safe and efficient transit service

Key Objectives

The CEO oversees and directs the operation of the Toronto Transit Commission:

- Provides leadership and oversees the development of strategically appropriate capital and operating budget requests for the safe, efficient, and cost effective operation and timely life cycle replacement of TTC assets;
- Provides leadership and oversees the development of detailed strategic annual Goals and Objectives and operating plans for all TTC Departments in support of the transit system's direction and vision for the future. Specifically, development and delivery of the TTC's five year Corporate Plan;
- Ensures that solid planning and budgeting systems are in place to support the transit system's goals, objectives, strategic direction and future development and growth;
- Ensures timely reporting of financial and physical results including any significant cost, safety, human resources and ridership/revenue issues to the TTC Board;
- Develops an effective and efficient organizational structure that implements approved budgets, annual Goals and Objectives, and strategic direction;
- Ensures accountability at executive/senior management levels, development of technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;
- Ensures timely communication of the transit system's overall strategic direction to TTC Board members, staff, and the community (where appropriate);
- Makes recommendations to the TTC Board on all matters affecting the TTC's business as set out under Bill 148, City of Toronto Act;
- Supports the TTC Board in the development and implementation of goals and objectives identified in the annual corporate plan;
- Achieves Board directed goals and priorities.

General Duties and Roles in Achieving Objectives

1. Represents the TTC with governmental representatives, professional societies and the general public;
2. Monitors and adjusts business activities to manage within budget allocations and in the best interests of the TTC;
3. Ensures effective communications and negotiations of all matters between staff and unionized workforce;
4. Participates in the selection and/or approval of executive/senior staff and manages the performance review, development and, if necessary, termination of executive/senior management;
5. Ensures the development of strategic and effective corporate policies, safety plans, guidelines and standards in the best interests of the TTC and in accordance with all applicable legislation and ensures that same are uniformly understood and properly interpreted and administered by subordinates;
6. Provides leadership and ensures consistent compliance with relevant legislation/regulations regarding safety, employment, etc. either directly or through direct reports;
7. Co-ordinates and approves all TTC initiatives through the Staff Summary Sheet approval process;
8. Keeps abreast of transit industry activities, trends, best practices and technological developments.
9. Responsible for providing leadership in overseeing the work of TTC employees (either directly or through direct reports) ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.
10. Performs other work related functions as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Extensive knowledge and understanding of business administration, business leadership, fiscal and human resources management principles and policy development is essential;
 - Proven management ability in order to develop and implement strategic goals (short and long-term) and objectives; and set and evaluate priorities while having an appreciation and understanding of the public policy, funding environment and ethical issues facing the transit system and government agencies;
 - Highly developed communication, interpersonal, decision-making, public relations, presentation, facilitation, mediation and negotiation skills;
 - Highly developed organizational, problem-solving, budget and financial planning skills;
 - Must be a strong leader and have the ability to effectively lead a team, resulting in a work environment conducive to positive employee morale, a commitment to customer satisfaction and high delivery of service as well as the ability to effectively manage change;

- A balanced perspective that advocates for transit but is sensitive to community and customer needs, taking into consideration public funding issues;
 - Must be able to respond with sensitivity to the concerns and interests of a culturally, politically, and socio-economically diverse community and work force;
 - Must have or rapidly acquire a thorough and comprehensive knowledge of the Ontario Human Rights Code including disability accommodation and accessibility requirements as well as other applicable legislation/regulations regarding safety, employment, etc.
- **TTC Specific:**
 - Ability to operate in an environment where the collective decisions of the TTC Board are respected, and to recognize and work co-operatively with city interests and Councillors;
 - Must be sensitive to the needs of the mobility impaired community and committed to making the TTC accessible as expeditiously as possible;
 - Must have or rapidly acquire knowledge of the TTC's organizational structure, functions, operations, policies, procedures, collective bargaining agreements and goals and objectives.
- **Formal education/training through which skills normally acquired:**
 - Graduate Studies in Business Administration, Public Administration or a related discipline combined with extensive and progressively responsible executive/senior management experience in a large complex organization, preferably in the transportation industry.
- **Problem Solving and Analysis**
 - This position must exercise superior analytical and problem solving abilities for ensuring effective leadership of a large complex organization. The Chief Executive Officer must have the ability to resolve complex problems effectively while providing accurate results within stringent and often difficult to achieve deadlines.
- **Access to Direction/Technical Guidance**
 - The Chief Executive Officer works on broad complex issues and policy-making activities. Develops broad policy direction for approval by the TTC Board.

Main Contacts

- **Internal and external**
 - Internal contact routinely with Chief Officers, Department Heads, Union Executives and all levels of staff.

- External contact with members of the TTC Board, Senior officials at the City of Toronto, the Province, the Federal Government, diverse community groups, the Media and related organizations to provide, exchange information and/or resolve problems.
- Nature of contact
 - Requires a high degree of interpersonal skill, tact and diplomacy in order to avoid loss of prestige to the TTC.
- Accountability and Impact on Organization
 - This role reports to the TTC Board. This role relates to but does not report either to Council or the Mayor. The role will deliver excellent leadership to ensure the prudent administration of public funds and the delivery of a safe and efficient transit service. The CEO handles highly confidential and sensitive information. Superior judgement and decision making is exercised to prevent errors that could result in substantial monetary losses to the TTC as well as in loss of public esteem and credibility to the organization as a whole and significant impact to the public.
 - Gives policy direction; organizes and develops long-term programs; establishes strategic goals and objectives; and oversees the activities of the whole organization (approximately 13,000 employees).
- Physical and Mental Demands/Working Conditions
 - Standard office environment work conditions. Frequent visits to all transit operating facilities. Incumbent may be called upon during off-hours to resolve issues related to emergencies and the TTC as a whole.

Deputy CEO & Chief Customer Officer

Position Title	Deputy Chief Executive Officer & Chief Customer Officer				
Department	Chief Executive Officer	Job No.	9854		
Reports To	Chair of the Board				
Date	August 20, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer (CEO), this position is responsible for leading change and ensuring that all appropriate mechanisms are in place to allow for the provision of optimal customer service to transit riders, and to promote and encourage a culture of customer service within the TTC.

The Deputy CEO & Chief Customer Officer oversees and directs the various activities of the Strategy & Customer Experience Group, consisting of the Customer Communications, Customer Development, Customer Service Centre, Farecard Team and Strategy & Service Planning Departments. The Strategy & Customer Experience Group is responsible for identifying customer needs and developing service offers and standards as well as analyzing the results of initiatives and identifying areas of improvement.

Additionally the Deputy CEO oversees the management of the Operations, Service Delivery, Safety and Finance and Administration Groups.

This position will be accountable to implement the recommendations of the Customer Liaison Panel, and to support and monitor the progress and results of the various customer service related action items by other departments within the TTC. This position will also be responsible for the ongoing strategic development of a dynamic customer service plan, which can appropriately respond to changing values/ needs of the public.

Key Objectives

Oversee and direct the operations of the Strategy & Customer Experience Group:

- Provides leadership and oversees the development of detailed strategic annual Goals and Objectives and business plans for the Strategy & Customer Experience Group Departments in support of the development and delivery of the TTC's five year Corporate Plan;
- Ensures accountability at management levels, development of technical/supervisory competence and succession planning through internal development and promotion, or external hiring as required.

Identify customer needs and develop service offers and standards:

- Oversees the implementation of the recommendations from the Customer Liaison Panel;

- Supports and monitors progress of various departments in implementing action items;
- Gauges value added of various initiatives on an ongoing basis and makes recommendations for alternatives where appropriate

Lead the development of a strategic customer service plan which focuses on the communication of clear and timely information for passengers:

- Develops the requisite communication and information channels to ensure that the customer experience strategy of the TTC adequately responds to customer feedback and that customers are aware of steps being taken to enhance customer service;
- Oversees the development and updating of various training programs with internal and external partners, to ensure material being communicated reflects the level of customer service mandated at the TTC;
- Develops new means to engage customers through:
 - Town Hall events held at various locations, and TTC online Town Halls via Twitter;
 - New branding and standards for the look and feel of all customer communications materials;
 - Expansion of the range of TTC products available for purchase either online or through the TTC Customer Centre;
- Together with the CEO, leads on the development of both long-term Strategic plans for the TTC - and the manifestation of those plans as part of a rolling 5-year corporate plan.

Lead ongoing assessments of current initiatives and the development of new initiatives which support and advance the objective that customer service is integral to business at the TTC:

- Conducts the necessary market research and analysis to ensure that the TTC becomes and remains a leader in Customer Service;
- Develops programs and channels to amass ongoing feedback from the public in the goal of building rider input into TTC initiatives, and to ensure that the TTC is kept up to date with rider opinions and changing demands;
- Measures customer perceptions through Customer Satisfaction Surveys, Mystery Shopper Surveys and new customer journey time metrics.

Develop strategic partnerships within the TTC and externally to further the level of customer service provided to external customers:

- Works with counterparts collaboratively to ensure that value added is being achieved in the implementation of the customer experience strategy;
- Works with counterparts externally to stay on top of cutting edge trends and to learn from other company experiences.

Analyze customer feedback to identify and recommend key areas for developmental opportunities, and liaise with partners to ensure appropriate action is taken.

- Communicates recommendations to partners within the TTC;
- Oversees the strategic plan to respond to the recommendations and their implementation.

Lead the annual TTC Customer Charter:

- Develops a dynamic customer experience strategy document that is shared with all customers;
- Ensures new, time-bound commitments each year.

General Duties and Roles in Achieving Objectives

- Builds and directs an effective team to support achieving the position objectives.
- Acts as main point of contact internally for all customer experience strategy related issues.
- Remains current with transit industry activities, trends, best practices and technological developments.
- Provides necessary reports and recommendations to CEO and Executive Team, TTC Board and TTC as a whole
- Directs and oversees the development of appropriate capital and annual operating budgets for the operations of the Group Departments.
- Creates cost efficiencies and value added improvements.
- Directs the implementation of new initiatives, including overseeing contract and technical staff where necessary.
- Ensures the development of strategic and effective corporate policies, plans, guidelines and standards in the best interests of the TTC and in accordance with all applicable legislation and ensures that same are uniformly understood and properly interpreted and administered by staff.
- Promotes and maintains harmonious and professional working relationships and communications among staff, management and union executive.
- Provides leadership and ensures consistent compliance with relevant legislation/regulations regarding safety, employment, etc. either directly or through direct reports.
- Acts on behalf of the CEO as required.
- As Deputy CEO, recommends annual capital and operating budgets to the CEO for support at the TTC Board and Council.
- Responsible for providing leadership in overseeing the work of TTC employees (either directly or through direct reports) ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.
- Performs other work related functions as assigned

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Extensive customer service related experience;
 - Highly advanced communication (oral and written) and interpersonal skills;
 - Proven management ability in order to develop and implement strategic goals and objectives, and set and evaluate priorities in line with the corporate plan;
 - Demonstrated experience leading a team in the goal of enhancing and promoting a high level of customer service; and demonstrated ability to work in teams;
 - Working knowledge of the various technologies used in call centres and in the transit system, such as LCD screens, etc. and an awareness of how to use these to advance customer service;
 - Demonstrated ability to work with large budgets, and to achieve results within budget;
 - Familiarity with legislation such as the Access for Ontarians with Disability Act, Employment Standards Act and the Ontario Labour Relations Act;
 - Familiarity with Marketing, HR and organizational behaviour, and collective bargaining concepts;
 - Greatly developed organizational skills; demonstrated project management abilities, including ability to achieve results under pressure; and demonstrated ability to lead, direct and influence peers and staff;
 - Proven decision-making, public relations, presentation, facilitation and negotiation skills;
 - Must have or rapidly acquire a thorough and comprehensive knowledge of the Ontario Human Rights Code including disability accommodation and accessibility requirements as well as other applicable legislation/regulations regarding safety, employment, etc.

- TTC Specific:
 - Ability to operate in an environment where the collective decisions of the TTC Board are respected, and to recognize and work co-operatively with city interests and Councilors;
 - Must be sensitive to the needs of the mobility impaired community;
 - Must have or rapidly acquire knowledge of the TTC's organizational structure, functions, operations, policies, procedures, collective bargaining agreements and goals and objectives.

- Formal education/training through which skills normally acquired:
 - Undergraduate degree in Business or Marketing;
 - Post graduate diploma such as an MBA or other Master's Degree which would create a strong basis of highly developed analytical skills.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to ensure effective leadership of the Strategy and Customer Experience Group Departments within a large complex organization. The incumbent must effectively interpret information from a variety of sources and channels, to develop a large scale strategy, and to translate this to a point by point strategy in an easy to communicate manner.
- In the goal of devising strategy this position will analyze:
 - Customer feedback, customer service trends and customer satisfaction data
 - Performance measures/KPis, Budget and other financial information
 - New and emerging trends and technology, best practices and standards
 - Training programs, and other information as required

Main Contacts

- Internal and external
 - Internal contact routinely with the Executive, Department Heads and all levels of staff.
 - External contact with members of the - TTC Board, senior officials at the City of Toronto, diverse community groups, the media and various organizations to provide, exchange information and/or resolve problems.
- Nature of contact
 - Requires a high degree of interpersonal skill, tact and diplomacy.

Accountability and Impact on Organization

- This role will report to the CEO but will have independence to set strategy and make decisions, in the interest of enhancing the customer experience at the TTC, within the allotted budget. This role will have primary accountability in setting a strategy that will extend to all departments of the TTC in support of the development and delivery of the TTC's five year Corporate Plan. This role will directly impact the level of customer service experienced by TTC customers.
- This position will direct and oversee the activities of a Group of five departments consisting of management, professional and clerical staff and hourly employees.

Physical and Mental Demands/Working Conditions

- Standard office environment and light physical effort. Some off site visitation to various departments may be required. Extended hours may be required to meet project objectives and deadlines. May be required to work or respond to emergency calls outside of normal working hours. Mental stress in achieving deadlines is possible.

Chief Operating Officer

Position Title	Chief Operating Officer				
Department	Operations	Job No.	9855		
Reports To	Chief Executive Officer				
Date	August 7, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer, the Chief Operating Officer is responsible for providing, maintaining and operating subway transit services, subway vehicles, Transit Control, buses, non-revenue vehicles, streetcars, and all TTC fixed assets in a safe and efficient manner within appropriate service standards, and according to acceptable rules and operating procedures.

This responsibility includes ensuring that appropriate maintenance standards have been established, and that practices and procedures are consistent with these standards to permit the safe and reliable operation of transit service, and proper life cycle maintenance of other fixed assets.

The Chief Operating Officer is responsible and accountable for the following areas: Operations Financial Control, Plant Maintenance, Streetcar, Bus Maintenance & Shops, Rail Cars & Shops, Automatic Train Control, Subway Infrastructure, Subway Transportation, and Revenue Operations. The Chief Operating Officer may be required to substitute for the Chief Executive Officer.

Key Objectives

Strategically plan, direct and manage the work of the Operations Group to ensure effective and efficient operations/services:

- Developing detailed strategic Goals and Objectives for the Operations Group that are consistent with the overall TTC direction, and pursuant to the Corporate Plan;
- Developing and/or overseeing the development of strategic Operations policies, procedures, programs, guidelines and standards in the best interests of the TTC and in accordance with all applicable legislation;
- Ensuring accountability at senior management levels;
- Developing technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;
- Ensuring the timely and accurate reporting of financial and performance results, including any significant cost, security, safety or human resources, and ridership/revenue issues to the Chief Executive Officer or other Senior Managers as appropriate;
- Ensuring that the subway operation is carried out according to the rules, procedures and accepted practices as established;
- Ensuring that the maintenance standards established along with the practices and procedures necessary to carry them out are acceptable according to industry standards and have been developed in a manner as to address operating experience and audit recommendations (internal, external consultants, City of Toronto Auditor General and APTA);

- Ensuring appropriate quality assurance programs are established;
- Participating in the development of collective bargaining proposals for the Operations Group as required;
- Promoting and maintaining harmonious and professional working relationships and communications among staff, management and Union Executives;
- Selecting and/or approving selection of senior staff and conducting performance reviews of senior management;
- Ensuring all policies and standards of the TTC are adhered to by all employees in the Operations Group;
- Establishing strategic and effective corporate Operations policies, guidelines and instructions in the best interests of the TTC;
- Acting as a resource and providing consultation, direction, advice, guidance and technical expertise regarding operations issues in a timely and accurate manner;
- Substituting for the Chief Executive Officer- as required. Develop and control the Group's operating and capital budgets:
- Directing and overseeing the development of appropriate capital and annual operating budgets for the Operations Group that are focused on maintaining the systems in a state of good repair and operation of the subway system in a safe and efficient manner;
- Developing an effective and efficient Operations Group organizational structure that implements approved budgets and annual Goals and Objectives;
- Monitoring and adjusting business activities to manage within budget allocations, and in the best interests of the TTC;
- Ensuring required reports are submitted, and available for review and analysis to assist in planning, estimating and cost control;

General Duties and Roles in Achieving Objectives

- Keeping abreast of industry activities, trends, best practices and technological developments related to area of responsibility;
- Participating and/or representing the TTC at meetings and conferences as required;
- Responsible for providing leadership in overseeing the work of Department staff ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer;
- Performing other related duties as assigned

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Comprehensive knowledge of the development, implementation and execution of asset maintenance systems, programmes, processes and techniques;

- Comprehensive knowledge of portfolio, program and project management practices, procedures and systems
- Sound knowledge of the delivery and management of subway operations in a major urban transportation system;
- Sound knowledge of technical issues and rules, procedures and operational issues related to areas of responsibility;
- Extensive knowledge of business administration, fiscal and human relations concepts/practices combined with a thorough knowledge and understanding of applicable human resources policies and legislation/ regulations regarding safety, employment, human rights, etc.;
- Sound judgement, highly developed management, organizational, decision-making, interpersonal and oral and written communication skills;
- Superior analytical, problem solving, facilitation, negotiations and presentation skills;
- Proven record in formulating complex budgets, strategic goals and objectives, policies and long range programs;
- Commitment to continuous learning due to the complexity and rate of change inherent in the field;
- Ability to motivate staff and effectively manage the performance of a large group of employees;
- Ability to coordinate diverse areas of responsibility with due regard for quality, quantity, effectiveness and deadlines;
- Proficiency in the use of a computer and associated Microsoft applications;
- Extensive prior supervisory experience, preferably in a unionized environment;
- Must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- **TTC Specific:**
 - Must have or rapidly acquire knowledge of departmental and TTC organizational structure, operations, functions, policies, procedures, collective bargaining agreements and regulations related to area of responsibility;
- **Assets:**
 - Registration as a Professional Engineer in the Province of Ontario
- **Formal education/training through which skills normally acquired:**
 - Graduate Studies in Business Administration or an equivalent discipline combined with extensive and progressively responsible experience in Transit Management at a senior management level.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to effectively oversee all activities of the Operations Group. Must effectively interpret information from a variety of sources and channels to strategically plan the work, motivate and influence teams engaged in varied activities. This position will work with the following information:

- strategic objectives, targets and budgets
- Corporate initiatives, policies, procedures, standards, and practices
- Human Resources legislation and Collective Agreements
- Other relevant information as required

Access to Direction/Technical Guidance

- The incumbent works primarily on their own initiative keeping the Chief Executive Officer apprised of status and approach to work on sensitive matters or at risk issues/cases. Required to take action on high profile and complex issues, usually without direction and on own initiative. Decisions are made in accordance with TTC policies, procedures, practices, legislation and collective agreements and in keeping with the corporate objective.

Main Contacts

- Internal and External
 - Internal contacts are with Chief Officers, all levels of TTC staff, senior level management and Department Heads
 - Frequent contact with workforce and front line supervisory staff
 - Frequent external contact with members of the Commission, Senior officials at the City of Toronto, the Province, the Media and related organizations.
- Nature of Contact
 - Exchanges and/or discusses information, consults on and resolves problems
 - Exchanges information, practices and innovations with other organizations
 - Tact, diplomacy and judgement are required in dealing with sensitive and confidential issues

Accountability and Impact on Organization

- This job reports to the Chief Executive Officer, but has independence in making decisions in the best interest of ensuring the integrity of the Operations Group policies, programs and procedures. The role has primary accountability in ensuring that Operations deliverables are met in a cost-effective, efficient and timely manner. Develops strategic goals, procedures, budgets, policies and long range programs, and is responsible for representing the TTC on various matters. Required to take action on urgent operational and emergency circumstances, without direction and on own initiative.
- Directly supervises the Deputy Chief Operating Officer -Subway and Department Heads in the Operations Group, with overall responsibility for planning, organizing, directing and overseeing the work; motivating staff; ensuring proper training of subordinates; evaluating staff performance and administering discipline.

Physical and Mental Demands/Working Conditions

- Standard office environment. Frequent visits to all transit operating facilities. Incumbent is required to work or respond to emergency calls outside of normal working hours.

Chief Service Officer

Position Title	Chief Service Officer				
Department	Service Delivery Group	Job No.	2338		
Reports To	Chief Executive Officer				
Date	June 5, 2015	New	<input checked="" type="checkbox"/>	Revised	<input type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer, the Chief Service Officer is responsible for provision of world class customer service in all areas of "front of house", i.e. customer facing activities. The Chief Service Officer will play a key role in helping to deliver the TTC vision of "a transit system that makes Toronto proud". This position's critical challenge is to realign the organization's service delivery from one that is focussed on operations, to one that makes customers feel valued through the delivery of consistently excellent customer service, and to ensure that the mechanisms are in place to do so.

This position will be accountable for the implementation of various Commission initiatives (Station Management Model, refreshed Transit Security Model, Customer Charter, etc.) and for working with a variety of groups and executives to prepare and implement various projects (e.g. PRESTO card, Pan AM Games, etc.) and deliver major elements of the emerging TTC Corporate Plan. The incumbent will be required to monitor the progress and results of related action items within the Service Delivery Group.

The Chief Service Officer is responsible and accountable for the following areas: Bus Transportation, Streetcar Transportation, Group Station Management, Wheel-Trans, and Transit Enforcement Unit.

The Chief Service Officer may be required to substitute for the Chief Executive Officer in his/her absence.

Key Objectives

Lead the development of a strategic plan that focuses on customer service for the rider

- Drive up customer satisfaction as measured by Customer Service Survey (CSS) for all Service Delivery Group activities;
- Work collaboratively with counterparts throughout the organization to ensure that opportunities to add value to the customer experience are being optimized;
- Work with external market peers to keep abreast of cutting-edge trends and learn from other company experiences;
- Develop and deliver programs to enhance employee morale in all Service Delivery Group Departments.

Direct the implementation of new and ongoing initiatives and projects

- Monitor the progress of various departments in the implementation of action items;
- Gauge the value added by various initiatives on an ongoing basis and make recommendations for alternatives, where appropriate;
- Oversee contract and technical staff where necessary.

Lead the Service Delivery Group process change from operations based to customer service based

- Ensure front-line workforce, both union and management, embrace the Customer Charter by providing consistent customer service to riders;
- Ensure single-point accountability is provided to ensure every aspect of station operations goals and objectives are achieved;
- Drive delivery of Service Delivery Group assigned Customer Charter initiatives and report achievements on a quarterly basis;
- Meet customer service expectations for delivery of a safe, reliable and efficient transit service.

Analyse customer feedback to identify and recommend key areas for developmental opportunities, and liaise with partners to ensure appropriate action is taken

- Communicate recommendations to partners within the TTC;
- Oversee the strategic plan to respond to the recommendations and their implementation.

Contribute to Collective Bargaining Agreement negotiations to achieve best outcome for customers, staff and taxpayers

- Represent the Service Delivery Group during negotiations;
- Participate in the development of collective bargaining proposals for the Service Delivery Group, as required.

Service Delivery Group Key Performance Indicators (KPIs)

- Review and report on KPIs;
- Continue and improve KPIs including bus and streetcar punctuality and station related CSS.

General Duties and Roles in Achieving Objectives

- Build and direct a team to support achieving the position objectives
- Be main point of contact internally for all service delivery group strategy related issues
- Remain current with best practices and trends
- Provide necessary reports and recommendations to CEO, Commission and TTC as a whole
Direct and oversee the development of appropriate capital and annual operating budgets
Be responsible for creating cost efficiencies
- Responsible for providing leadership in overseeing the work of Group and/or Department staff (either directly or through direct reports) ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.
- Performs related duties as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required
 - Comprehensive knowledge and understanding of business administration, business leadership, fiscal and human resources management principles and policy development combined with a thorough understanding of applicable human resources policies and legislation/regulations regarding safety and employment are essential.
 - Demonstrated proven change management skills, at a senior level, in a complex environment, to develop and implement process change, strategic goals (short and long-term) and objectives.
 - Advanced communication (oral and written) and interpersonal skills.
 - Experience in leading a team in the goal of enhancing and promoting a high level of customer service
 - Demonstrated excellent people management and developmental skills.
 - Sound judgement, highly developed strategic planning and excellent analytical and problem solving skills.
 - Must have demonstrated ability to work with large budgets, and to achieve results within budget.
 - Must have greatly developed organizational skills, and be capable of prioritizing.
 - Requires demonstrated project management abilities and the ability to achieve results under pressure.
 - Demonstrated ability to lead, direct and influence peers and subordinates is imperative.
 - Must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees. '
 - Extensive and progressively responsible senior management experience in a large complex organization.
- Assets
 - Experience working in a unionized environment is an asset
 - Experience working in a transit environment is desirable
- Formal education/ training through which skills normally acquired:
 - Graduate degree in Business Administration or a related discipline
- Other Requirements
 - Must obtain a thorough knowledge of collective bargaining agreements and Commission policies/procedures applicable to the work.
- Analytical Skills and Problem Solving
 - This position must exercise superior analytical and problem solving abilities in order to effectively interpret information from a variety of sources, to develop and implement a strategy to change processes and improve customer service satisfaction and translate this to a point by point strategy in an easy to communicate manner.

- In order to implement process change and develop strategies, this position will analyse:
 - Customer Satisfaction Surveys
 - Customer service trends
 - Budget information
- Policies and Procedures
- Other information as required
- Main Contacts
 - This position will regularly deal with employees at all levels of the organization, including union executive and senior level management. External contacts are with senior level management and occasional contact with members of the Board.
 - This role will discuss and exchange relevant information. Contacts require a high degree of skill, tact and diplomacy.
- Accountability and Impact on Organization
 - This position will report to the CEO but will have independence to set strategy and make decisions, in the interest of enhancing the transit system and providing exemplary customer service to transit riders, within the allotted budget. This role will have primary accountability in transforming front line management and staff culture throughout the Service Delivery Group to ensure consistent customer satisfaction is achieved throughout station operations. The goal is to change from a production based process to a customer focus. This position will directly impact the level of customer satisfaction received by the transit rider and transit service.
 - This position will direct a team of Management which will oversee some front line and some professional staff. The team consists of 2 officials, 355 management representatives, 6 support staff and 5,783 unionized employees.
- Physical Demands/ Working Conditions
 - Standard office environment and light physical effort. Some off site visits to various departments may be required. Extended hours may be required to meet project objectives and deadlines. May be required to work or respond to emergency calls outside of normal working hours. Mental stress in achieving deadlines possible.

Chief Financial & Administration Officer

Position Title	Chief Financial & Administration Officer				
Department	Corporate Services Group	Job No.	9918		
Reports To	Chief Executive Officer				
Date	July 29, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer, this position is responsible for the prudent administration of all aspects of the Corporate Services Group management and planning functions. The role is also accountable for providing high quality strategic and operational direction and leadership with respect to services provided by the various departments within Corporate Services.

The Chief Financial & Administration Officer is also responsible for planning, directing and overseeing all activities of the Corporate Services staff to ensure a high level of performance, quality and customer service orientation. In support of the TTC's goals, this position establishes and consolidates related budgets, goals and objectives. These areas include: Finance, Commission Services, Diversity & Human Rights, Information Technology Services, Legal, Materials & Procurement, Pensions, and Training & Development.

Key Objectives

Strategically plan, direct and manage the work of the Corporate Services Group to ensure effective and efficient operations/services:

- ensures the development of detailed strategic Goals and Objectives for Corporate Services that are consistent with the overall TTC direction and pursuant to the Corporate Plan;
- develops and/or oversees the development of strategic Corporate Services policies, procedures, programs, guidelines and standards in the best interests of the TTC and in accordance with all applicable legislation;
- ensures timely reporting of financial and performance results, including any significant cost, security, safety or human resources management issues to the Chief Executive Officer or other Senior Managers as appropriate;
- directs and oversees the development of annual capital and operating budgets for the TTC;
- acts as the senior financial TTC Board appointed Pension Fund Director;

Oversee and provide active leadership to staff in the various departments of Corporate Services and ensure a high level of performance, quality and customer service is provided:

- ensures accountability at management and professional levels, development of technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;

- provides consultation, direction, advice, guidance and technical expertise regarding complex financial and administration issues;
- promotes and maintains professional working relationships and strong communication channels among

TTC staff, management, union officials as well as various external stakeholders;

- ensures all policies and standards of the TTC are adhered to by all employees within the various departments of Corporate Services;

Develop and control Corporate Services Group's operating and capital budgets:

- oversees and directs the development of an appropriate operating and capital budget for the various departments within Corporate Services;
- develops an effective Corporate Services organizational structure that implements approved budgets and annual Goals and Objectives;
- monitors and adjusts business activities to manage within budget allocations and in the best interest of the TTC;
- ensures required reports are submitted, and available for review and analysis to assist in planning, estimating and cost control;

General Duties and Roles in Achieving Objectives

- selects and/or approves the selection of senior staff and conducting performance reviews as required;
- coordinates and/or approves all Corporate Services initiatives through the Staff Summary Sheet process;
- keeps abreast of industry activities, trends, best practices and technological developments related to area of responsibility;
- participates and/or represents the TTC at meetings and conferences as required;
- chairs the FAX Committee and participates in several other Committees at the Executive level;
- responsible for providing leadership in overseeing the work of Department staff ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer;
- performs other duties as assigned

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:

- comprehensive knowledge in the delivery and management of corporate services in a large organization, preferably in the public/government sector
- extensive knowledge in strategic planning and generally accepted accounting and financial principles and practices, budgeting concepts and techniques, financial analysis and forecasting
- thorough knowledge of policies and government legislation applicable to all areas of responsibility
- extensive knowledge of business administration, strategic, fiscal and human resources planning
- sound judgement, highly developed strategic planning, organizational, decision-making, interpersonal and oral and written communication skills
- superior analytical, problem solving, facilitation, negotiations and presentation skills
- proven record in formulating complex budgets, strategic goals and objectives, policies and long range programs
- ability to motivate staff and effectively manage the performance of a large group of employees
- ability to coordinate diverse areas of responsibility with due regard for quality, quantity, effectiveness and deadlines
- proficiency in the use of a computer and associated Microsoft applications
- extensive prior supervisory experience, preferably in a unionized environment
- must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- Assets
 - A recognized professional director's designation would be an asset
- TTC Specific:
 - must have or rapidly acquire knowledge of departmental and TTC organizational structure, operations, functions, policies, procedures, collective bargaining agreements and regulations related to area of responsibility
 - Must be a strong leader and have the ability to effectively lead and manage a multidisciplinary team resulting in a work environment conducive to positive employee morale, a commitment to customer satisfaction and high delivery of service. Must be decisive and be able to effectively manage in a rapidly changing environment
- Formal education/training through which skills normally acquired:
 - Master's degree in Business Administration or an equivalent discipline combined with extensive and progressively responsible experience at a senior management level.
 - A professional accounting designation is required.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to effectively oversee all activities of the Corporate Services Group. Must effectively interpret information from a variety of sources and channels to strategically plan the work, motivate and influence teams engaged in varied activities.

- In the goal of ensuring a high level of performance, quality and customer service orientation, this position will work with the following information:
 - Strategic objectives, targets and budgets
 - Corporate initiatives, policies, procedures, standards, and practices
 - Human Resources policies and government legislation
 - Other relevant information as required

Access to Direction/Technical Guidance

- The incumbent works primarily on their own initiative keeping the Chief Executive Officer apprised of status and approach to work on sensitive matters or at risk issues/cases. Required to take action on high profile and complex issues, usually without direction and on own initiative. Decisions are made in accordance with TTC policies, procedures, practices, legislation and collective agreements and in keeping with the corporate objective.

Main Contacts

- Internal and External
 - Internal contacts are with the CEO, Chief Officers, senior level management and Department Heads and all levels of TTC staff
 - External contacts are with peer senior staff at external organizations, external agencies, consultants, the Board and elected city officials. External contact with the media, as required
- Nature of Contact
 - Exchanges and/or discusses information, consults on and resolves problems
 - Exchanges information, practices and innovations with other organizations
 - Tact, diplomacy and judgement are required in dealing with sensitive and confidential issues

Accountability and Impact on Organization

- This position reports to the Chief Executive Officer, but has independence in making decisions in the best interest of ensuring the integrity of the TTC's corporate policies, programs and procedures. The role has primary accountability in ensuring that financial and administrative deliverables are met in a cost- effective, efficient and timely manner. Develops strategic goals, procedures, budgets, policies and long range programs, and is responsible for representing the TTC on various corporate matters. Required to take action on urgent operational and emergency circumstances, without direction and on own initiative
- Directly oversees and supervises the various departments of the Corporate Services Group with overall responsibility for planning, organizing, directing and overseeing the work; motivating staff; ensuring proper training of subordinates; evaluating staff performance and administering discipline.

Physical and Mental Demands/Working Conditions

- Standard office environment. Incumbent is required to work or respond to emergency calls outside of normal working hours. Works extended hours particularly during periods of contract negotiations

Chief Capital Officer

Position Title	Chief Capital Officer				
Department	Engineering, Construction & Expansion	Job No.	9856		
Reports To	Chief Executive Officer				
Date	August 17, 2015	New	<input checked="" type="checkbox"/>	Revised	<input type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer, (CEO) the Chief Capital Officer (CCO) is responsible for building and expanding the transit system in support of the Corporate Plan and operating objectives, providing strategic leadership and direction for the management, environmental assessment, property acquisition, design, construction and commissioning of major capital projects including rapid transit lines, and operating facilities within established scope, budget and schedule and in accordance with TTC's design standards and applicable municipal, provincial and federal codes.

This responsibility includes ensuring appropriate standards and procedures are in place for scope, schedule and cost control, including: financial accountability; contract and schedule management; coordination of property acquisition, design and construction quality; site safety and security; coordination of consultation and communications; and intergovernmental relations. This also involves ensuring that training, safety & security and quality assurance practices are in place, and confirming that standards and procedures are followed and staff expertise is kept current.

The Chief Capital Officer - Engineering, Construction & Expansion Group is responsible and accountable for: Capital Programming; Construction; Engineering; Property; Planning & Development; Scarborough Subway Extension; and the Yonge Subway Extension/Relief Line Departments.

Key Objectives

Strategically plan, direct and manage the work of the Engineering, Construction & Expansion (EC&E) Group to ensure effective and efficient delivery of services:

- ensure the development of detailed strategic Goals and Objectives for the EC&E Group that are consistent with the overall TTC direction and pursuant to the Corporate Plan;
- develop and/or oversee the development of strategic policies, procedures, programs, guidelines and standards in the best interest of the TTC and in accordance with applicable legislation;
- ensure timely reporting of financial and performance results, including any significant cost, security, safety or human resources management issues to the Chief Executive Officer or other Senior Managers as appropriate; and,

- develop an effective and efficient organizational structure that implements approved budgets and project Goals and Objectives.

Oversee and provide active leadership to staff in the various departments of EC&E Group and ensure a high level of performance, quality and customer service is provided:

- ensure accountability at management and professional levels, development of technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;
- provide consultation, direction, advice, guidance and technical expertise regarding complex planning, design, construction and administration issues;
- promote and maintain professional working relationships and strong communication channels among TTC and City staff, management, as well as various external stakeholders;
- ensure applicable municipal, provincial and federal legislative requirements are met; and,
- ensure policies and standards of the TTC are adhered to by employees within the various departments of EC&E Group.

Deliver the EC&E Group's approved operating and capital projects:

- direct and oversee the development and management of appropriate budgets, expenditure and schedule controls for the EC&E Group;
- ensure appropriate project management that delivers quality design and construction;
- ensure appropriate processes for safety, security and quality management;
- establish property requirements; and,
- ensure coordinated consultation, communication and intergovernmental relations for all phases of project work.

General Duties and Roles in Achieving Objectives

- select and/or approve the selection of senior staff and conduct performance reviews as required;
- coordinate and/or approve EC&E initiatives through Corporate process;
- keep abreast of industry activities, trends, best practices and technological developments related to area of responsibility;
- participate and/or represent the TTC at meetings and conferences as required;
- co-chair the AGX Committee and participate in FAX and several other Committees at the Executive level; and,
- provide leadership in overseeing the work of Department staff ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.

Performs other related duties as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Extensive knowledge of current engineering principles, methods and practices as related to engineering design (structural, track, electrical and power, mechanical, architecture and systems) construction, operation and maintenance of transit facilities and lines;
 - Extensive knowledge of project management and construction concepts and practices;
 - In-depth understanding of business administration, fiscal, and human relations concepts/practices combined with a thorough knowledge and understanding of applicable human resources policies and legislation/regulations regarding safety, employment, etc.;
 - In-depth understanding of municipal/community issues affecting urban transit projects/services;
 - Proven record in formulating complex budgets, project goals and objectives, policies and long range programs and achieving results within same;
 - Computer literate;
 - Sound judgement; highly developed organizational, communication (oral and written), interpersonal, presentation, facilitation and negotiating skills;
 - Excellent analytical and problem-solving skills in order to effectively interpret information from a variety of sources and channels, to develop large scale strategies;
 - Must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- TTC Specific:
 - Must have or rapidly acquire knowledge of departmental and TTC organizational structure, operations, functions, policies, procedures, collective bargaining agreements and regulations related to area of responsibility;
 - Must be a strong leader and have the ability to effectively lead and manage a multidisciplinary team resulting in a work environment conducive to positive employee morale, a commitment to customer satisfaction and high delivery of service. Must be decisive and be able to effectively manage in a rapidly changing environment.
- Assets:
 - Registration as a licensed Professional Engineer with Professional Engineers Ontario.
- Formal Education/training through which skills normally acquired:
 - A Bachelor's Degree in Engineering or Architecture combined with extensive directly related experience working at an engineering and senior management level in a large transit or engineering organization involved in the design and construction of rail facilities and systems.
 - Possession of a Master's Degree in Engineering, Business Administration or other related field is a definite asset.
 - Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to effectively oversee all activities of the EC&E Group. Must effectively interpret information from a variety of sources and channels to strategically plan the work, motivate and influence teams engaged in varied activities.
- In the goal of ensuring a high level of performance, quality and customer service orientation, this position will work with the following information:
 - Strategic objectives, targets and budgets;
 - Corporate initiatives, policies, procedures, standards, and practices;
 - Human Resources policies and government legislation; and,
 - Other relevant information as required.
- Access to Direction/Technical Guidance
 - The incumbent works primarily on their own initiative keeping the Chief Executive Officer apprised of status and approach to work on sensitive matters or at risk issues/cases. Required to take action on high profile and complex issues, usually without direction and on own initiative. Decisions are made in accordance with TTC policies, procedures, practices, legislation and collective agreements and in keeping with the corporate objective.

Main Contacts

- Internal and External
 - Internal contacts are with the CEO, Chief Officers, senior level management and Department Heads and all levels of TTC staff.
 - External contacts are with peer senior staff at external organizations, external agencies, consultants, the Board and elected city officials. External contact with the media, as required.
- Nature of Contact
 - Exchanges and/or discusses information, consults on and resolves problems.
 - Exchanges information, practices and innovations with other organizations.
 - Tact, diplomacy and judgement are required in dealing with sensitive and confidential issues.
- Accountability and Impact on Organization
 - This position reports to the Chief Executive Officer, but has independence in making decisions in the best interest of ensuring the integrity of the TTC's corporate policies, programs and procedures. The role has primary accountability in ensuring that financial and administrative deliverables are met in a cost- effective, efficient and timely manner. Develops strategic goals, procedures, budgets, policies and long range programs, and is responsible for representing the TTC on various corporate matters. Required to take action on urgent operational and emergency circumstances, without direction and on own initiative.
 - Directly oversees and supervises the various departments of the EC&E Group with overall responsibility for planning, organizing, directing and overseeing the work; motivating staff; ensuring proper training of subordinates; evaluating staff performance and administering discipline.

- Physical and Mental Demands/Working Conditions
 - standard office environment. Incumbent is required to work or respond to emergency calls outside of normal working hours.

Chief People Officer

Position Title	Chief People Officer				
Department	Human Resources	Job No.	9954		
Reports To	Chief Executive Officer				
Date	January 1, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer, this position is responsible for all aspects of the TTC's human resources management and planning functions and is accountable for providing high quality strategic and operational direction and leadership with respect to these issues. In addition the Chief People Officer is responsible for the effective development and implementation of a negotiation strategy for collective bargaining with the TTC labour unions.

The Chief People Officer is also responsible for planning, directing and overseeing all activities of the Human Resources Department staff to ensure a high level of performance, quality and customer service orientation. In support of the TTC's goals, this position establishes and consolidates related budgets, goals and objectives. These areas include: Occupational Health and Claims Management, Employment Services, Employee Development, Employee Relations, Compensation Services, Benefits Services and Investigative Services Unit.

Key Objectives

Strategically plan, direct and manage the work of the Human Resources Department to ensure effective and efficient operations/services:

- ensures the development and maintenance of effective human resources information systems and best practices;
- ensures the development of detailed strategic Goals and Objectives for the Human Resources Department that are consistent with the overall TTC direction and pursuant to the Corporate Plan;
- ensures accountability at management and professional levels, development of technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;
- acts as a resource and providing consultation, direction, advice, guidance and technical expertise regarding human resources management issues in a timely and accurate manner;
- develops and/or oversees the development of strategic Human Resources policies, procedures, programs, guidelines and standards in the best interests of the TTC and in accordance with all applicable legislation;

- ensures timely reporting of financial and performance results, including any significant cost, security, safety or human resources management issues to the Chief Executive Officer or other Senior Managers as appropriate

Oversee and provide active leadership to staff in the various sections of the Human Resources department and ensure a high level of performance, quality and customer service is provided:

- develops and implements an effective negotiations strategy for all TTC labour unions which maintains the TTC's position within the community and industry while taking into consideration the TTC's financial and operating viability and not damaging the overall employee relations environment;
- establishes and maintains comprehensive compensation and benefit programs to ensure that a competitive advantage is maintained for employment and morale purposes while meeting budgetary guidelines and constraints;
- ensures effective recruitment and timely availability of a motivated and qualified workforce;
- provides appropriate training and human resources planning and development services;
- ensures the provision of effective employee health services and programs including state of the art disability management initiatives;
- oversees the management of employee benefit plans, income replacement programs and attendance management initiatives and adherence to applicable legislation;
- oversees the development and maintenance of all TTC employee recognition programs;
- oversees the management of internal and external investigations as conducted by the Investigative Services Unit;
- ensures active participation in employee engagement surveys and the development of appropriate action plans;

Develop and control the Department's operating and capital budgets:

- oversees and directs the development of an appropriate operating and capital budget for the Human Resources Department;
- develops an effective Human Resources Department organizational structure that implements approved budgets and annual Goals and Objectives
- monitors and adjusts business activities to manage within budget allocations and in the best interest of the TTC;
- ensures required reports are submitted, and available for review and analysis to assist in planning, estimating and cost control;

General Duties and Roles in Achieving Objectives

- promotes and maintains professional working relationships and communications among staff, management and union officials and fosters a positive management/labour relations environment;
- selects and/or approves the selection of management and professional staff assigned to the Department and conducting performance reviews as required;
- ensures all policies and standards of the TTC are adhered to by all employees in the Human Resources Department;

- coordinates and/or approves all Human Resources initiatives through the Staff Summary Sheet process;
- ensures senior management are aware of the human resource implications of strategic business decisions;
- ensures an effective quality assurance program for the Human Resources Department;
- oversees the administration of all TTC Collective Agreements and grievance procedures;
- serves as President of the Board of Directors of the TTC Sick Benefit Association and provides strategic leadership and direction to the Board;
- serves as Director on the Board of Directors of the TTC Pension Fund Society, ensuring all fiduciary responsibilities and obligations are met;
- keeps abreast of industry activities, trends, best practices and technological developments related to area of responsibility;
- participates and/or represents the TTC at meetings and conferences as required;
- co-chairs the People Committee and participates in several other Committees at the Executive level;
- responsible for providing leadership in overseeing the work of Department staff ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer;

Performs other related duties as assigned **Position Specifications and Requirements**

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - extensive knowledge of human resources management principles, methods and practices
 - comprehensive knowledge of a wide range of functions related to all aspects of human resources management
 - knowledge of policies and government legislation applicable to all areas of responsibility
 - extensive knowledge of business administration, strategic, fiscal and human resources planning
 - sound judgement, highly developed management, organizational, decision-making, interpersonal and oral and written communication skills
 - superior analytical, problem solving, facilitation, negotiations and presentation skills
 - proven record in formulating complex budgets, strategic goals and objectives, policies and long range programs
 - commitment to continuous learning due to the complexity and rate of change inherent in the field
 - ability to motivate staff and effectively manage the performance of a large group of employees

- ability to coordinate diverse areas of responsibility with due regard for quality, quantity, effectiveness and deadlines
 - proficiency in the use of a computer and associated Microsoft applications
 - extensive prior supervisory experience, preferably in a unionized environment
 - must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- **TTC Specific:**
 - must have or rapidly acquire knowledge of departmental and TTC organizational structure, operations, functions, policies, procedures, collective bargaining agreements and regulations related to area of responsibility
 - must be a strong leader and have the ability to effectively lead and manage a multidisciplinary team consisting of members internal and external to the department, resulting in a positive labour/management environment
 - knowledge of the TTC's operations is critical
 - **Assets:**
 - Possession of a Certified Human Resources Professional (CHRP) designation would be a definite asset
 - **Formal education/training through which skills normally acquired:**
 - Master's Degree in Business Administration, Industrial Relations, or a related graduate discipline or the equivalent, combined with extensive and progressively responsible senior experience in the human resources field in a large, diverse and political corporate environment, preferably for a comparable public or quasi-public sector organization. Significant experience and exposure to all aspects of labour relations in a unionized environment is essential.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to effectively oversee all activities of the Human Resources Department. Must effectively interpret information from a variety of sources and channels to strategically plan the work, motivate and influence teams engaged in varied activities . This position will work with the following information:
 - strategic objectives, targets and budgets
 - Corporate initiatives, policies, procedures, standards, and practices
 - Human Resources legislation and Collective Agreements
 - Other relevant information as required

Access to Direction/Technical Guidance

- The incumbent works primarily on their own initiative keeping the Chief Executive Officer apprised of status and approach to work on sensitive matters or at risk issues/cases. Required to take action on high profile and complex issues, usually without direction and on own

initiative. Decisions are made in accordance with TTC policies, procedures, practices, legislation and collective agreements and in keeping with the corporate objective.

Main Contacts

- Internal and External
 - Internal contacts are with Chief Officers, all levels of TTC staff, senior level management and Department Heads
 - External contacts are with peer senior staff at external organizations, external agencies, and consultants to exchange information and/or resolve problems. Regular contact with members of the Board and elected city officials to present reports or represent the TTC at meetings
- Nature of Contact
 - Exchanges and/or discusses information, consults on and resolves problems
 - Exchanges information, practices and innovations with other organizations
 - Tact, diplomacy and judgement are required in dealing with sensitive and confidential issues

Accountability and Impact on Organization

- This job reports to the Chief Executive Officer, but has independence in making decisions in the best interest of ensuring the integrity of the TTC's Human Resources policies, programs and procedures. The role has primary accountability in ensuring that human resources deliverables are met in a cost-effective, efficient and timely manner. Develops strategic goals, procedures, budgets, policies and long range programs, and is responsible for representing the TTC on various human resources matters. Required to take action on urgent operational and emergency circumstances, without direction and on own initiative
- Directly supervises the various sections of the Human Resources Department with overall responsibility for planning, organizing, directing and overseeing the work; motivating staff; ensuring proper training of subordinates; evaluating staff performance and administering discipline.

Physical and Mental Demands/Working Conditions

- Standard office environment. Incumbent is required to work or respond to emergency calls outside of normal working hours. Works extended hours particularly during periods of contract negotiations

Chief of Staff

Position Title	Chief of Staff				
Department	Office of the CEO	Job No.	2664		
Reports To	Chief Executive Officer				
Date	July 29, 2015	New	<input checked="" type="checkbox"/>	Revised	<input type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer (CEO), the Chief of Staff is responsible for providing the CEO and the TTC Executive with timely advice and guidance on political and strategic matters relating to the TTC, including the effective management of relationships with the City, Metrolinx, Province of Ontario, Mayor's Office, Federal Government and other influential decision makers. This position cultivates, manages and builds strong professional relations with individual City Councillors, and briefs and advises the CEO on current, future and potential issues that need to be addressed. Also acts to influence as well as negotiate and consult for the TTC to ensure business objectives and cases are clearly understood and promoted. The role strives to continuously improve the TTC's reputation among key stakeholders, and works closely with the Executive Director - Corporate Communications to promote understanding, acceptance and support of major corporate initiatives and priorities, activities and objectives. Also provides leadership in overseeing the work of the Community Relations Office, ensuring effective/timely development and execution of strategic community relations plans and stakeholder outreach activities.

The Chief of Staff is responsible for supporting the CEO and TTC Executive in making critical decisions and ensuring projects, initiatives, processes and policies are completed and delivered in a smooth, coordinated and timely manner across the organization. This position provides effective leadership in overseeing the TTC Portfolio Management Office whose mandate is to track key deliverables of the emerging TTC Strategic Plan. Responsible for the coordination of TTC Executive activity, this position meets regularly with fellow members and acts as a bridge to the CEO. The Chief of Staff is responsible for the development and maintenance of the administrative governance structure, improvement of the board management and staff reporting to the TTC Board, and coordination of the TTC's capital program both internally and with the City. This position supports the CEO through the coordination and management of the TTC's role in the Executive Transit Steering Committee with the City and Metrolinx.

Key Objectives

Develop positive and productive political, business and community relationships to promote communication, understanding, acceptance and support:

- Leads coordination and liaison with the TTC to ensure effective interactions with the City, Metrolinx, Mayor's Office, all levels of government and other influential decision makers and stakeholders;
- Oversees and provides leadership to the Community Relations Office, consisting of a group of community relations/liason professionals, ensuring the effective and timely development, planning and implementation of pro-active communications, community relations/issues management strategies and stakeholder outreach activities.

Develop analytical and tactical strategies:

- Translates business needs into plans;
- Develops business cases.

Lead the coordination of the TTC Executive to achieve cohesiveness across the business groups:

- Develops business processes and procedures;
- Provides consultation, direction, advice and guidance to align approaches and activities;
- Develops standards and guidelines for performance measurement;
- Ensures performance targets are met;
- Ensures new mandates are carried out.

Oversee the execution of the TTC Strategic Plan in conjunction with the TTC Executive:

- Oversees the TTC Portfolio Management Office
- Ensures effective and efficient management of the TTC's capital and operating project portfolio
- Ensures the development/effective implementation of necessary policies, standards and processes.

Ensure the development and maintenance of the administrative governance structure:

- Oversees the development and delivery of special projects for the improvement of administrative decision making systems and processes, etc.;
- In coordination with the Deputy CEO, undertakes regular review and evaluation of the governance structure;
- Participates as a member of individual steering committees including Risk and Governance, People, Customer and Stakeholder.

Ensure improvement to board management and staff reporting to the TTC Board:

- Provides strategic advice to CEO and staff on position and issues management of Board reports coming forward;
- Ensures quality and timelines of completed reports coming to the Board;
- Works with Commission Services to ensure development and implementation of agenda management process;
- Works with the Chair's Office on issues, requests and concerns arising from Board members and meetings.

Ensure coordination of the TTC's capital program both internally and with the City:

- Chair's the TTC Capital Coordination Committee to ensure coordination of key TTC projects and early planning of service impacts arising from major capital work;
- Represents the CEO on the City's senior Capital Coordination Committee and maintains close liaison with key senior City staff responsible for capital work;
- Associated with the Community Relations function, ensures construction disruption plans are prepared and implemented, and community consultation is undertaken for significant capital work.

Support the CEO through the coordination and management of the TTC's role in the Executive Transit Steering Committee with the City and Metrolinx:

- Ensures proper coordination and collaboration of transit expansion projects between Metrolinx/City and TTC;
- Ensures agendas and membership of Transit Expansion Coordination tables are relevant and address TTC issues and concerns;
- Ensures the CEO is well briefed prior to participations in discussions with City and Metrolinx.

General Duties and Roles in Achieving Objectives

- Provide strategic and political advice to the CEO on a daily basis;
- Produce regular analysis of the current political and business climate as it relates to the TTC, with proposals and advice on a preferred way forward;
- Review and edit submissions to the TTC and external parties to ensure that the TTC's position is promoted, protected and well argued;
- Cultivate, maintain and manage relations with the Mayor's Office, Chair's Office, City Councillors, Province of Ontario, Federal Government, and business organizations;
- Coordinate business activity across the TTC Executive to promote a harmonized, productive approach that delivers the TTC's business objectives;
- Identify gaps in policies, procedures and processes that need to be addressed;
- Work to ensure contentious issues are managed within the TTC and with the City;
- Prepare and/or present reports/briefings as relating to areas of responsibility;
- Implement policy required by the CEO as directed;
- Remain current with best practices and trends;
- Identify and sustain value added and cost efficiencies for the TTC;
- Responsible for providing leadership in overseeing the work of Department staff (either directly or through direct reports) ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.

Perform related duties as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Demonstrated political acuity based in a comprehensive knowledge of the Toronto political scene, in particular the workings of City Council, the Mayor's Office and the Province of Ontario;
 - Comprehensive knowledge of City Council and the TTC's policies, procedures and By-Laws;
 - Thorough knowledge of the principles and practices of municipal and federal administration and government, and administrative governance structures;
 - Demonstrated experience in working collaboratively with internal/external stakeholders and building strong relationships in a complex political and business environment;
 - Strong leadership, and demonstrated ability to direct and influence peers and staff;
 - Excellent communication (oral and written), consultation, facilitation, negotiation, mediation and interpersonal skills;
 - Excellent research, strategic planning, business management, analytical, problem solving and decision making skills;
 - Demonstrated ability to coordinate complex projects and initiatives to deliver benefits within defined objectives and timeframes;
 - Demonstrated project management abilities including the ability to achieve results under pressure to tight deadlines;
 - Proficiency in the use of MS Office applications;
 - Familiarity with legislation such as the Access for Ontarians with Disability Act, the Ontario Labour Relations Act, Employment Standards Act and related Government Acts and Statutes;
 - Must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- TTC Specific:
 - Strong understanding of the TTC's core business, remit and responsibilities;
 - Knowledge of the TTC's organizational structure, functions, operations, policies, procedures, goals and objectives as they apply to the functions of this role.
- Assets:
 - Experience working in a leadership position within a unionized environment.
- Formal education/training through which skills normally acquired:
 - Undergraduate degree in a related discipline (Business, Political Science, Public Administration, Public Policy);
- Post graduate diploma such as an MBA or other Master's Degree which would create a strong basis of highly developed analytical skills.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities for ensuring the provision of expert timely advice and guidance to the CEO and Executive regarding politically sensitive or contentious issues. The incumbent develops sound recommendations for strategic initiatives, business plans, action plans, etc. to ensure cross organizational cohesiveness and alignment with the TTC Strategic Plan.
- Also ensures effective and timely development, planning and implementation of pro-active communications, community relations/issues management strategies and stakeholder outreach activities to advance understanding, acceptance and support of TTC initiatives.
- Access to Direction/Technical Guidance
 - Works primarily on own initiative keeping the CEO apprised of the status and approach on sensitive matters or at risk projects and programs. This position is required to take action on high profile and complex issues, usually without direction. Decisions are made in accordance with TTC policies, procedures and practices and in keeping with the corporate objectives.

Main Contacts

- Internal and external
 - Works directly with the CEO and TTC Executive, and has routine contact with all levels of staff.
 - External contacts include interfacing and proactively managing relations with the Office of the Mayor, TTC Chair, City Councillors and other political and business leaders, and Metrolinx Executive.
- Nature of contact
 - Consultative, informative and persuasive.
 - Exercises a high degree of interpersonal skill, tact and diplomacy.

Accountability and Impact on Organization

- This role reports to the CEO, and delivers excellent coordination of business activity across the Executive portfolios as well as improved strategic relations with political, business and other key external stakeholders. This position directs management staff and provides timely advice and guidance to the CEO and the TTC Executive on political and strategic matters impacting the TTC's business objectives.
- This position is responsible for providing leadership and overseeing the activities of management and professional staff (approximately 10 employees) relating to the effective and timely delivery of corporate objectives and initiatives.

Physical and Mental Demands/Working Conditions

- Standard office environment and light physical effort. Visits to government and other agency offices as well as to various TTC departments may be required. Extended hours may be required to meet project objectives and deadlines. May be required to work or respond to emergency calls outside of normal working hours. Mental stress in achieving deadlines is possible in this role.

Chief Safety Officer

Position Title	Deputy Chief Executive Officer & Chief Customer Officer				
Department	Chief Executive Officer	Job No.	9854		
Reports To	Chair of the Board				
Date	August 20, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

Reporting to the CEO, this position is accountable for developing the overall policy and approach to safety, the environment and risk management throughout the TTC.

The position is responsible for the corporate safety, health and environment (SHE) management system, safety risk register, safety and security emergency planning program and fire and life safety program; the provision of services to counsel and assist all levels of management on their duty of care responsibilities for safety and environment; provision of occupational hygiene technical services and programs to manage safety and environment risks; and the delivery of a quality assurance program to measure the effectiveness of the control for the corporation's highest risks. The Chief Safety Officer (CSO) is a member of the TTC's executive team and is accountable for the management of the Safety and Security Executive Committee. The CSO is personally responsible for advising the CEO and TTC Board on matters of risk, safety and environment. The CSO has the authority to require cessation of any work activity, which poses an unacceptable risk to customers, the public or to employees; and to require changes to methods, equipment and materials in order to reduce risks to an acceptable level.

In addition, the CSO is responsible for the corporate enterprise risk management program and is a permanent member of the Risk and Governance Executive Committee. The incumbent is responsible for the design and maintenance of an integrated program to identify risks to the achievement of corporate goals, evaluation of their magnitude and development of controls to ensure the risks are managed in accordance with the corporate risk appetite statement.

Key Objectives

Develop and update the safety and environment strategic objectives in the Corporate Five Year Plan and ensure its delivery.

Develop and manage an effective corporate governance structure for safety and security decision making and authorization, where appropriate, by the CEO and TTC Board:

- Provide performance reporting through key performance indicators (KPIs) to a Safety, Security and Environment Executive Committee (SX).

Develop and continuously improve policy, SHE management system and corporate plans:

- Ensure that the TTC executive officers consistently discharge their legal responsibilities and duty of care for the safety of TTC customers, employees, the public and the environment.

Maintain a corporate safety risk register:

- Provide quantitative risk assessments for all known safety and environmental hazards facing the TTC;
- Maintain a corporate risk profile.

Develop and deliver safety and environment programs to assist management, supervisors, employees and joint health and safety committees to meet their obligations and responsibilities.

Develop promotional campaigns to improve customer and employee awareness and to influence risk taking behavior.

Develop and continuously improve an emergency management program for natural, accidental and criminal/terrorist threats.

Develop and continuously improve an assurance function:

- Monitor the effectiveness of the SHE management system and controls on hazards with the highest risks;
- Ensure the provision of a quality program, an audit program, the safety certification of new fleets and system expansions and a change of management program.

Develop an Enterprise Risk Management Program:

- Evaluate risks to the achievement of all corporate objectives committed to in the Corporate Five Year Plan;
- Develop controls to reduce identified risks to a level as low as reasonably practicable;
- Provide a formal statement of risk appetite and an enterprise risk register with control action plans.

General Duties and Roles in Achieving Objectives

- Scan the environment for emerging trends, threats and opportunities to identify needed improvements in TTC policies and practices in order to conform to legislative requirements, applicable standards and best industry practices;
- Direct and guide staff and consultants to develop and continuously improve the corporate safety and environment management system;
- Direct and guide staff to develop the enterprise risk management program;
- Give direction, through Department Heads, to safety staff working outside the Department throughout the TTC on requirements to implement the SHE management system;

- Report on safety and environmental performance to the executive, management and to regulatory agencies as prescribed by law;
- Provide evidence based reports to the executive on the effectiveness of the SHE management system;
- Ensure the effective and efficient operation of the SX Committee and the Risk & Governance Executive Committee (RGX) by providing administrative support and acting as the co-chair of each committee;
- Contribute to the effective management of the corporation as a member of the executive team;
- Represent the TTC and act as the central point of contact with external and government agencies in the establishment of changes to the regulations, exchange of information and assurance of adherence to all orders and notices of violation;
- Develop programs with non-governmental agencies such as hospitals, academic institutions and distress centres to enhance TTC safety performance;
- Manage the APTA safety audit program or management through similar third party providers;
- Attract, retain and motivate a staff of specialists professionals;
- Develop and manage the annual operating and capital budget submission for the Department;
- Responsible for providing leadership in overseeing the work of Department staff ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.
- Performs other work related functions as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Extensive and specialized knowledge of safety and environmental protection as it applies to the Canadian transit industry, including occupational safety, customer safety, public/traffic safety and environmental compliance;
 - Experience in developing, implementing and continuously improving a corporate level safety, health and environment management system that meets the requirements of OHSAS 1800 and ISO 14000 standards;
 - Demonstrated experience in delivery of specialist services and programs in a range of technical disciplines including occupational hygiene, quality assurance/auditing, enterprise risk management, safety engineering, fire prevention, emergency planning and accident investigation;
 - Knowledge of a wide range of legislation including but not limited to OHSA, EPA, HTA, TSSA, Ontario Fire Code and the Criminal Code in order to advise the CEO and Chief Officers on matters related to their responsibilities;

- Experience in managing large scale emergencies and interagency coordination;
- Demonstrated experience in a senior management role providing strategic advice on corporate direction;
- Experience in business processes such as setting goals and objectives, the preparation of business plans, developing budgets, and recruiting and motivating staff;
- Excellent judgement; highly developed analytical, problem solving, interpersonal, communication (oral and written) and presentation skills;
- Must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- **TTC Specific:**
 - General knowledge of law enforcement and corporate security principles and current practices in counter- terrorism in mass transit;
 - Some experience in mental health issues and suicide prevention strategies aimed at the public;
 - General knowledge of the operation of a rail transit agency;
 - Must hold a valid driver's license and passport.
- **Assets:**
 - Certification in safety, risk management, engineering, environmental protection or fire prevention;
 - Successful completion of the transit safety and security program of the US Federal Transit Administration, or the equivalent and the emergency management program of the City of Toronto or Emergency Management Ontario;
 - Experience in control of the spread of infectious disease;
 - Direct experience in the operation and maintenance functions of a transit agency.
- **Formal education/training through which skills normally acquired:**
 - Bachelor's or Master's Degree in a relevant discipline such as Health & Safety, Environment, Engineering, Life Sciences or Business Management, or the equivalent, combined with lengthy, seasoned and directly related experience working at a management/supervisory level, preferably in a unionized environment.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to effectively ensure TTC's safety, health and environment program is fit for purpose, comprehensive in addressing all risks and legal requirements and practical to the transit environment. The position is chief advisor to the CEO, the Executive and the TTC Board on matters of risk, safety and environment.
- In the goal of ensuring all risk decision making is defensible and meets the risk appetite goals set by the Executive, this position will work with the following information:
 - Corporate objectives set out in the Five Year Plan, as amended from time to time
 - Risk analysis generated through the enterprise risk management processes and elsewhere
 - Performance trends identified through KPIs and metrics from regulatory agencies

- Management system and compliance audits and accident investigation findings
- Financial data
- Changes to the regulatory framework and directives of the TTC Board and City Council
- Commitments and conditions relative to safety certificates for line extensions, new fleets and major rail system upgrades
- Orders and conditions of approval from all authorities having jurisdiction
- Access to direction/technical guidance
 - The position is expected to work with minimal direction from the CEO in accordance with TTC policy and practice. The position is responsible to develop consensus on corporate direction through making recommendations to the SX Committee for the SHE management system and through the RGX for the Enterprise Risk Management program. In both of these cases, major policy or resource decisions are endorsed by the CEO.

Main Contacts

- Internal and external
 - Internal contacts routinely with all Chief Officers, Department Heads and their direct reports, and members of the Union's Executive Board. Makes recommendations and presentations to the TTC Board as appropriate.
 - External contacts with senior executives in the Ontario Ministries of Labour, Transportation, Environment and the Office of the Chief Coroner among others. Regular personal contact with the Heads of Toronto Fire, Office of Emergency Management, Public Health, Environment & Energy and Safety & Environment. Occasional contact with Government of Canada agencies involved with emergency planning such as Public Safety Canada and the Canadian Forces as well as foreign transit agencies and governments and non-governmental and private sector agencies.
- Nature of contact
 - Represents TTC and the Ontario Public Transit Association to influence changes to Provincial regulatory standards such as creation of a regulatory framework for rail transit
 - Provides advice on safety (e.g. to the Coroner's expert panels), based on TTC's operating experience
 - Manages the relationship and information flow with regulatory agencies to ensure common interpretation of regulatory requirements and court decisions
 - Acts as the TTC representative on numerous City of Toronto committees of Department Heads
 - Represents the CEO at the City's Emergency Command Centre in the event of a City Emergency
 - Provides training to assist the Fire Department to respond to TTC incidents
 - Coordinates an emergency exercise program with Canadian Forces and City agencies
 - Conducts benchmarking and best practice exercises with external governments and transit agencies

- Leads development of NGO and private sector relationships to lever safety programs such as Crisis Link, Acute Emotional Trauma and Gatekeeper with Toronto Distress Centres, Bell Canada, CAMH, etc.

Accountability and Impact on the Organization

- Reporting directly to the Chief Executive Officer, the majority of the work is carried out independently and in accordance with established policies, practices and procedures, and in line with the corporate objective. The incumbent exercises a high degree of autonomy and initiative in most areas of responsibility. The role exercises independent thinking and action and has accountability for developing the overall framework and individual elements of the SHE management system and the Enterprise Risk Management program for approval by the CEO through the SX and RGX committees. The position is responsible for recommending the framework for the management systems; setting priorities for and developing the system elements; obtaining approvals and overseeing implementation; and then measuring the system's effectiveness and recommending continuous improvements. The SHE management system establishes the means by which the TTC achieves its due diligence for safety and environment. The Enterprise Risk Management program enables TTC to identify and control risks to the achievement of its corporate goals.
- This position supervises a total of approximately 33 staff, with overall responsibility for planning, organizing, directing and overseeing the work; reviewing work results; motivating staff and evaluating their performance; ensuring proper training and administering discipline.

Physical/Mental Demands and Working Conditions

- Based in an office environment, this position requires frequent visits to industrial, operational and construction sites including track level. Exposures while in car houses, shops, garages include transit operations associated safety hazards, dirt and noise of usually short durations. May require participation in the respiratory protection program. Regularly attends meetings and presentations during afternoon and night shifts, and may be required to work an off shift for extended periods of time. In the event of an emergency, this position is expected to respond 24/7 and attend the Emergency Operations Centre or other location for the duration of the incident, which may last for several days. Mental demands include the need to reach concurrence among all TTC Chief Officers on changes to SHE programs, and the management of implementation of new programs through the safety staff reporting to line departments. Regularly exposed to graphic DVD footage of passenger-train trauma as part of the Gatekeeper programs, and is expected to attend at the scene of all severe employee injuries and fatalities.

Executive Director - Corporate Communications

Position Title	Executive Director - Corporate Communications				
Department	Chief Executive Officer	Job No.	9854		
Reports To	Chair of the Board				
Date	August 20, 2015	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

The Executive Director - Corporate Communications is responsible for providing leadership in the development and execution of strategic communications and associated tactics for all internal and external stakeholders to promote understanding, acceptance and support of major corporate initiatives and priorities, activities and objectives in a timely and proactive manner.

The position takes a leadership role in defining the mode, style and timing of the communication strategies; in providing professional advice and strategic counsel to the executive/senior management and the TTC Board; and in ensuring all relevant situations and issues are proactively managed and resolved in compliance and consistent with regulatory and corporate policies and processes.

The Executive Director - Corporate Communications also provides leadership to a team of professional communications staff.

Key Objectives

Provide corporate-wide leadership and expertise in setting and executing a high level communication strategy:

- Lead, design, establish and co-ordinate the implementation of corporate communication strategies for all major TTC initiatives, priorities and activities including funding, major capital and operating programs, significant employee relations developments, policies and special or major events;
- Ensure a clear and consistent framework for internal and external messaging that is aligned with Corporate and TTC priorities;
- Provide consultative advice to the CEO and Executive team to identify the communication channels to be utilized and the audience to be attracted/informed;
- Provide ongoing advice and counsel to the CEO on who, when and what to communicate to the many and varied, interested stakeholder communities.

Maintain expertise and readiness to anticipate and plan for crisis situations that may affect the reputation of the organization:

- Provide leadership in the management of an emerging issues and crises;

- Advise the CEO and Executive team on communication strategies during related situations, and bring together all key stakeholders to develop effective and integrated responses to protect the credibility with employees, media and other key audiences;
- Act as a media spokesperson.

Develop and retain a network of contacts and relationships within the media in order to present and enhance the corporate reputation and to support business initiatives:

- Utilize media partners as a conduit to reach key audiences including customers and employees; to present a positive corporate image on all key issues; and to proactively support business initiatives in order to optimize public and employee opinion;
- Support day-to-day business initiatives and disclosure needs by providing and/or ensuring timely and professionally written press releases through the most appropriate media partners, ensuring the right message is delivered to the selected audience;
- Utilize other key channels to ensure message dissemination and disclosure;
- Anticipate and plan for crisis situations that may affect the reputation of TTC, and bring together other key stakeholders to develop integrated strategies and messaging.

Provide leadership in the development and communication of a positive and consistent TTC image and message to all employees:

- Advise the CEO, TTC Board and Executive team members on internal communication strategies and messages in order to best achieve business goals and objectives, utilize resources and manage costs;
- Support the CEO with comprehensive briefings prior to all employee events or meetings;
- Manage and evolve employee communications in all forms that are consistent with business goals and performance culture;
- Provide ongoing advice to department heads to best support their internal communication needs; provide best practice advice and, as necessary, manage the process and the writing/producing of materials as required.

General Duties and Roles in Achieving Objectives

- Assist with the development and execution of a coherent and effective government affairs strategy to position the TTC favourably in all matters that pertain to government issues, policy, regulations and oversight as assigned;
- Direct and oversee the development of related capital and annual operating budgets in area of responsibility;
- Ensure the development of detailed strategic annual Goals and Objectives for the area that are consistent with the overall TTC direction;
- Ensure timely and accurate reporting of emerging issues and performance results to the CEO, Executive team and the TTC Board, so that appropriate action can be taken;
- As a member of the TTC Executive, attend and participate in regular Executive meetings;

- Monitor and adjust business activities to manage within budget allocations, and in TTC's best interest;
- Promote and maintain professional working relationships and communications among staff, management and union executive;
- Continually assess the role and effectiveness of communication delivery via the development of evaluation processes and mechanisms and ensure continuous improvement objectives are met;
- Establish strategic and effective corporate policies, standards, guidelines and instructions in the best interest of the TTC in area of responsibility;
- Provide leadership in overseeing the work of the Corporate Communications Unit; lead and manage a group of communications professionals; ensure effective/timely service delivery and effective management of resources;
- Ensure TTC policies and standards are adhered to by all assigned employees;
- Select/approve selection of staff and conduct performance reviews of management in assigned areas;
- Co-ordinate and approve Department initiatives through the Staff Summary Sheet approval process;
- Responsible for treating passengers and/or employees with respect and dignity and ensuring the needs of passengers or employees with disabilities are accommodated and/or addressed (within their area of responsibility) in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.

Performs other work related functions as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Extensive knowledge in strategic planning and issues management with respect to matters affecting corporate relationships (government/public/media);
 - Extensive knowledge of federal and provincial legislative and regulatory processes, business and public administration/relations, and fiscal and human relations concepts/practices combined with a thorough knowledge and understanding of applicable human resources policies and legislation/regulations regarding safety, employment, municipal freedom of information, etc.;
 - Superior communication (written, oral and editing), interpersonal, presentation, media · relations, and facilitation skills as well as seasoned negotiating and lobbying skills;
 - Proven .ability to influence and build collaborative relationships across a broad spectrum of stakeholders both internally and externally to the organization;
 - Highly computer literate;

- Understanding and knowledge of social media and appropriate uses of online tools needed to positively communicate and engage with the public, customers and stakeholders;
- A proven record in formulating complex budgets and strategic goals, objectives, policies and long range programs;
- Sound judgement; excellent analytical and problem solving skills;
- Ability to manage change effectively as well as develop messaging for multiple and diverse stakeholders;
- be decisive and to effectively manage in a rapidly changing environment;
- Superior and proven project management and leadership skills; and the ability to provide strategic communications advice to senior level staff;
- Must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- **TTC Specific:**
 - Must have or rapidly acquire a thorough knowledge of collective bargaining agreements and TTC policies and procedures as well as organizational structure, functions and operations applicable to the work.
- **Formal education/training through which skills normally acquired:**
 - Graduate Studies in Business, Communications or Public Relations, or an equivalent discipline, combined with extensive and progressively responsible experience in a related Corporate Communications and Public Affairs environment at a senior level dealing with the media, crisis communication and issues management ideally within the public sector.
 - Specific experience in the public transit industry is an asset.

Problem Solving and Analysis

- This position exercises superior analytical and problem solving abilities in order to effectively interpret information from a variety of sources and channels and develop high level communication and issues management strategies for the TTC. The incumbent must be capable of resolving complex problems effectively while providing accurate results within stringent and often difficult to achieve deadlines.
- In the goal of ensuring effective corporate communications strategies and activities, this position will work with the following information:
 - Corporate objectives, initiatives and priorities
 - Major capital and operating programs/projects, business initiatives, activities, special or major events and significant employee relations developments
 - Regulatory and corporate policies and processes
 - Budget information and performance results
 - Emerging issues, crisis or emergency situations, etc.
- Access to direction/technical guidance
 - The position is expected to work primarily on own and in close advisory role to the CEO. The incumbent works on broad, complex issues and requires a very high level of

initiative. Keeps the CEO apprised of status and approach to work on highly sensitive matters.

Main Contacts

- Internal and external
 - Internal contact routinely with CEO, Executives, Department Heads, Union Executives and all levels of staff . Contacts outside the TTC are at a senior level with members of the TTC Board, senior officials at the City of Toronto and at the Provincial and Federal level, the media and other public and private organizations.
- Nature of contact
 - Provides, exchanges information and/or resolves problems. Requires a high degree of interpersonal skill, tact and diplomacy in order to avoid loss of prestige to the TTC.

Accountability and Impact on the Organization

- Reporting directly to the CEO, the majority of the work is carried out independently and in accordance with established policies, practices and procedures, and in line with the corporate objective. The incumbent exercises a high degree of autonomy and initiative in most areas of responsibility. The role has primary accountability in ensuring that strategic corporate communications and associated tactics are developed and executed in an efficient and timely manner and effectively implemented.
- This role will have an impact in promoting understanding, acceptance and support of major corporate initiatives and priorities, activities and objectives for the organization as it strives to modernize and continually improve in order to meet customer needs. The incumbent provides advice and strategic counsel to the CEO, executive/senior management and the TTC Board. Errors in judgement could result in significant damage to the credibility of the TTC and its relations to stakeholders, funders, public and the media.
- This position leads a team of professional communications staff that includes the Manager - Corporate Communications, Senior Communications Advisors, and Communications Advisors. Requires highly developed management skills to plan, direct, oversee and effectively motivate staff.

Physical and Mental Demands/Working Conditions

- Standard office working environment with light physical effort. Occasional visits to transit operating facilities. Extended work hours. Incumbent is on call during off-hours to resolve issues related to emergencies and other issues.

Head of Audit

Position Title	Head of Audit				
Department	Audit	Job No.	9947		
Reports To	Chief Executive Officer				
Date	June 24, 2014	New	<input type="checkbox"/>	Revised	<input checked="" type="checkbox"/>

General Accountability

Reporting to the Chief Executive Officer, this position is responsible for ensuring the integrity of the TTC's assets and systems and to ensure that the TTC's policies relating to these areas and applicable legislation and regulations are being followed. This is achieved by providing independent risk-based evaluations of the relative risks and effectiveness of the TTC's control systems, their application, and recommending improvements to the control systems as appropriate. The incumbent is also responsible to measure the performance quality, and efficiency of operations and providing timely information and practical recommendations to the TTC and senior management to assist in achieving organizational goals and objectives in accordance with management guidelines, directions and sound control frameworks.

In doing so the Head of Audit is responsible for a department consisting of a staff of professional auditors and support staff and is responsible for establishing and achieving annual goals and objectives for the Department and taking appropriate corrective action to achieve them.

Key Objectives

Oversees the daily operational efficiency and effectiveness of the Audit Department by ensuring the integrity of the TTC's assets and systems. This involves:

- providing professional advice to senior management and the TTC Audit Committee on financial, administrative, operational and control matters;
- examining the adequacy and effectiveness of management, financial and operational controls as well as business processes, and recommending improvements to same;
- examining the effectiveness of all levels of management in their stewardship of TTC assets, and their compliance with established corporate and departmental policies and procedures;
- recommending improvements to controls designed to safeguard resources, promote efficiency, improve productivity, and ensure compliance;
- reviewing and conducting tests as required to ensure the integrity of the TTC's fare collection and distribution systems;
- reviewing and conducting tests as required to ensure the integrity and compliance with general accepted accounting principles of the TTC's accounting and payroll systems;

Establishes and oversees the development of effective policies, standards, procedures, guidelines, and controls in the best interest of the Department and the TTC. This involves:

- establishing and ensuring adoption of best practices for consistent approaches, methodology, and procedures;
- developing and maintaining "state-of-the-art" departmental audit policies and guidelines, audit methodologies, instructions and audit standards that are consistent with the Institute of Internal Auditors (IIA) standards and best practices;
- ensuring the Department operates in accordance with an approved organizational structure, an appropriate annual operating and capital budget, annual goals and objectives and departmental KPI's;
- developing a risk-based audit plan in order to determine the extent of compliance with TTC policies and regulatory guidelines, industry "best practices", and where appropriate, generally accepted accounting principles;
- reporting significant financial risk exposures and control issues, including fraud risks, governance issues and other matters needed or requested by either the TTC's Board or Audit Committee;
- planning, developing and directing an audit program to evaluate the TTC's Information Technology Systems to ensure that controls over system design development, program management and implementation comply with established TTC procedures and recognized information technology industry standards;

Develops and controls the Department's operating and capital budgets. This involves:

- ensuring the development of an appropriate operating and capital budget for the Audit Department;
- ensuring the development of an annual risk-based audit plan that identifies audit priorities and allocation of budgeted audit resources that are consistent with the overall TTC corporate plan;
- ensuring timely reporting of financial and performance results, including any significant cost, security, human resources or internal audit management issues to the Chief Executive Officer or other senior management as appropriate;
- effectively managing audit resources to complete high quality audit projects on time and within budget;

Supervises and provides active leadership to all Department employees. This involves:

- ensuring accountability at management and professional levels, development of technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;
- providing direction, advice and guidance regarding complex problems/issues;
- promoting and maintaining professional working relationships and strong communication channels among TTC staff and management as well as various external stakeholders;
- selecting and/or approving the selection of management and professional/clerical staff assigned to the Department and conducting performance reviews as required;
- ensuring all policies and standards of the TTC are adhered to by all employees in the Audit Department;

General Duties and Roles in Achieving Objectives

- directing and coordinating the work of external contract auditors hired to provide specialized services;
- reviewing and verifying contract compliance with contractual documents and terms as well as verifying TTC, department and employee compliance with same;
- conducting special request audits and investigations as required;
- preparing and presenting reports with practical and sound business recommendations related to all areas of responsibility;
- preparing and presenting quarterly audit performance reports, briefing notes and other reports to the TTC Audit Committee;
- participating as a member of the Chief Executive Officer's staff meetings and other committees as required;
- determining means to appraise the adequacy of action taken by management to correct previously identified control deficiencies;
- establishing and maintaining a departmental quality assurance program that is compliant with IIA's standards and subject to a periodic external peer review process;
- keeping abreast of industry activities and developments related to area of responsibility;
- responsible for providing leadership in overseeing the work of Group and/or Department staff (either directly or through direct reports) ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer.

Performs other related duties as assigned.

Position Specifications and Requirements

Skills/Knowledge/Experience

- Required:
 - Comprehensive in-depth knowledge of professional internal audit standards, principles, practices, processes and procedures knowledge of state of the art business and project management policies, methods, principles
 - knowledge of current trends in information technology, enterprise risk assessment, governance processes and control theory in order to apply this knowledge to the diverse technical operations, financial functions and complex information systems environments within the TTC
 - comprehensive knowledge of business administration, fiscal and human resources policies and legislation/regulations regarding safety, employment and human rights
 - sound judgement and strong business acumen; highly developed management, supervisory, organizational, interpersonal and accounting skills
 - superior oral and written communication skills and proven diplomatic and conflict resolution skills
 - excellent analytical and problem solving skills with demonstrated objectivity
 - proficiency in the use of a computer and associated Microsoft applications

- must have or rapidly acquire a comprehensive knowledge of the Ontario Human Rights Code and Related Orders including disability accommodation and accessibility requirements pertaining to passengers and employees.
- **TTC Specific:**
 - must have or develop knowledge of departmental and TTC organizational structure, operations, functions, policies and procedures applicable to the work performed
 - must have or develop knowledge of industry trends
- **Assets:**
 - experience obtained from any of the large public accounting firms is an asset
- **Formal education/training through which skills normally acquired:**
 - A University degree in a business-related discipline, along with a Chartered Professional Accountant (CPA) or Chartered Accountant (CA) designation combined with eight or more years of extensive and progressively responsible senior experience in the management and administration of audits in a large corporate or government related environment.

Problem Solving and Analysis

- This position must exercise superior analytical and problem solving abilities in order to effectively oversee all activities of the Audit Department. Must effectively interpret information from a variety of sources and channels to strategically plan the work and ensure the integrity of the TTC's assets and systems.
- In the goal of providing effective leadership to the Audit Department, this position will work with the following information:
 - strategic objectives, budgets, risks and benefits
 - corporate initiatives, policies, procedures, standards, and practices
 - applicable legislation and regulations
 - TTC systems and contractual documents
 - industry best practices

Access to Direction/Technical Guidance

- The incumbent works primarily on own initiative keeping the Chief Executive Officer and/or other Group Chiefs and Senior Managers apprised of status and approach to work on highly sensitive issues. Decisions are made in accordance with generally accepted accounting principles and TTC policies, procedures and practices and in keeping with the corporate objective.

Main Contacts

- **Internal and External**
 - regular internal contact with Chief Executive Officer, Group Chiefs, Deputy Officers, Department Heads and Managers; quarterly contact with TTC Audit Committee Chair and Commissioners

- external contacts include contractors and suppliers both from an Audit perspective and that of a user of services they provide; frequently deals with peers or others at a senior level in outside agencies
- Nature of Contact
 - exchanges and/or discusses information, consults on and resolves issues
 - discuss related issues and present reports

Accountability and Impact on Organization

- This job reports to the Chief Executive Officer but has independence in making decisions in the best interest of ensuring and maintaining the integrity of the TTC's assets and systems. The role has primary accountability in identifying areas of TTC risk or exposure and areas of non-compliance with regulations, policies or procedures. Incorrect identification of these areas could result in major financial losses, incorrect decisions by management and embarrassment to the TTC.
- Directly supervises a group of approximately 10 employees with overall responsibility for planning, organizing, directing and overseeing the work; motivating staff; ensuring proper training of subordinates; evaluating staff performance and administering discipline.

Physical and Mental Demands/Working Conditions

- Standard office environment with close visual attention to details required. Occasional travel to various
- TTC locations and offices, external contractor and supplier work sites may be required.

APPENDIX B – COMPARATOR GROUP OF 27

- ATB Financial
- Alcohol and Gaming Commission of Ontario
- Business Development Bank of Canada
- CSA Group
- Canada Deposit Insurance Corporation
- Canada Lands Company CLC Limited
- Canada Mortgage and Housing Corporation
- Deposit Insurance Corporation of Ontario
- Enersource Hydro Mississauga Inc
- Gouvernement du Québec: Secrétariat du Conseil du trésor
- Government of Alberta
- Government of Nova Scotia
- Government of Ontario
- Greater Toronto Airports Authority
- Hydro One Inc.
- Independent Electricity System Operator
- LCBO
- Metrolinx
- Ontario Pension Board
- Ontario Power Generation Inc.
- Ontario Teachers Insurance Plan
- PowerStream Inc.
- Royal Canadian Mint
- SaskTel
- Veridian Corporation
- Waterfront Toronto
- Workplace Safety and Insurance Board

APPENDIX C – COMPARATOR GROUP OF 82

- AMAPCEO
- The Agency for Co-operative Housing
- Agricorp
- Association of Canadian Community Colleges
- Assuris
- BBM Canada
- Bank of Canada
- Bluewater Power Distribution Corporation
- CPP Investment Board
- CSA Group
- Cambridge and North Dumfries Hydro Inc.
- Canada Foundation for Innovation
- Canada Lands Company CLC Limited
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Canadian Blood Services
- Canadian Council of Christian Charities
- Canadian Life and Health Insurance Association Inc.
- Canadian Nuclear Laboratories
- Chartered Professional Accountants of Canada
- City of Brantford
- City of Kawartha Lakes
- City of Toronto
- Compassion Canada
- Co-operative Housing Federation of Canada
- Deposit Insurance Corporation of Ontario
- Educators Financial Group Inc.
- Electricity Distributors Association
- Enersource Hydro Mississauga Inc
- EnWin Utilities Ltd.
- Exhibition Place
- Federation of Canadian Municipalities
- Festival Hydro Inc.
- Government of Ontario
- Greater Sudbury Utilities
- Greater Toronto Airports Authority
- Guelph Hydro Electric Systems Inc.
- Hydro One Brampton
- Hydro One Inc.
- Hydro Ottawa Limited
- Independent Electricity System Operator
- International Development Research Centre
- International Institute of Business Analysis
- Kitchener-Wilmot Hydro Inc.
- LCBO
- London Hydro
- McMaster University
- Metrolinx
- Oakville Hydro Corporation
- Ontario Assoc. of Cert. Eng. Technicians and Technologists
- Ontario Centres of Excellence
- Ontario Lottery and Gaming Corporation
- Ontario Pension Board
- Ontario Power Generation Inc.
- Ontario Teachers Insurance Plan
- Ontario Teachers' Pension Plan Board
- Orillia Power Corporation
- Oshawa PUC Networks Inc.
- Peterborough Utilities Group
- PowerStream Inc.
- Queen's University
- Royal Canadian Mint
- SOCAN
- Standards Council of Canada
- Tarion Warranty Corporation
- Thunder Bay Hydro Electricity Distribution Inc.
- Toronto Transit Commission
- Toronto Zoo
- Treasury Board of Canada Secretariat
- Trillium Lakelands District School Board
- The United Church of Canada
- Université d'Ottawa
- Universities Canada
- Veridian Corporation

- Halton Hills Hydro Inc.
- Hong Kong Trade Development Council
- Horizon Utilities Corporation
- House of Commons
- Waterfront Toronto
- Welland Hydro-Electric System Corp.
- Westario Power Inc.
- Workplace Safety and Insurance Board

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