

# EMPLOYEE ENGAGEMENT SURVEY

**All TTC Employees**

March 9, 2015

Produced by Malatest on  
behalf of TTC



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# INTRODUCTION

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# OBJECTIVES

- The primary objective of this research is to increase levels of employee engagement within the TTC. This includes identifying specific aspects of the employee experience that require improvement in order to increase employee engagement moving forward.
- As this is the first year the TTC is conducting this research, objectives also include establishing a baseline of employee engagement to facilitate comparisons over time and across employee groups.
- This research will identify key drivers of employee engagement across the following eight aspects of the employee experience:

- 1. Job**
- 2. Company**
- 3. Manager/Supervisor**
- 4. Team**
- 5. Working Environment**
- 6. Safety**
- 7. Training and Development**
- 8. Performance and Reward**

# METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full or part time. Contract workers, temporary employees, students and co-ops were excluded from the survey, as were pensioners.
- The survey was completed online and via paper.
- Data were collected from October 27, 2014 to December 8, 2014.
- 13,242 surveys were sent directly to employees using home addresses or company email addresses provided by the TTC (2,617 via email and 10,625 paper surveys sent by regular mail).
- In most cases, email links to online survey were sent to staff employees while paper surveys were mailed to unionized employees. Employees requesting the survey in an alternate format to the one initially provided were accommodated.
- Each employee was assigned an individual access code by Malatest for the purpose of linking respondents to their correct group and department.
- This code served as login code to access the online survey and was pre-printed on return envelopes provided with mailed paper surveys.
- In total, 4,808 surveys were completed (2,447 online and 2,361 via paper) for an overall response rate of 36%. Response rates differed by group and employee type, as shown on the following slide.

# RESPONSE RATES (RR)

- The highest response rate was observed for the CEO's Office (97%) and the lowest response rate was observed for Service Delivery (25%).
- The response rate was lower for unionized employees (23%) than for staff (90%).

**All Employees: 36%**

Group*	Count	RR
CEO's Office	56	97%
Engineering, Construction & Expansion Group	305	92%
Corporate Services	706	85%
Strategy & Customer Experience	144	77%
Operations Group	1898	36%
Service Delivery Group	1685	25%
Total*	4808	36%

Employee Category*	Count	RR
Staff	2343	90%
Union	2436	23%
Manager (Leadership Group)	165	96%
Non-manager	4478	34%
Wheel Trans**	145	33%
Subway**	266	32%
Streetcar**	178	25%
Bus**	1110	24%

\*Groups and employee categories were assigned to each respondent based on their unique survey access code. The total sample (4,808) includes some completed surveys where the unique access code was not returned; the department, employee category, and/or employee position for these cases were not identified.

\*\*Modes of transportation were assigned to employees in Service Delivery and Operations (based on the department linked to their unique access code). A total of 1,699 respondents could be categorized into transportation modes. The remaining respondents either did not work in a specific mode of transportation or did not return their unique access code with the survey.

Note: A few respondents could not be identified by employee category due to gaps in the sample list provided.

# REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
  - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
  - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some groups or employee categories.**
  - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by \*).
  - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by \*\*).
- **Exact sample size may vary employee group/category or by individual question**
  - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates (slide 5) for total sample by group and employee category.

# HIGHLIGHTS

Overall Employee Engagement score: 7.8.

**Highest:** EC&E 8.3  
**Lowest:** Service Delivery 7.4

**Highest:** Staff 8.0  
**Lowest:** Union 7.5

**Highest:** Mgr 8.2  
**Lowest:** Non-Mgr 7.8

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:
  - **Working Environment** is a key driver for all groups and an Area to Improve for most.
  - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
    - How to demonstrate **concern for employees' health & well-being**; more specifically:
      - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being"). This is an Area to Improve for all groups except Strategy & Customer Experience.
      - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance"). This is an Area to Improve for all groups except CEO's Office.
    - **Workspaces & facilities** is an Area to Improve for employees all groups except Corporate Services and Engineering Construction & Expansion. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".



# HIGHLIGHTS (CONT'D)

- **Your Company** is an Area to Improve for all groups except Strategy & Customer Experience.
- To increase satisfaction with Your Company, results indicate that the TTC should emphasize **relationship building** between senior management and employees. This means:
  - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
  - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative”).
  - Valuing employees’ time.
- **Confidence in TTC leadership’s decision making ability** is an Area to Improve for Operations and Service Delivery alone – but it is the strongest driver of satisfaction with Your Company for these groups. This area is related to making the right decisions for the company’s future success (i.e., “I feel confident that TTC leadership is making the right decisions for the company’s future success”). This is an Area to Protect for other groups.
- Effective **information sharing and collaboration** are areas requiring improvement for Operations and Service Delivery. Improvements in this area should focus on:
  - Making sure employees are well informed about happenings in the TTC (both groups).
  - Developing more effective processes for sharing information across the TTC and more effective collaboration methods between different parts of the TTC (Service Delivery).

# HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for virtually all groups (except Strategy & Customer Experience).
- The TTC should continue to increase satisfaction with **Your Job** by:
  - Exploring what motivates employees
    - This is an Area to Improve for all groups except Service Delivery
  - Encouraging employees to use their skills & abilities
    - This is an Area to Improve for Corporate Services, EC&E, and Strategy & Customer Experience
  - Giving employees more opportunities to make decisions
    - 'I am given the freedom to make decisions in my job' is an Area to Improve for CEO's Office, EC&E, and Strategy & Customer Experience
  - Identifying barriers to putting customers first (CEO's Office only)
    - For the CEO's Office alone, this is an Area to Improve (i.e., "In my job, I feel able to put customers first")

# HIGHLIGHTS (CONT'D)

## Additional Areas of Focus: Group Specific

- **Performance & Reward** is an additional Area to Improve for Strategy & Customer Experience and the CEO's Office. To increase satisfaction with this area, specific actions to take include:
  - Identifying ways to provide more meaningful recognition ("At the TTC, the recognition and/or rewards are meaningful")
  - Ensuring employees are aware of opportunities to progress ("I have the opportunity to progress within the company")
- **Training & Development** is another Area to Improve for Strategy & Customer Experience and received this group's lowest satisfaction rating – a much lower score than observed for other groups.
- Specific ways to increase satisfaction with this area include:
  - Providing support for personal development ("I am satisfied with the support I receive on my personal development" and "I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor")
  - Making sure that employees are aware of the career development opportunities that are available to them ("I am satisfied with the career development opportunities available to me")

# HIGHLIGHTS (CONT'D)

## Other Factors that Impact Employee Engagement

### Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on engagement. The negative impact on employee engagement is greatest when more of these issues are experienced together.
- The TTC should explore options for reducing workplace stress and seek to prevent discrimination from occurring (e.g., diversity training). In addition, the TTC should ensure that all employees know what supports are available to employees who experience incidents of discrimination or customer abuse, and should communicate methods for dealing with workplace stress. The TTC should also seek to understand why fewer than half of those who experienced discrimination from other employees reported the incident to the TTC and why, among those who did report the incident, the majority was dissatisfied with the way it was handled.

### Team Meetings

- Having regular team meetings has a positive impact on employee engagement. Employees who meet regularly have higher engagement levels than those who do not have regular team meetings. However, among employees who have regular team meetings but do not see them as useful, levels of engagement are lower than among employees who do not having regular team meetings at all.

# TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Three of the top 5 scores are attributes related to safety:
  - I feel comfortable discussing safety issues at work (8.3)
  - My manager/supervisor is well informed about safety issues (8.0)
  - I am strongly encouraged to report unsafe working conditions (8.0)
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership

## Top 5

1.

I feel comfortable discussing safety issues at work (8.3)

2.

The TTC offers good job security (8.3)

3.

I often look for ways to make improvements in how things are done (8.1)

4.

My manager/supervisor is well informed about safety issues (8.0)

5.

I am strongly encouraged to report unsafe working conditions (8.0)

## Bottom 5

1.

There is a good level of trust between Senior Management and employees (4.9)

2.

There is effective sharing of information across the TTC(4.9)

3.

If something goes wrong, people concentrate on putting it right, not blaming others (5.0)

4.

People get things done both quickly and efficiently at the TTC (5.1)

5.

Best practices are shared effectively across the TTC (5.3)

# OVERALL EMPLOYEE ENGAGEMENT SCORE

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# MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
  - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
  - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the 'best' composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: "I am satisfied with the TTC as an employer"; "I enjoy coming to work every day"; and "I see value in the work that I do". Overall, across these three measures, the TTC's mean Employee Engagement score is 7.8 on a 10 point scale (where "10" is the highest rating and "1" is the lowest).

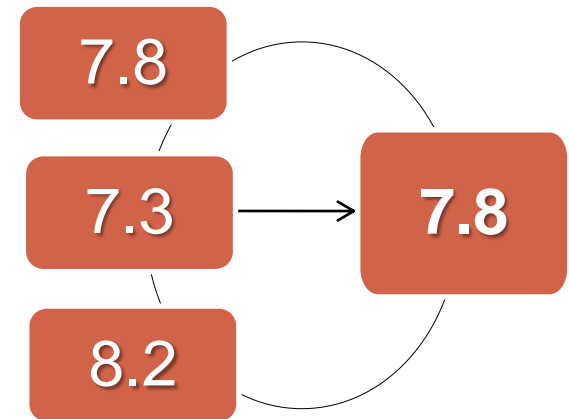
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **Within the Employee Engagement survey:**
  - Employee Engagement uses a **1-10** scale.
  - The higher the score, the higher the engagement.

## Composite of 3 measures:

- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

Mean rating





# OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score is highest among employees in the Engineering Construction & Expansion group, followed by employees in the CEO's Office.
- Levels of engagement are lowest among employees in the Service Delivery group and the Strategy & Customer Experience group.
- When examined by employee category, the overall Employee Engagement score is highest among staff (vs. union) and managers (vs. non-managers). Engagement levels among the four transportation modes are quite similar.

All Employees: 7.8

## Group

Engineering Construction & Expansion	8.3
CEO's Office	8.1
Corporate Services	8.0
Operations	8.0
Strategy & Customer Experience	7.5
Service Delivery	7.4

## Employee Category

Staff	8.0
Union	7.5
Manager	8.2
Non-Manager	7.8
Bus	7.4
Subway	7.4
Wheel Trans	7.3
Streetcar	7.3

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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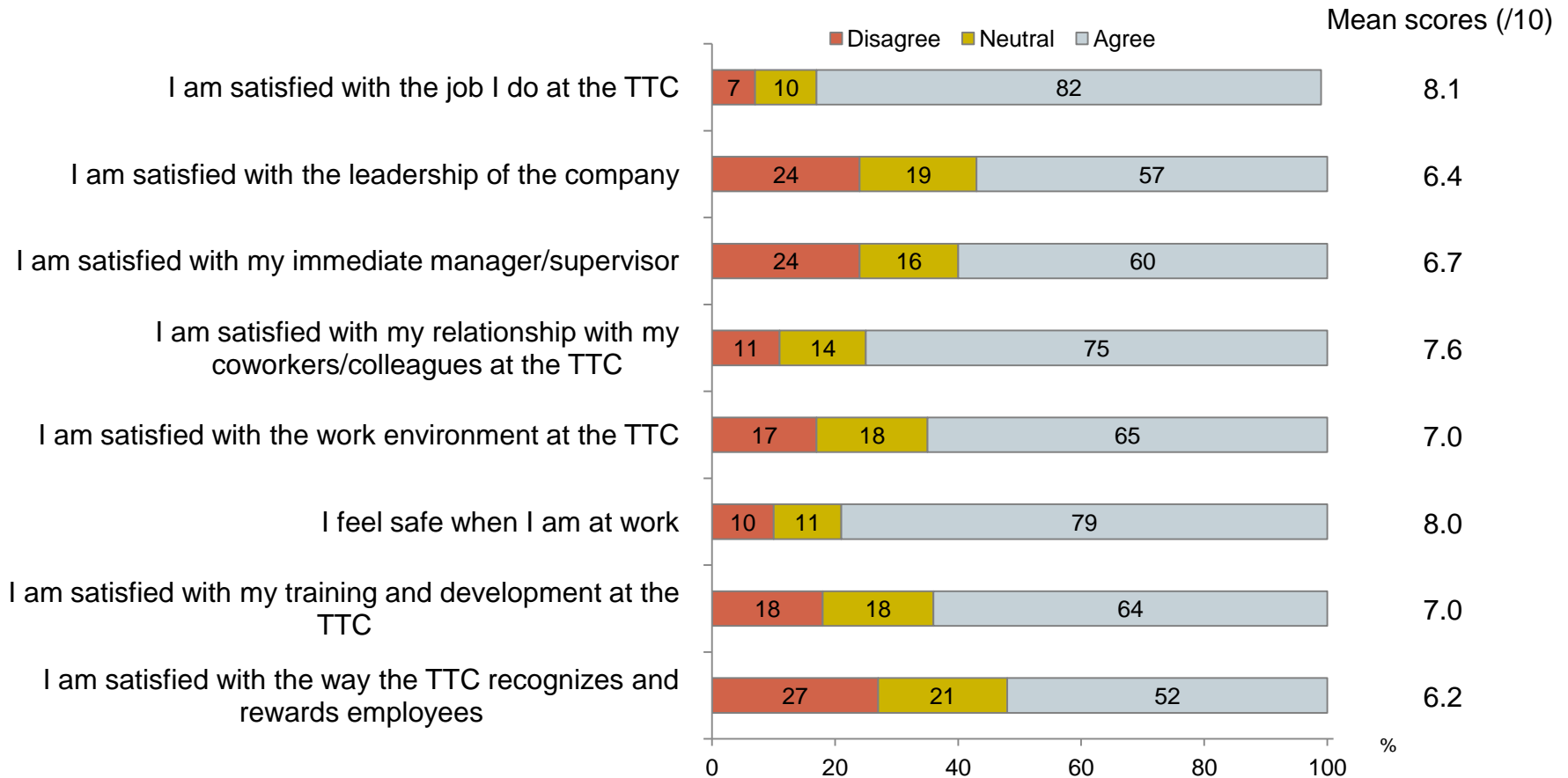
# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I am satisfied with the job I do at the TTC” and for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the leadership of the company” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent for most groups, with the exception of Engineering, Construction & Expansion, and Strategy & Service Planning. For these groups, satisfaction scores for training and development were lower than for leadership of the company, while relationships with colleagues/coworkers received higher satisfaction scores than scores related to the job they do at the TTC.
- Mean scores across most measures were highest for Engineering, Construction & Expansion and CEO’s Office and lowest for Service Delivery.

# ASPECTS OF EMPLOYEE ENGAGEMENT

## - ALL TTC EMPLOYEES

The overall rating questions shown below correspond to the eight aspects of the employee experience assessed in this survey. Each of these areas impacts employees' overall engagement with the TTC.



Sample sizes vary by attribute.

# ASPECTS OF EMPLOYEE ENGAGEMENT

## - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the job I do at the TTC	8.1	8.5	8.4	8.4	8.2	7.8	8.0
I am satisfied with the leadership of the company	6.4	7.5	7.2	7.9	6.5	5.7	7.0
I am satisfied with my immediate manager/supervisor	6.7	7.9	7.4	8.0	6.8	6.0	6.6
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.3	8.0	8.5	7.7	7.2	8.1
I am satisfied with the work environment at the TTC	7.0	8.2	7.6	8.4	7.0	6.4	7.2
I feel safe when I am at work	8.0	9.3	8.9	9.2	8.1	7.2	8.6
I am satisfied with my training and development at the TTC	7.0	7.6	7.1	7.6	6.8	7.0	6.2
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.5	6.6	7.1	6.3	5.8	6.3

Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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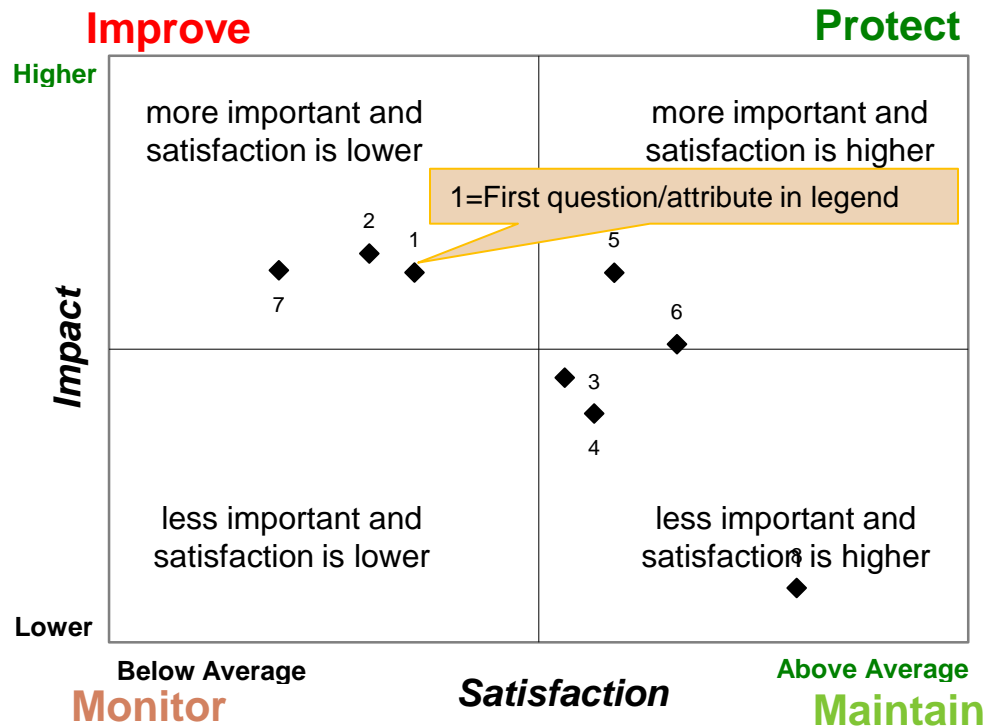


# SECTION SUMMARY

- Each aspect of the employee experience can be thought of as a lever that will generate a greater or lesser degree of 'lift' in Employee Engagement overall. To determine which aspect of the employee experience will generate the most lift in Employee Engagement, Malatest conducted correlation analysis to assess the strength of the correlation between each aspect of the employee experience and Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest correlation with Employee Engagement overall: “Your Job”, “Working Environment”, and “Your Company”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Team”, “Your Manager/Supervisor”, and “Training & Development”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job, Working Environment, and Your Company.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

# SECTION SUMMARY

- Opportunity Analysis was conducted in order to identify factors that have the most significant impact on Employee Engagement (key drivers). More specifically, each aspect of Employee Engagement (identified in the prior section of this report) was first correlated with a composite of three overall rating questions; specifically:
  - I am satisfied with this company as an employer
  - I enjoy coming to work every day
  - I see the value in the work that I do
- Results were then plotted against employees' satisfaction with each aspect of Employee Engagement agreement. The resulting quadrant chart ("Opportunity Analysis") identifies the key drivers of Employee Engagement. An example is provided below:



Composite:

- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute



# SECTION SUMMARY

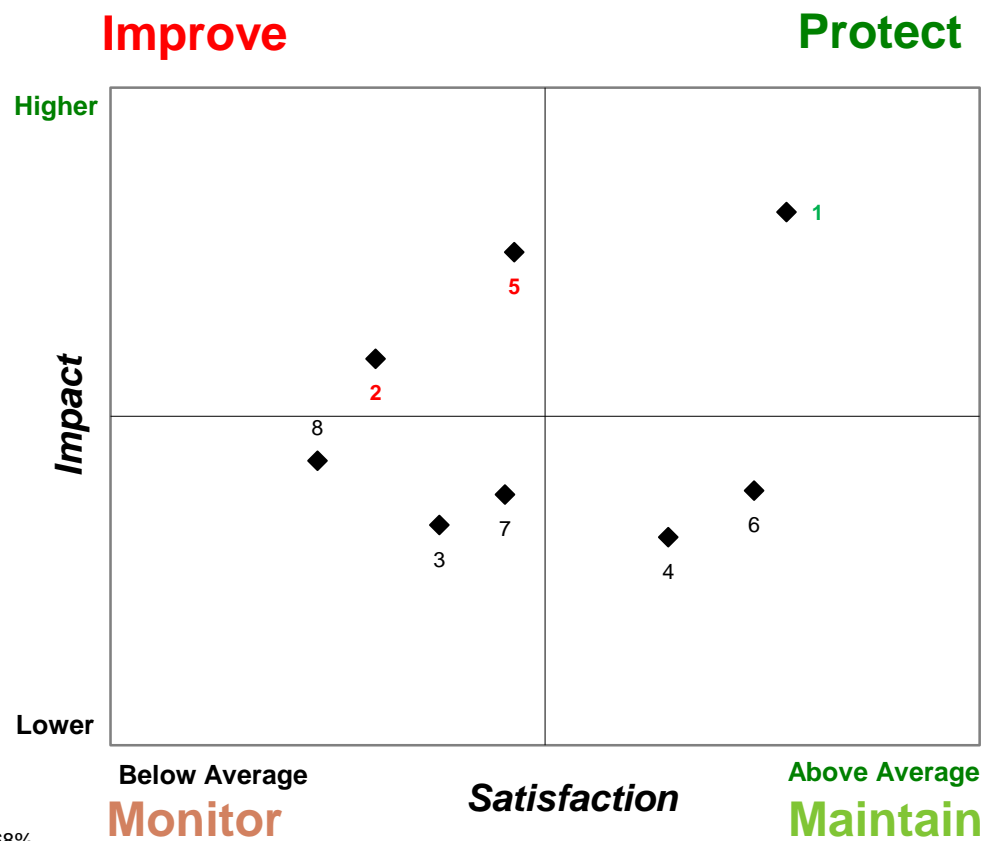
- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
  - Areas to Improve (high relative impact; low relative performance):
    - Working Environment
    - Company
  - Areas to Protect (high relative impact; high relative performance):
    - Job
  - Areas to Monitor (low relative impact; low relative performance):
    - Performance/Reward
    - Training & Development
    - Manager/Supervisor
  - Areas to Maintain (low relative impact; high relative performance):
    - Safety
    - Team
- This model of Employee Engagement includes drivers that explain 68% of the variance in Employee Engagement overall; it is quite a strong model. (Adjusted  $R^2 = 0.68$  (stepwise)). The adjusted  $R^2$  (coefficient of determination) indicates the certainty with which predictions can be made using a model. In other words, 68% of the variance in Employee Engagement can be predicted using this model.

# SECTION SUMMARY

- Results of this analysis are similar for each group with a few exceptions:
  - Working Environment is an Area to Protect for Engineering Construction & Expansion and the CEO's Office.
  - In addition, the key drivers of Employee Engagement are somewhat different for the Strategy & Customer Experience group:
    - Working Environment rather than Your Job is the strongest driver for this group.
    - Your Company is not a key driver for this group.
    - Training and Development is the 3rd strongest driver and generates weaker satisfaction ratings relative to other aspects of the employee experience (overall mean rating of 6.2) and relative to other employee groups (next lowest is among Operations at 6.8).
    - Performance & Reward is a stronger driver of Employee Engagement compared to all other groups except the CEO's Office.

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## All TTC Employees



Composite:  
-I am satisfied with the TTC as an employer  
-I enjoy coming to work every day  
-I see the value in the work that I do

1. I am satisfied with the job I do at the TTC
2. I am satisfied with the leadership of the company
3. I am satisfied with my immediate manager/supervisor
4. I am satisfied with my relationship with my coworkers/colleagues at the TTC
5. I am satisfied with the work environment at the TTC
6. I feel safe when I am at work
7. I am satisfied with my training and development at the TTC
8. I am satisfied with the way the TTC recognizes and rewards employees

Adjusted R<sup>2</sup> 68%

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 6.2 to 8.1.  
Impact values range between 27% to 52%.

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the job I do at the TTC	🔒	🔒	🔒	🔒	🔒	🔒	🔒
I am satisfied with the leadership of the company	↑	↑	↑	↑	↑	↑	
I am satisfied with my immediate manager/supervisor							
I am satisfied with my relationship with my coworkers/colleagues at the TTC							
I am satisfied with the work environment at the TTC	↑	🔒	↑	🔒	↑	↑	↑
I feel safe when I am at work							
I am satisfied with my training and development at the TTC							↑
I am satisfied with the way the TTC recognizes and rewards employees		↑					↑

🔒 Area to Protect

↑ Area to Improve

🔒 Close proximity to Area to Improve

Sample sizes vary by attribute.

# OVERALL ORGANIZATIONAL VIEWS OF THE TTC

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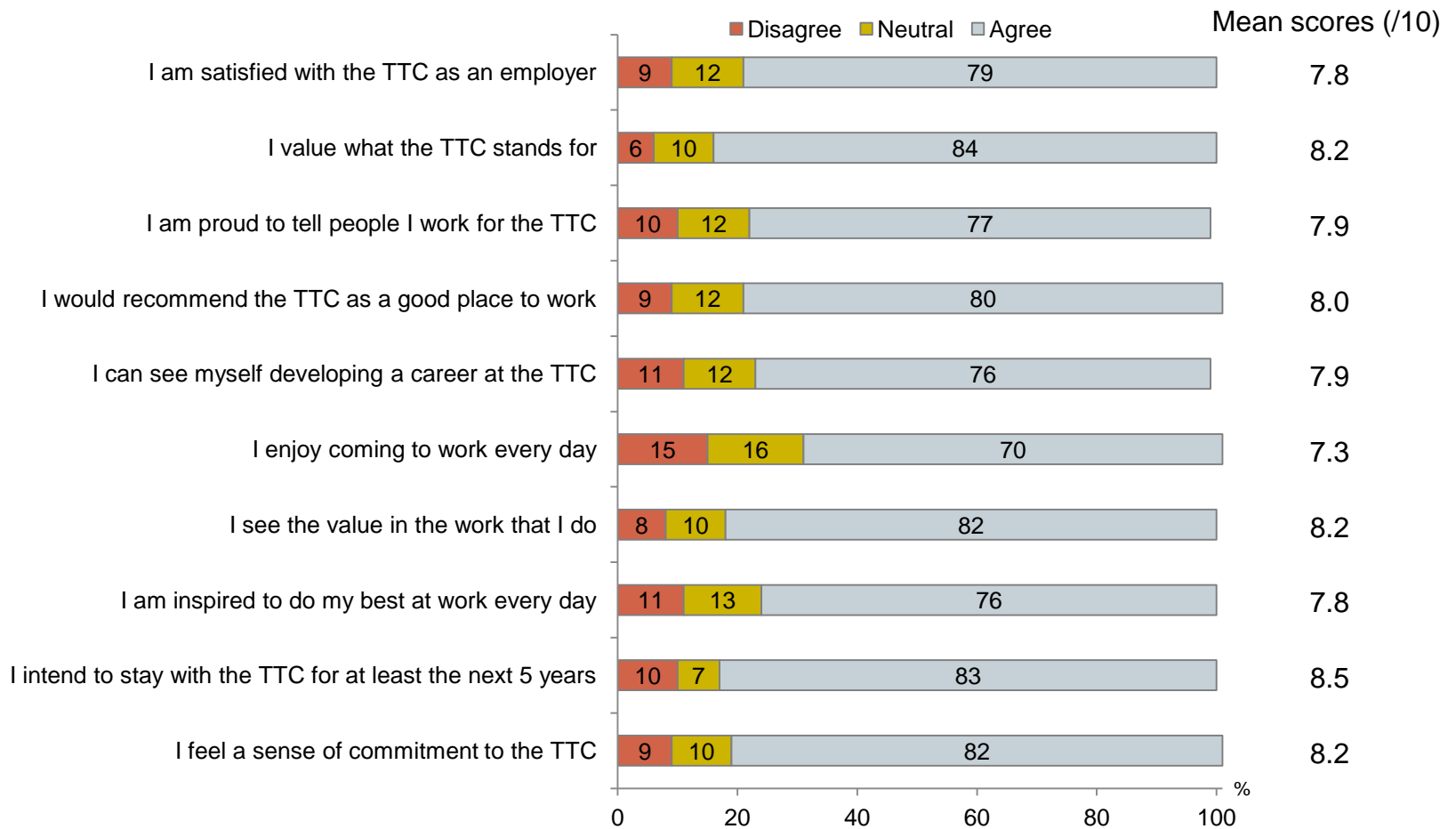


# SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
  - I am satisfied with the TTC as an employer
  - I value what the TTC stands for
  - I am proud to tell people I work for the TTC
  - I would recommend the TTC as a good place to work
  - I can see myself developing a career at the TTC
  - I enjoy coming to work every day
  - I see the value in the work I do
  - I am inspired to do my best at work every day
  - I intend to stay with the TTC for at least the next 5 years
  - I feel a sense of commitment to the TTC
- Ratings were highest for the following measures: "I intend to stay with the TTC for at least the next 5 years"; "I feel a sense of commitment to the TTC"; "I value what the TTC stands for"; and "I see the value in the work I do". Ratings were lowest for "I enjoy coming to work every day". These results were generally consistent across all groups.
- Mean scores across most measures were highest for Engineering, Construction & Expansion and lowest for Service Delivery (with some exceptions).

# OVERALL ORGANIZATIONAL VIEWS

## - ALL TTC EMPLOYEES



A1. Based on any impression you have, how much would you agree or disagree with each of the following statements where “1” means “Strongly Disagree” and “10” means “Strongly Agree”:  
Sample sizes vary by attribute.

# OVERALL ORGANIZATIONAL VIEWS

## - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the TTC as an employer	7.8	8.3	8.1	8.4	8.0	7.3	7.6
I value what the TTC stands for	8.2	8.6	8.6	8.8	8.3	7.7	8.3
I am proud to tell people I work for the TTC	7.9	8.3	8.2	8.5	8.0	7.6	7.7
I would recommend the TTC as a good place to work	8.0	8.4	8.3	8.6	8.2	7.6	7.9
I can see myself developing a career at the TTC	7.9	8.1	8.0	8.0	8.0	7.6	7.7
I enjoy coming to work every day	7.3	7.8	7.5	8.1	7.5	6.9	6.8
I see the value in the work that I do	8.2	8.4	8.4	8.5	8.3	7.8	8.1
I am inspired to do my best at work every day	7.8	8.2	8.2	8.3	7.9	7.5	7.9
I intend to stay with the TTC for at least the next 5 years	8.5	8.2	8.3	8.7	8.6	8.5	8.1
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.8	8.3	7.9	8.5

Sample sizes vary by attribute.



AREA TO PROTECT: YOUR JOB

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# SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which TTC employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is relatively consistent across employee groups, although mean satisfaction scores were generally highest for the CEO’s Office followed by Engineering, Construction & Expansion, and lowest for Service Delivery.
- Staff employees are slightly more satisfied with their job than unionized employees, and managers are also somewhat more satisfied than other employees. When results are compared by transportation mode, highest levels of satisfaction are found among Wheel-Trans employees.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”. Ratings were lowest for, “I am given the freedom to make decisions in my job”, “I have the proper equipment/tools to do my job well” and “I feel well informed about how to improve customer service.” These results were consistent for most groups, though feeling motivated scored among the lowest for some groups.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Area to Improve: “I feel motivated in my job”. This result is generally consistent across all groups.
- Key Areas to Protect include:
  - My work enables me to use my skills and abilities
  - In my job, I feel able to put customers first
- These areas are also consistent across most groups, though using skills and abilities is an Area to Improve for Corporate Services and for Engineering, Construction & Expansion.

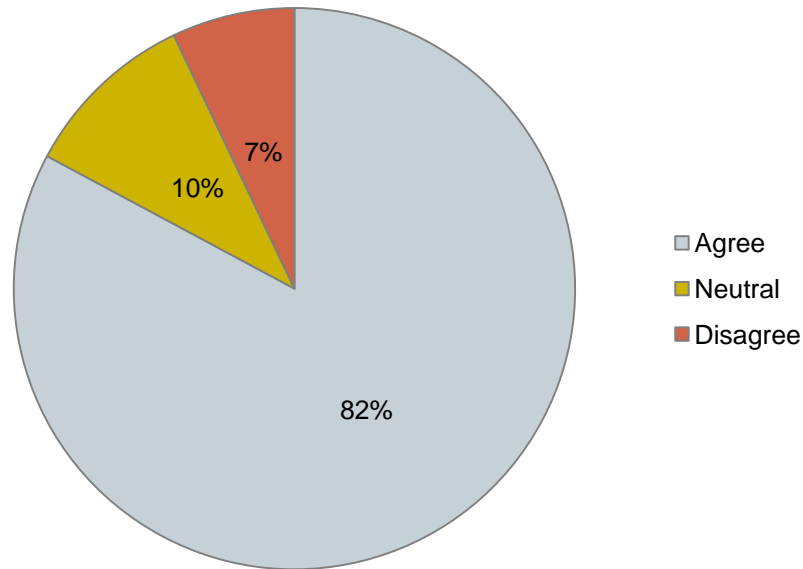
# OVERALL RATINGS OF YOUR JOB

## - ALL TTC EMPLOYEES

### ALL TTC Employees

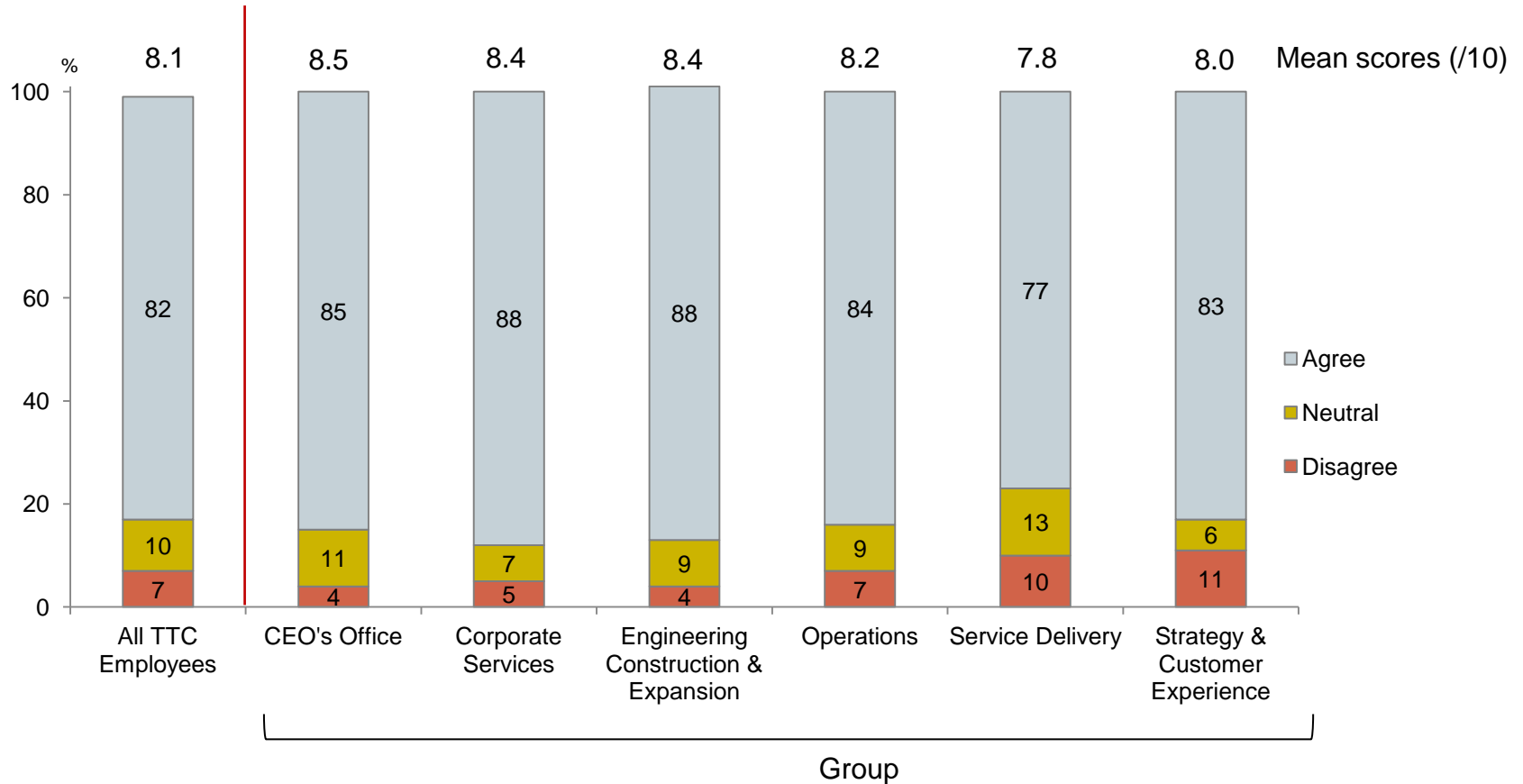
**Total**  
(n= 4746)

**Mean=8.1**



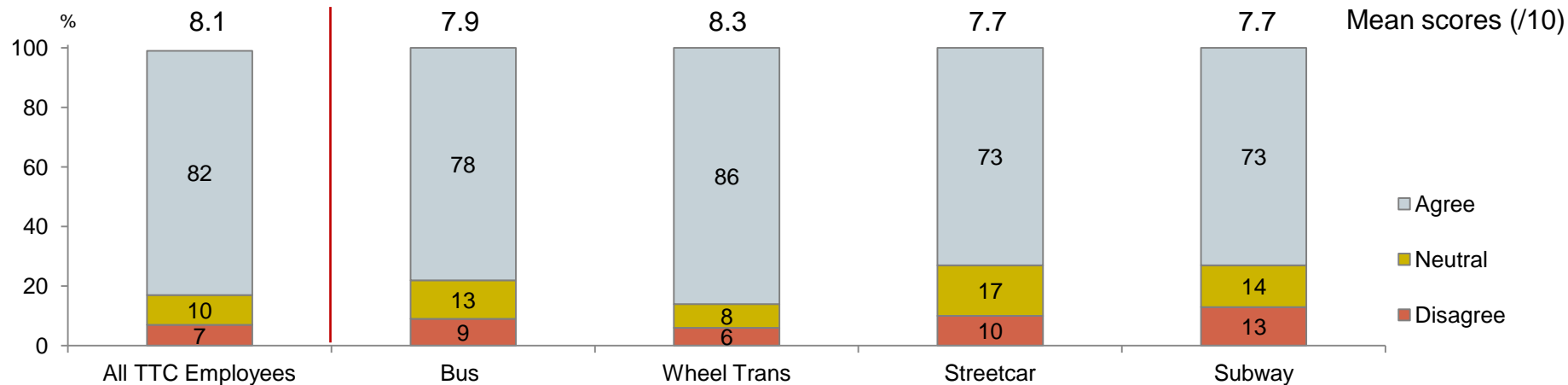
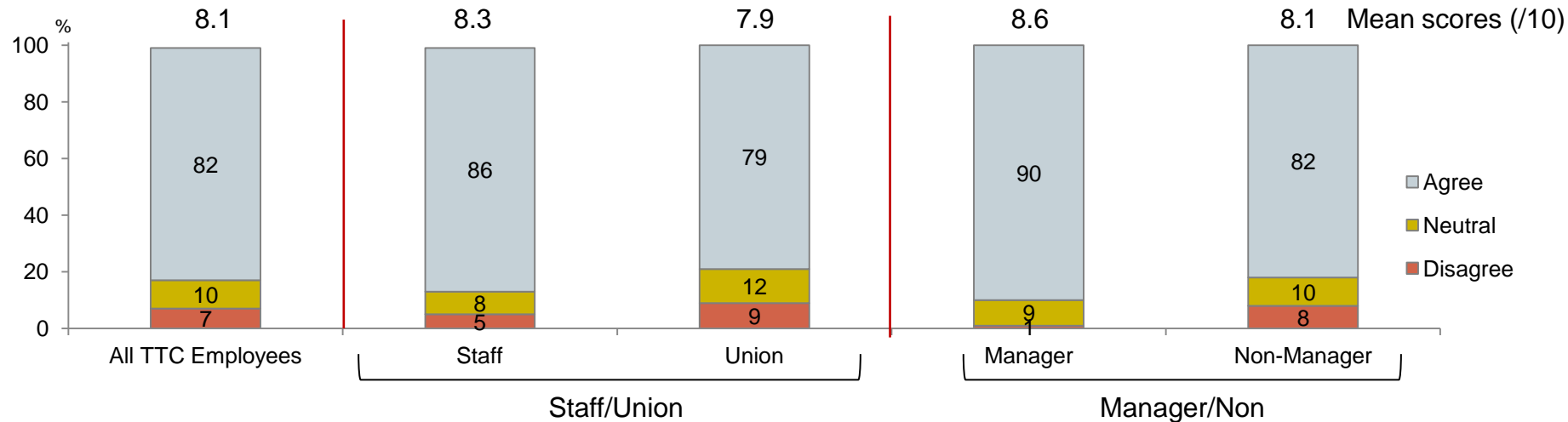
B1. How much do you agree or disagree with each of the following statements about your job ?  
Overall, I am satisfied with the job I do at the TTC.

# OVERALL RATINGS OF YOUR JOB - BY GROUP



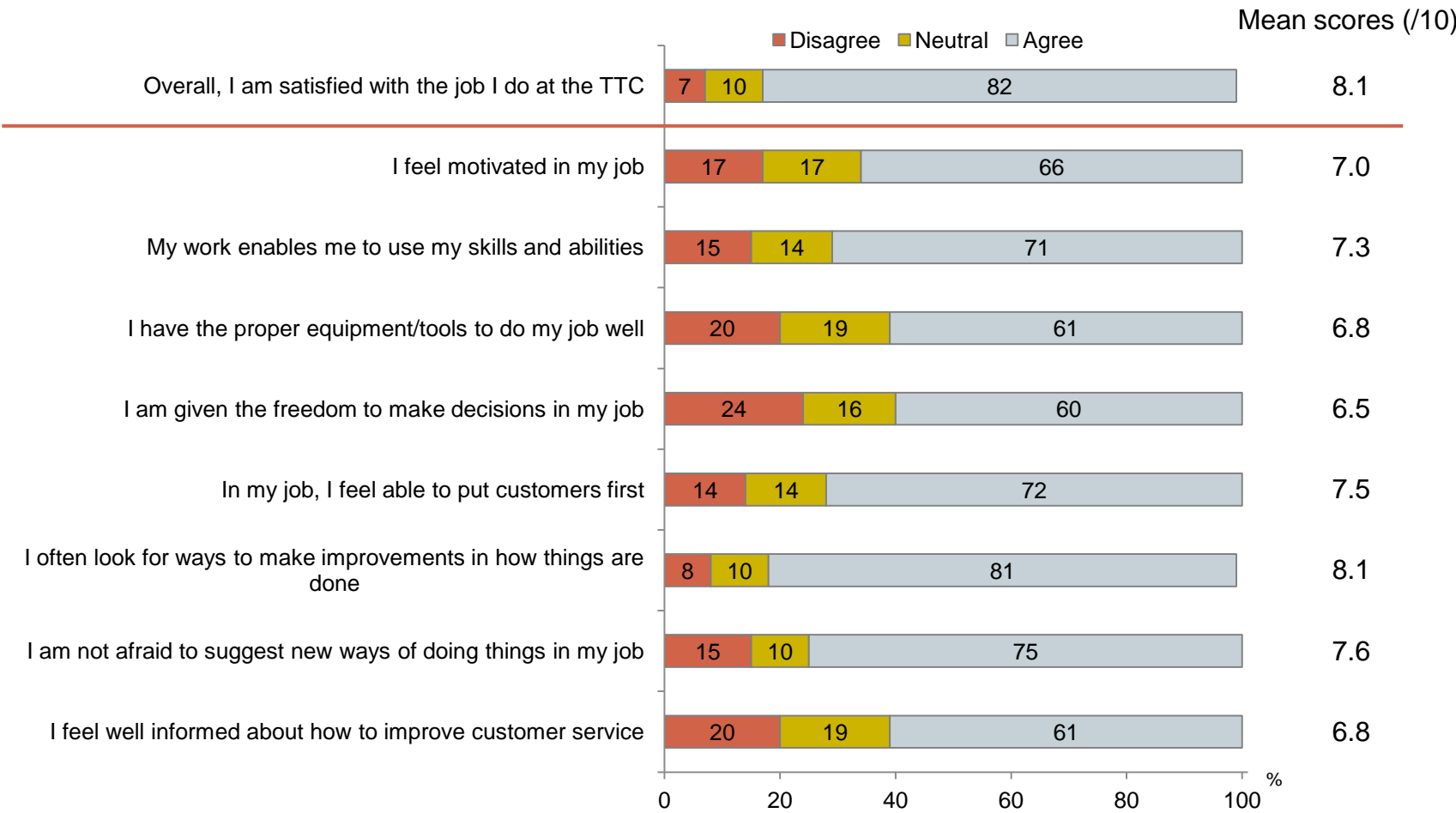
B1. How much do you agree or disagree with each of the following statements about your job ?  
Overall, I am satisfied with the job I do at the TTC.  
Sample sizes vary by category.

# OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



B1. How much do you agree or disagree with each of the following statements about your job?  
Overall, I am satisfied with the job I do at the TTC.  
Sample sizes vary by category.

# RATINGS OF YOUR JOB - ALL TTC EMPLOYEES



B1. How much do you agree or disagree with each of the following statements about your job?  
Sample sizes vary by attribute.

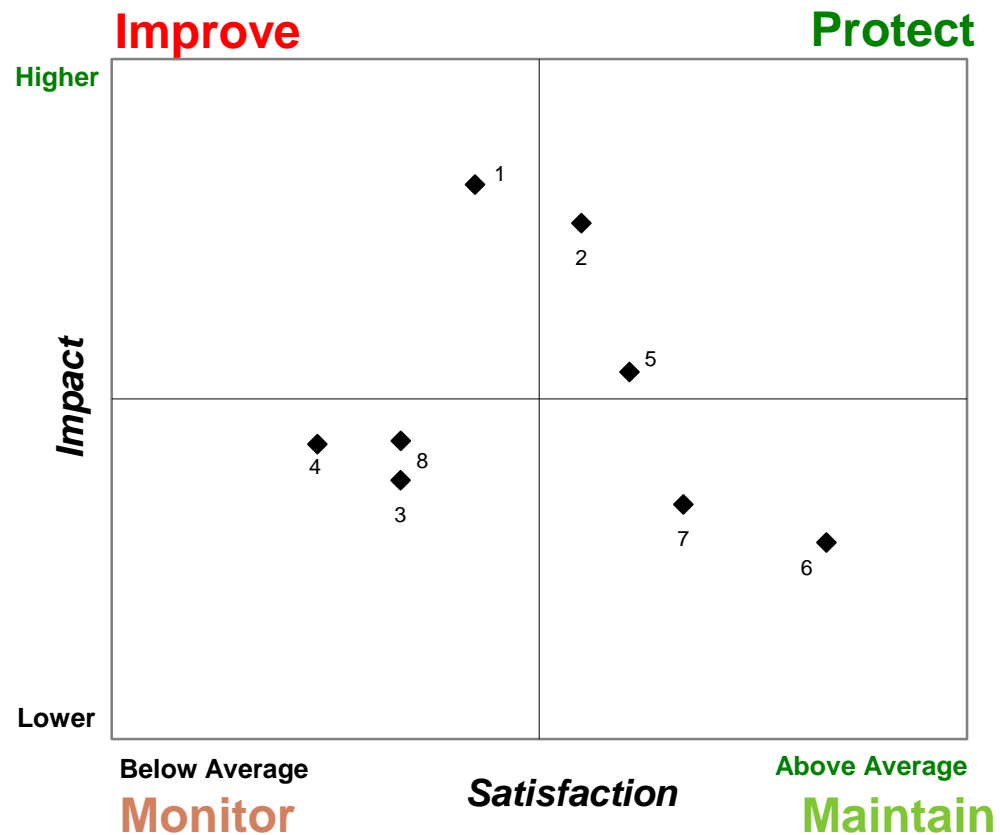
# RATINGS OF YOUR JOB - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with the job I do at the TTC	8.1	8.5	8.4	8.4	8.2	7.8	8.0
I feel motivated in my job	7.0	7.7	7.4	7.6	7.2	6.6	6.8
My work enables me to use my skills and abilities	7.3	8.2	7.7	7.9	7.5	6.8	7.1
I have the proper equipment/tools to do my job well	6.8	7.7	7.2	7.7	7.0	6.1	6.6
I am given the freedom to make decisions in my job	6.5	7.8	7.3	7.5	6.9	5.5	6.9
In my job, I feel able to put customers first	7.5	8.0	7.9	8.1	7.6	7.0	7.7
I often look for ways to make improvements in how things are done	8.1	8.9	8.5	8.8	8.3	7.4	8.7
I am not afraid to suggest new ways of doing things in my job	7.6	8.5	8.2	8.5	8.0	6.7	8.3
I feel well informed about how to improve customer service	6.8	7.7	7.7	7.7	6.9	6.1	7.0

B1. How much do you agree or disagree with each of the following statements about your job?  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: YOUR JOB

## - ALL TTC EMPLOYEES



1. I feel motivated in my job
2. My work enables me to use my skills and abilities
3. I have the proper equipment/tools to do my job well
4. I am given the freedom to make decisions in my job
5. In my job, I feel able to put customers first
6. I often look for ways to make improvements in how things are done
7. I am not afraid to suggest new ways of doing things in my job
8. I feel well informed about how to improve customer service

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.5 to 8.1.  
 Impact values range between 21% to 48%.



# OPPORTUNITY ANALYSIS: YOUR JOB SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I feel motivated in my job	↑	↑	↑	↑	↑	🔒	↑
My work enables me to use my skills and abilities	🔒	🔒	↑	↑	🔒	🔒	↑
I have the proper equipment/tools to do my job well							
I am given the freedom to make decisions in my job		↑		↑			↑
In my job, I feel able to put customers first	🔒	↑	🔒		🔒	🔒	
I often look for ways to make improvements in how things are done							
I am not afraid to suggest new ways of doing things in my job							
I feel well informed about how to improve customer service		↑					

🔒 Represents Area to Protect

↑ Represents Area of Priority Improvement

Sample sizes vary by attribute.

# AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and as an area in which TTC employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were highest for Engineering Construction & Expansion and the CEO’s Office, and lowest for Service Delivery followed by Operations.
- Staff are significantly more satisfied with their Working Environment than unionized employees, and managers are also more satisfied than other employees. Few differences were observed by transportation mode.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for, “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance.” These results were consistent for most groups.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
  - The TTC cares about my mental health and emotional well-being
  - The TTC encourages employees to maintain a healthy work-life balance
  - I am satisfied with my work/office space and facilities
- This is generally consistent for most groups, although satisfaction with work spaces is less influential for Corporate Services and Engineering, Construction & Expansion.

# SECTION SUMMARY

- In addition to these improvements, the following are identified as key Areas to Protect:
  - I feel I belong at the TTC
  - The TTC is dedicated to diversity and inclusiveness
- These areas are also consistent across most groups, with the exception of the CEO's Office. For this group, diversity is seen as an Area to Improve, while the feeling of belonging is not a key driver. Also unlike other groups, dedication to work-life balance is not a key driver, while ability to adjust hours or shifts is an Area to Protect.
- Stress at Work
- 20% of employees indicated that they experience "frequent" stress at work, and an additional 49% experience stress at work "sometimes".
- Employees in the Strategy & Customer Experience group reported more frequent stress than employees in other groups, followed by employees in Service Delivery. Lowest incidence of work stress was observed for the CEO's Office and Engineering, Construction & Expansion.
- Slight differences in levels of reported stress were observed between Staff and Union employees. This was mostly due to differences in the "sometimes" and "rarely" categories (rather than the "frequently" and "never" categories).
- Managers reported more frequent stress than non-managers.
- When results are examined by transportation mode, frequency of experiencing stress at work was lowest for those in the Subway category compared to other modes.

# SECTION SUMMARY

- Discrimination/Harassment
- 21% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Operations and Service Delivery were slightly more likely to have experienced discrimination. By contrast, Engineering Construction & Expansion was least likely (10%). It is notable that Strategy & Customer Experience employees were somewhat more likely to indicate “prefer not to answer” than employees in any of the other groups.
- Results indicated that more discrimination is experienced by Union versus Staff employees, and managers reported experiencing less discrimination than other employees. Streetcar (28%) and subway (26%) employees were more likely to indicate that they experience discrimination compared to other modes.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on Ethnic origin or Race.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for all groups or employee categories. Among those who experienced discrimination from colleagues, fewer than half indicated that they reported the incident. Among groups and categories with sufficient sample to reliably report results, Service Delivery employees and Union employees were less likely to report discrimination while streetcar employees were more likely to report discrimination than those in other transportation modes.
- Most frequently cited reasons for not reporting the incident were assuming that no action would be taken, a fear of retribution, and a view that action was not warranted (incident was too minor).

# SECTION SUMMARY

- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, only a minority were satisfied with the manner in which the incident was handled.
- Abuse by Customers
- Over 43% of employees reported that they had been verbally abused by customers in the past 12 months. The highest incidence of verbal abuse was observed for Service Delivery and the lowest incidence was observed for Engineering, Construction & Expansion.
- Union employees were much more likely to report being abused than staff, and managers were less likely to report that they had been verbally abused than non-managers. When examined by transportation mode, incidence of verbal abuse was highest among streetcar operators and lowest among wheel-trans employees.
- 7% of employees reported that they had experienced physical abuse by customers. Incidence of physical abuse was highest for employees in Service Delivery. Incidence in other groups was much lower.
- Union employees were more likely to experience physical abuse than staff and no managers reported being physically abused by customers. Across the transportation modes, employees working in the streetcar category experienced with the most physical abuse with 22% reporting being physically abused in the past year. Lowest incidence of physical abuse was observed among wheel-trans employees.

# SECTION SUMMARY

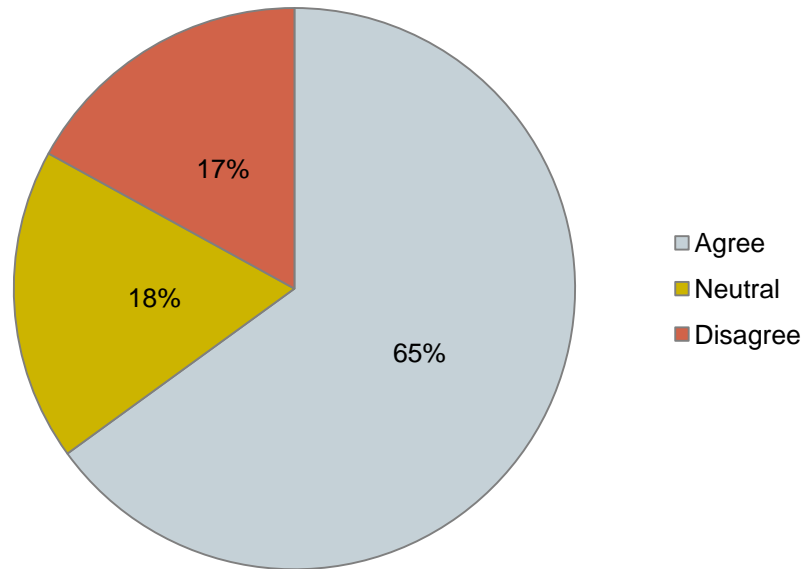
- Impact on Employee Engagement
- Employees who reported that they experience stress “frequently” or “sometimes” have lower engagement scores than employees who indicated that they are “rarely” or “never” stressed at work.
- Similarly, employees who experience discrimination or harassment from other TTC employees, and employees who experience customer abuse are less engaged than employees who have not had these experiences.
- Note that the negative impact of physical abuse on Employee Engagement levels is greater than the impact of verbal abuse. Note, too, that overall ratings for all aspects of the employee experience are lower among those who have experienced abuse.
- The negative impact on Employee Engagement is most significant for employees who have experienced all three: work stress, discrimination and customer abuse.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - ALL TTC EMPLOYEES

## ALL TTC Employees

**Total**  
(n= 4773)

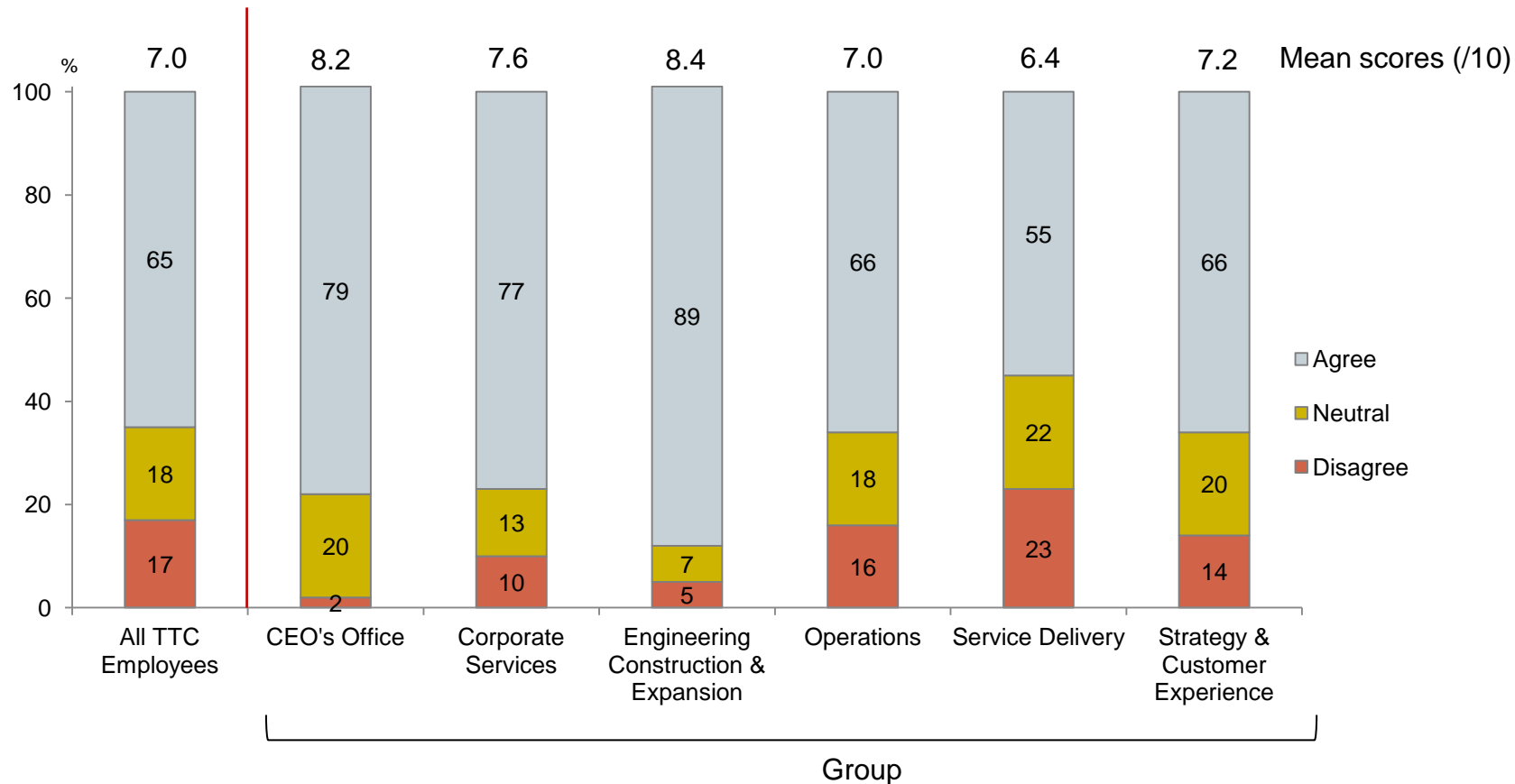
**Mean=7.0**



F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.  
Overall, I am satisfied with the work environment at the TTC.

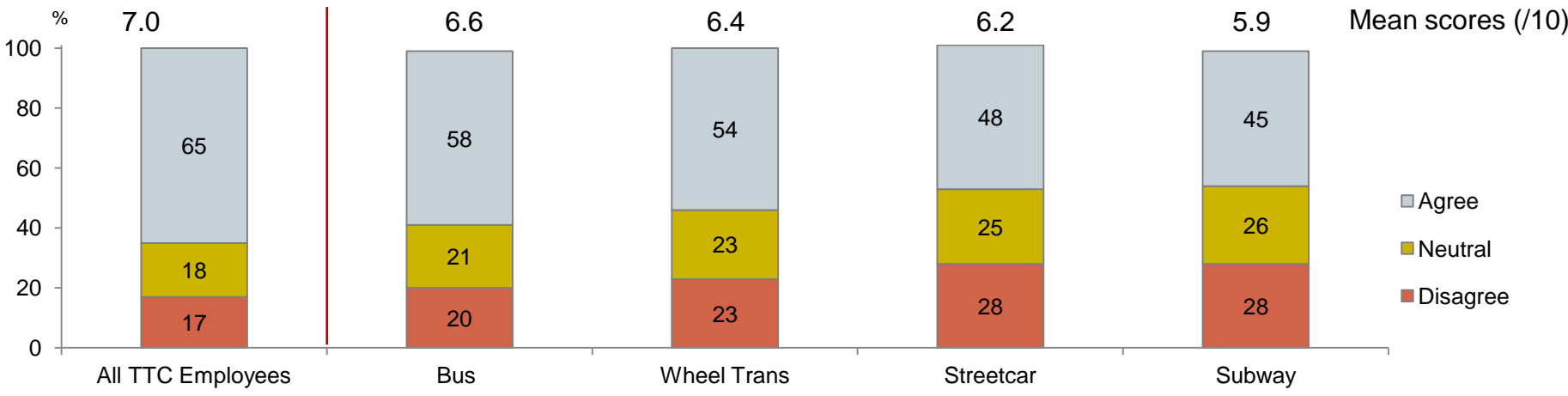
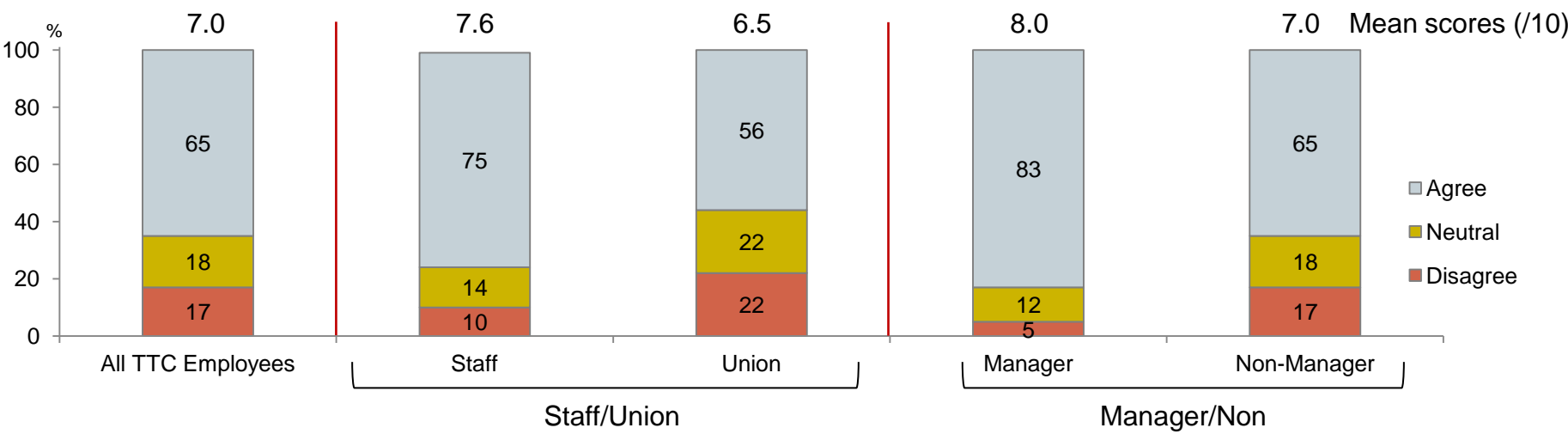


# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY GROUP



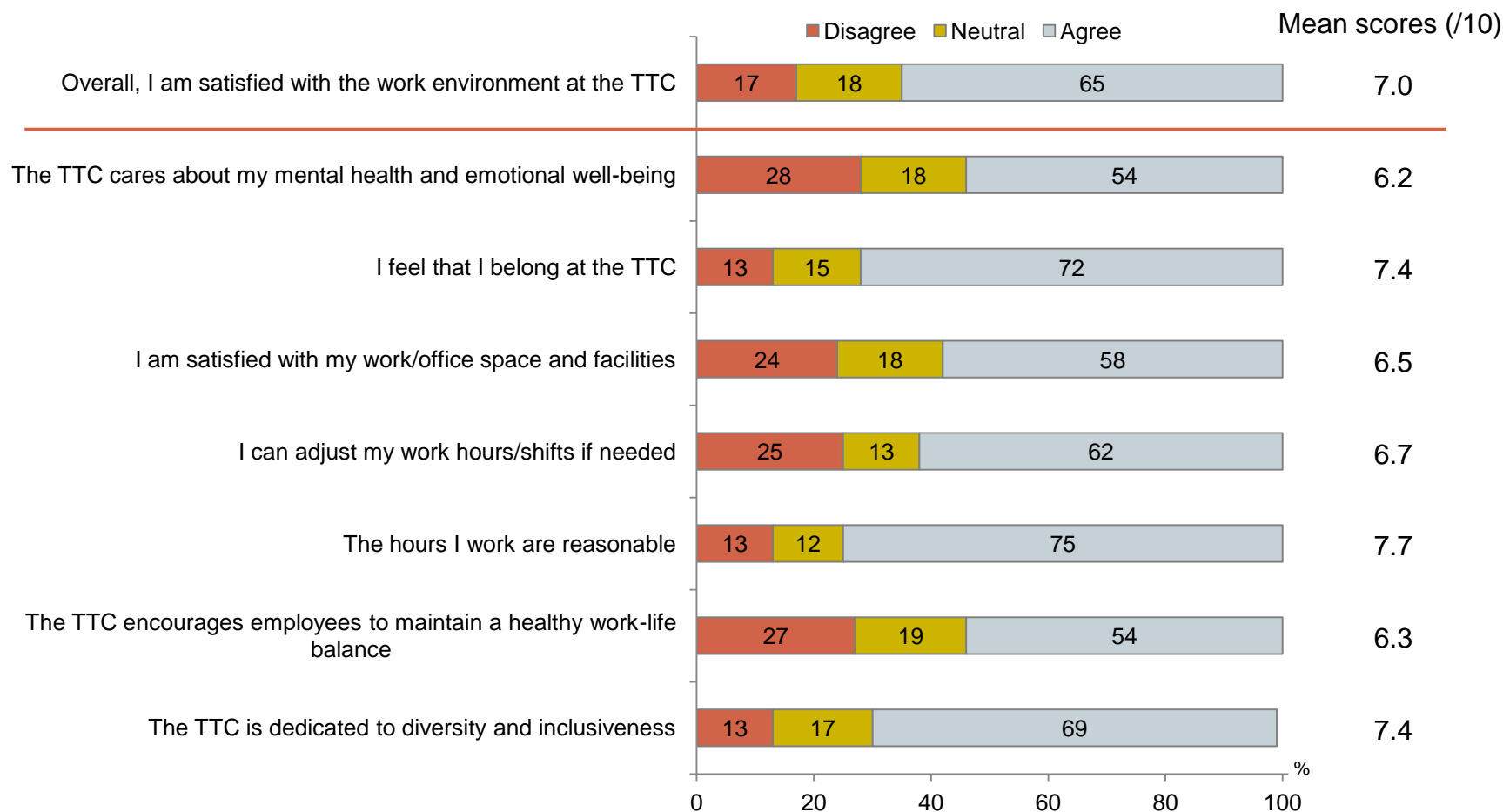
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.  
 Overall, I am satisfied with the work environment at the TTC.  
 Sample sizes vary by category.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC’s work environment.  
Overall, I am satisfied with the work environment at the TTC.  
Sample sizes vary by category.

# RATINGS OF YOUR WORKING ENVIRONMENT - ALL TTC EMPLOYEES



F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

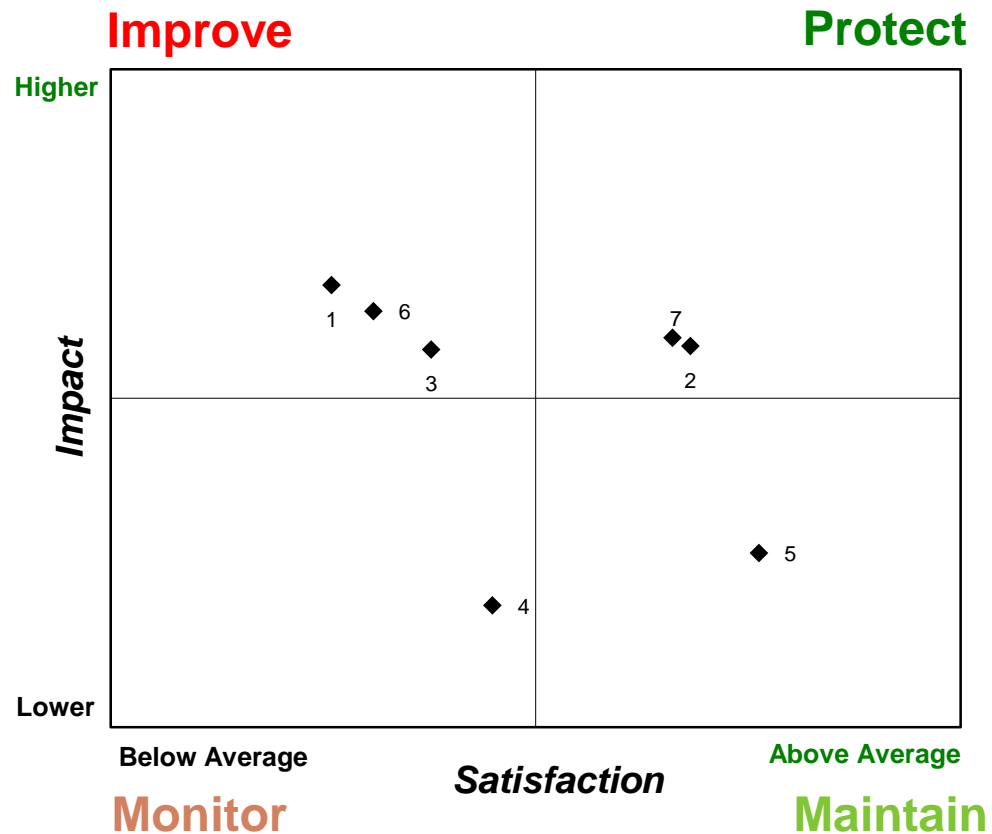
# RATINGS OF YOUR WORKING ENVIRONMENT

## - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with the work environment at the TTC	7.0	8.2	7.6	8.4	7.0	6.4	7.2
The TTC cares about my mental health and emotional well-being	6.2	7.2	7.0	7.7	6.3	5.4	6.1
I feel that I belong at the TTC	7.4	8.1	7.8	8.3	7.5	7.0	7.0
I am satisfied with my work/office space and facilities	6.5	7.5	6.9	8.1	6.5	6.0	6.9
I can adjust my work hours/shifts if needed	6.7	8.5	7.2	8.1	6.2	6.8	7.0
The hours I work are reasonable	7.7	9.0	8.3	8.8	7.6	7.2	7.9
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.9	7.2	8.1	6.2	5.6	6.6
The TTC is dedicated to diversity and inclusiveness	7.4	7.9	7.9	8.4	7.2	7.1	7.3

F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - ALL TTC EMPLOYEES



1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life balance
7. The TTC is dedicated to diversity and inclusiveness

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 6.2 to 7.7.  
Impact values range between 27% to 57%.

# OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
The TTC cares about my mental health and emotional well-being	↑	↑	↑	↑	↑	↑	
I feel that I belong at the TTC	🔒		🔒	🔒	🔒	🔒	🔒
I am satisfied with my work/office space and facilities	↑	↑			↑	↑	↑
I can adjust my work hours/shifts if needed		🔒					
The hours I work are reasonable							
The TTC encourages employees to maintain a healthy work-life balance	↑		↑	↑	↑	↑	↑
The TTC is dedicated to diversity and inclusiveness	🔒	↑	🔒	🔒	🔒	🔒	🔒

🔒 Represents Area to Protect

↑ Represents Area of Priority Improvement

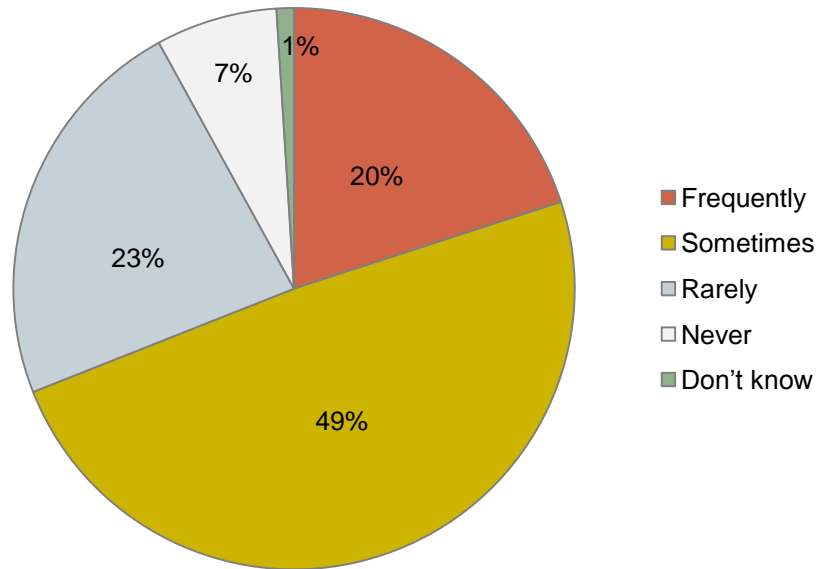
Sample sizes vary by attribute.

# STRESS AT WORK

## - ALL TTC EMPLOYEES

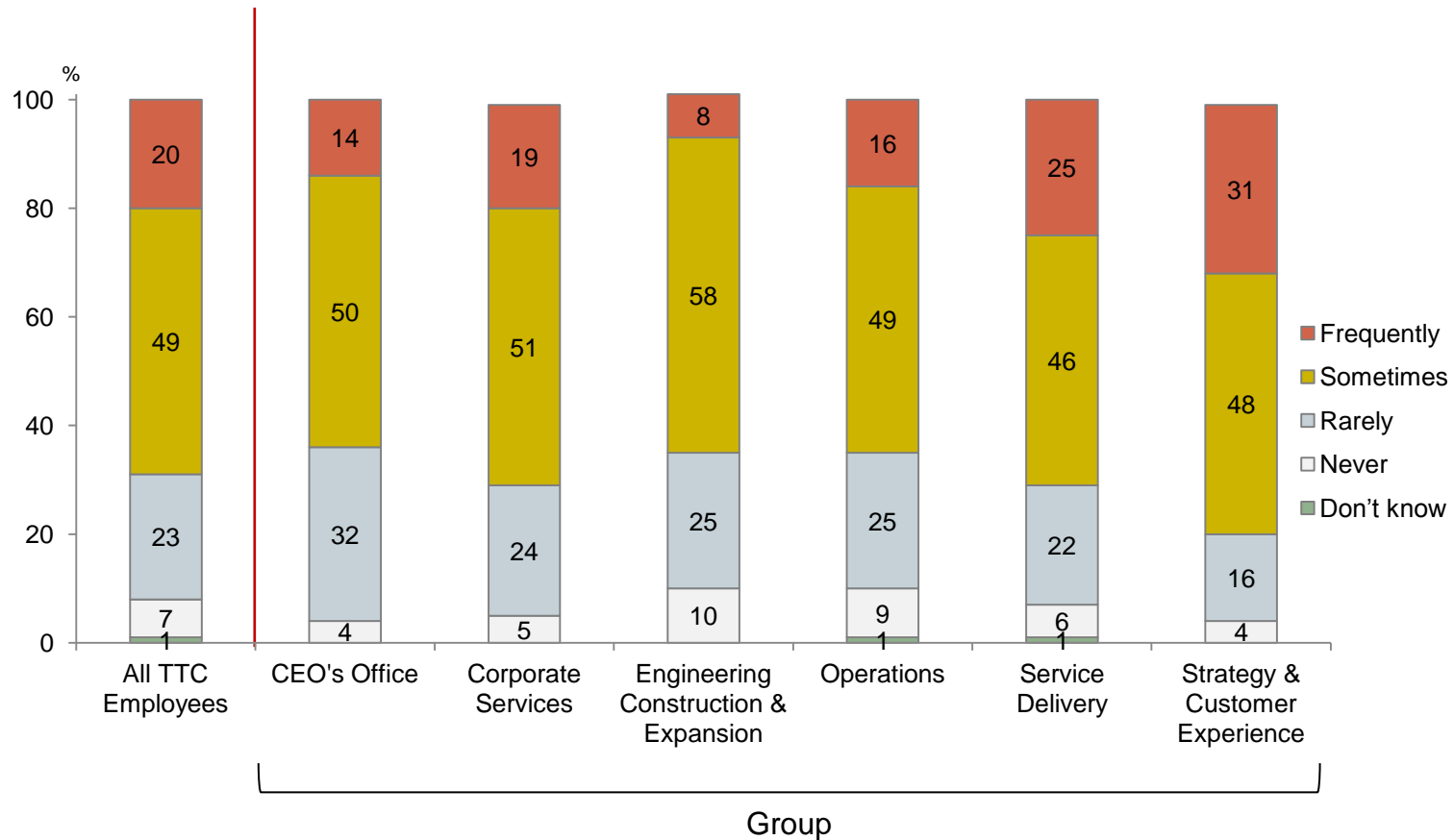
### ALL TTC Employees

**Total**  
(n= 4723)



F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.

# STRESS AT WORK - BY GROUP

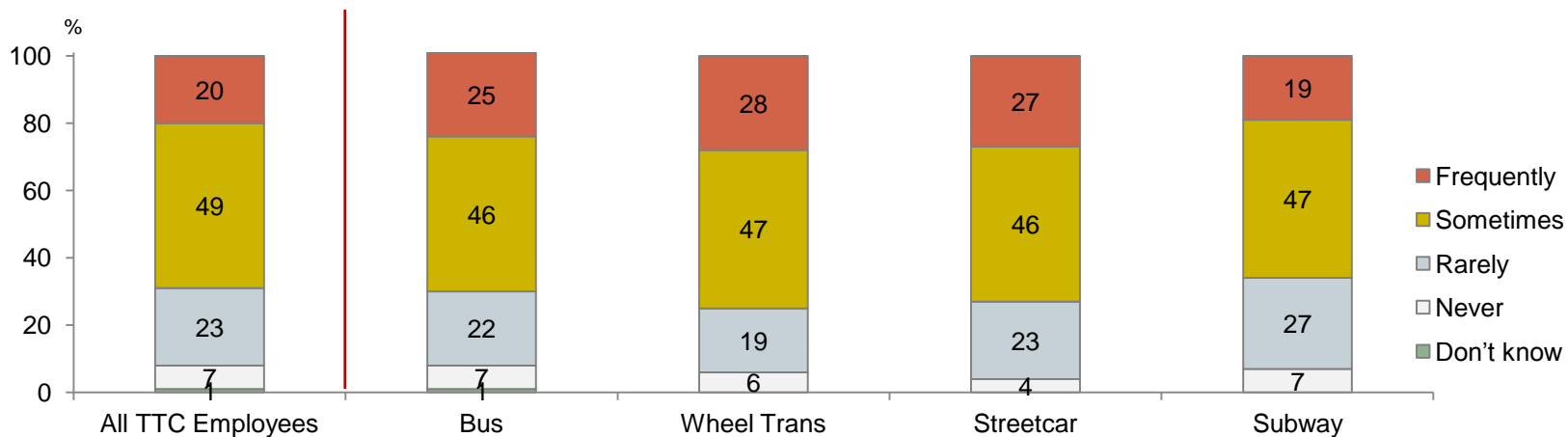
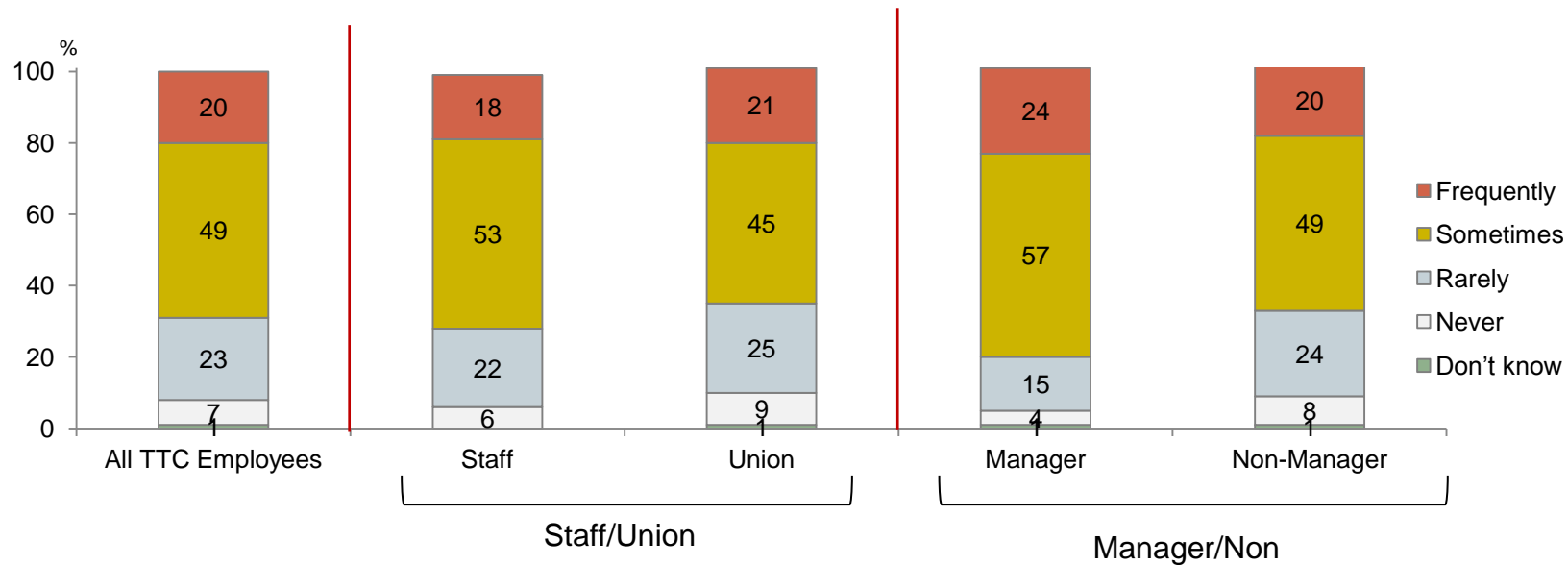


F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.



# STRESS AT WORK

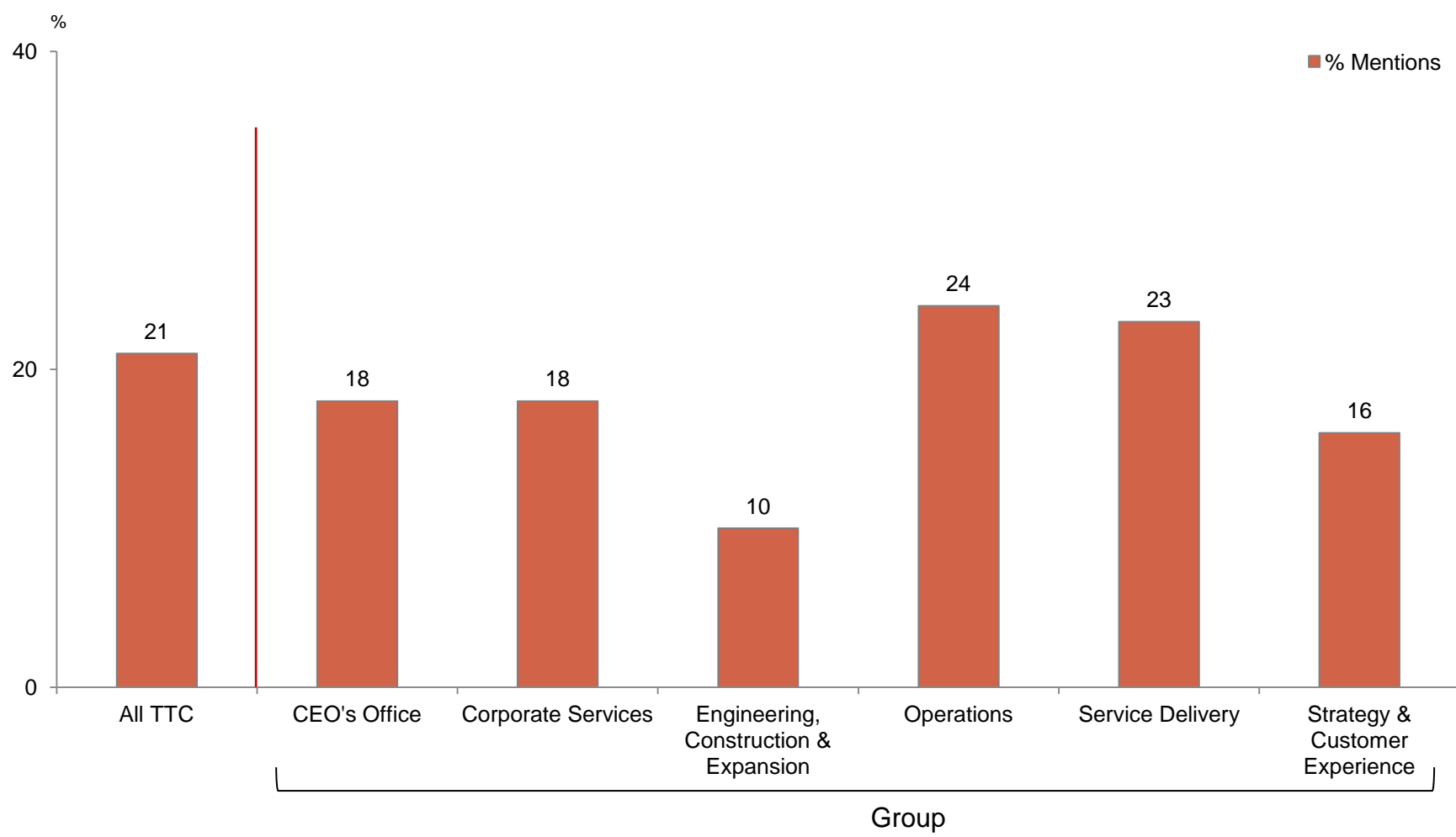
## - BY EMPLOYEE POSITION



F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.

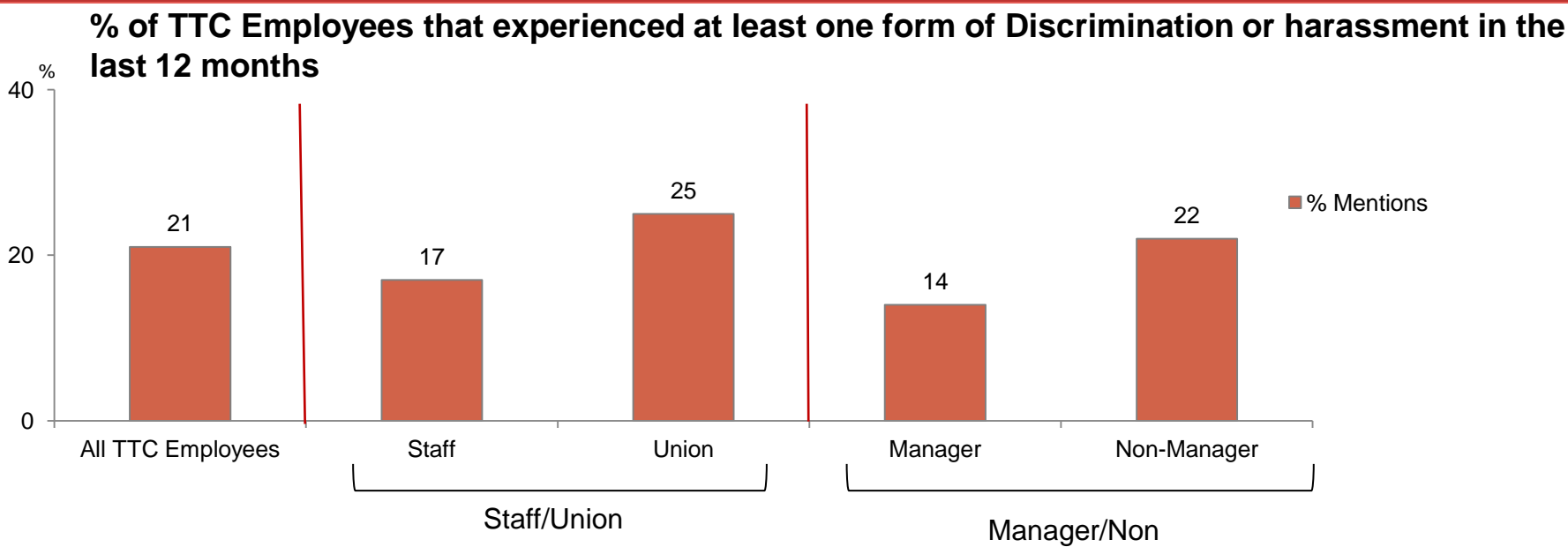
# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT – BY GROUP

**% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months**



F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:  
Sample sizes vary by category.

# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION



F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:  
Sample sizes vary by category.

# DISCRIMINATION OR HARASSMENT EXPERIENCED

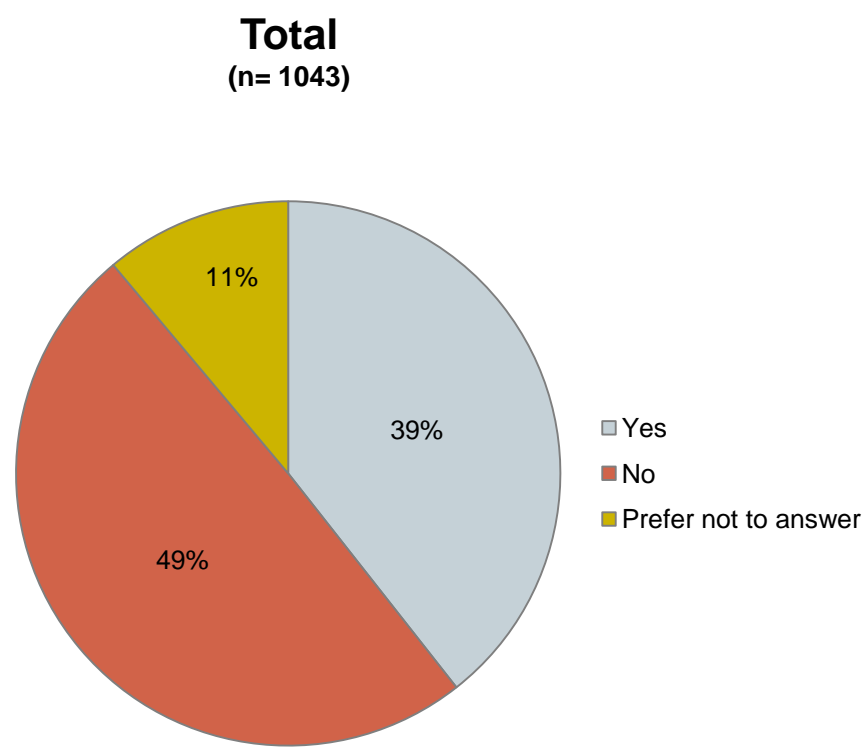
Prefer not to answer range from 2-3%	Prefer not to answer range from 0-2%	Prefer not to answer range from 1-2%	Prefer not to answer range from 1-3%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-7%
--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------

% Yes	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Disability	3	2	2	<1	4	3	2
Ethnic Origin	6	0	2	3	8	7	2
Gender (includes gender expression)	3	2	2	1	3	4	0
Sex (including pregnancy)	2	2	3	0	2	2	3
Creed	2	0	1	2	3	2	1
Age	5	5	4	3	5	5	1
Race	6	0	2	2	7	7	3
Colour	5	0	1	1	6	6	1
Sexual Orientation	2	2	1	<1	2	2	1
Family Status	2	0	2	<1	2	2	5
Marital Status	2	2	1	1	2	2	4
Ancestry	3	0	2	<1	4	3	1
Place of Origin	4	0	1	2	5	4	2
Citizenship	3	0	1	0	3	3	1
Personal Harassment	9	7	8	4	11	8	10
Other	4	0	2	2	4	4	5

F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:  
Sample sizes vary by attribute.

# IS THE DISCRIMINATION REPORTED TO THE TTC? - ALL TTC EMPLOYEES

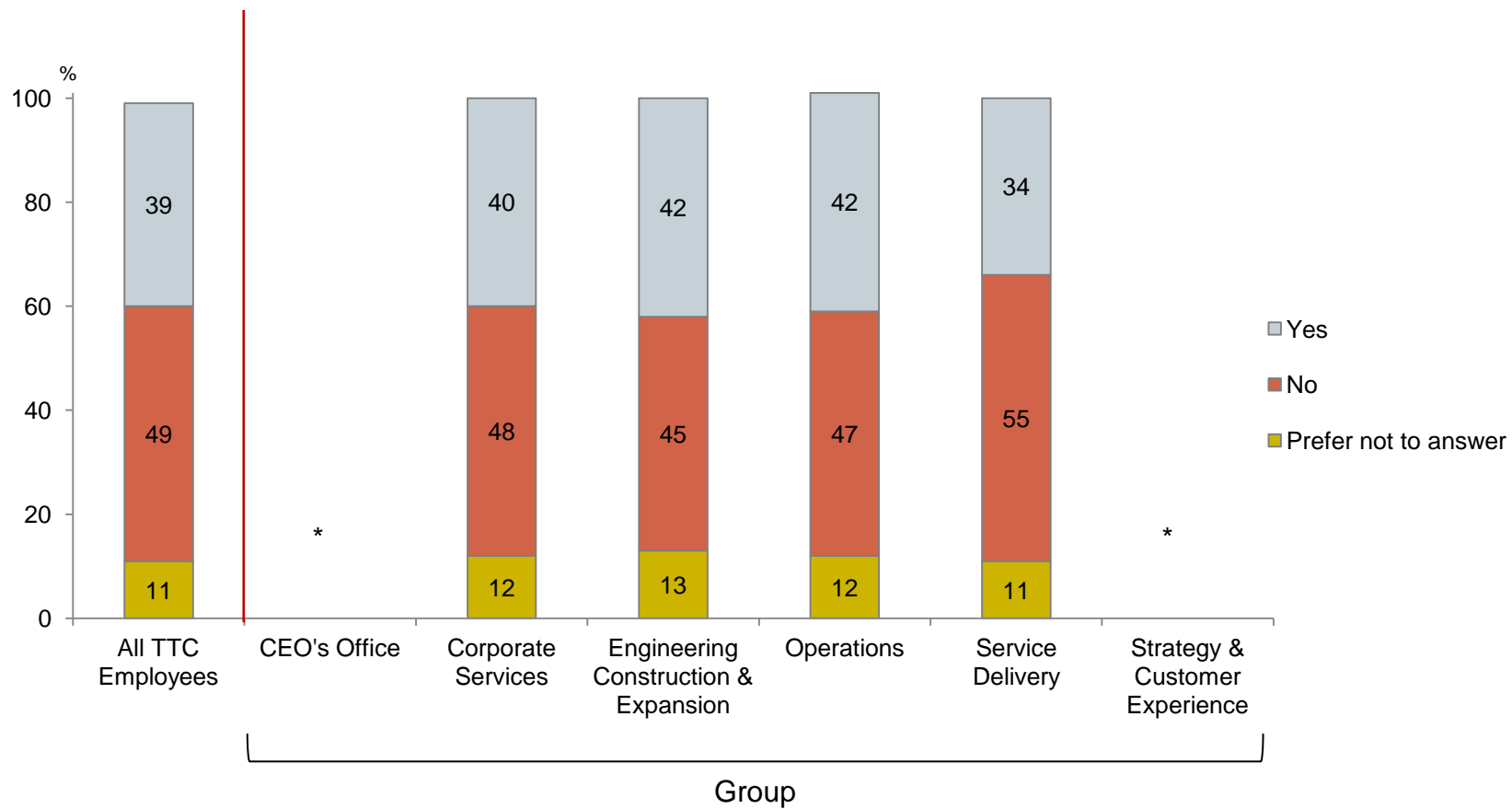
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC’s Human Rights?

# IS THE DISCRIMINATION REPORTED TO THE TTC? - BY GROUP

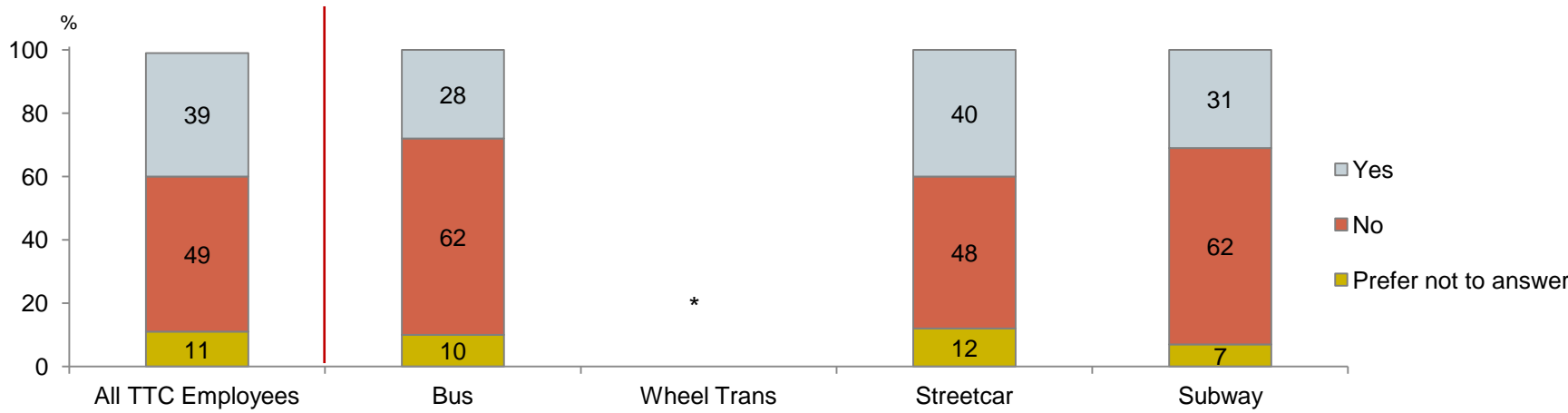
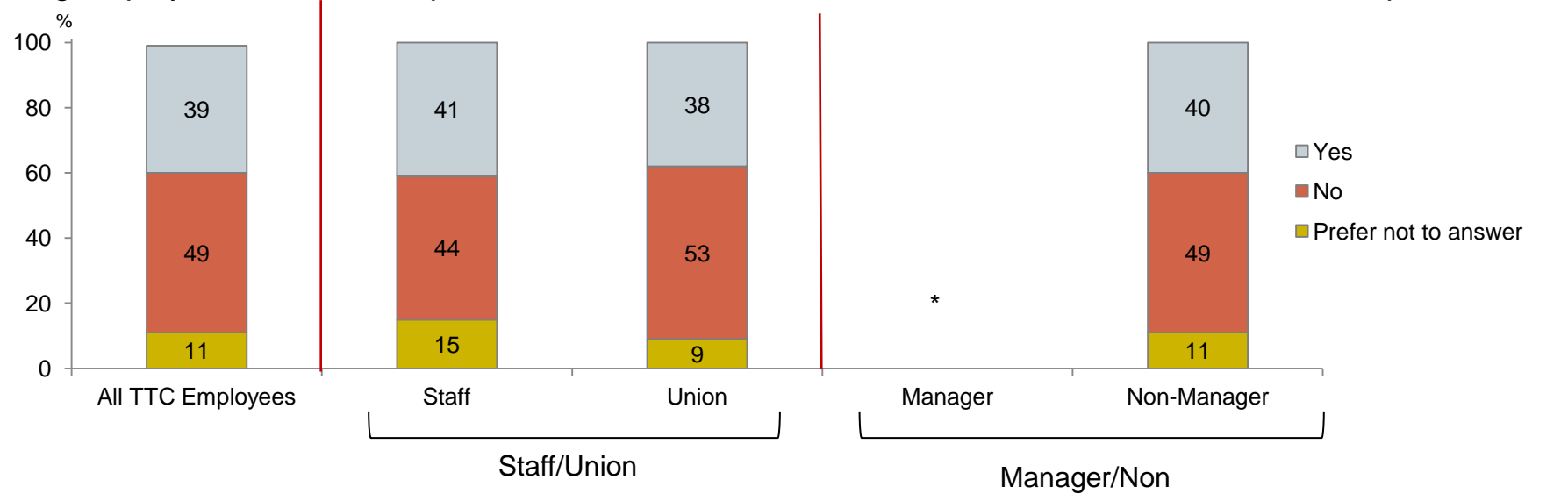
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



\* Percentages suppressed due to sample size <30.  
F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC's Human Rights?  
Sample sizes vary by category.

# IS THE DISCRIMINATION REPORTED TO THE TTC? - BY EMPLOYEE POSITION

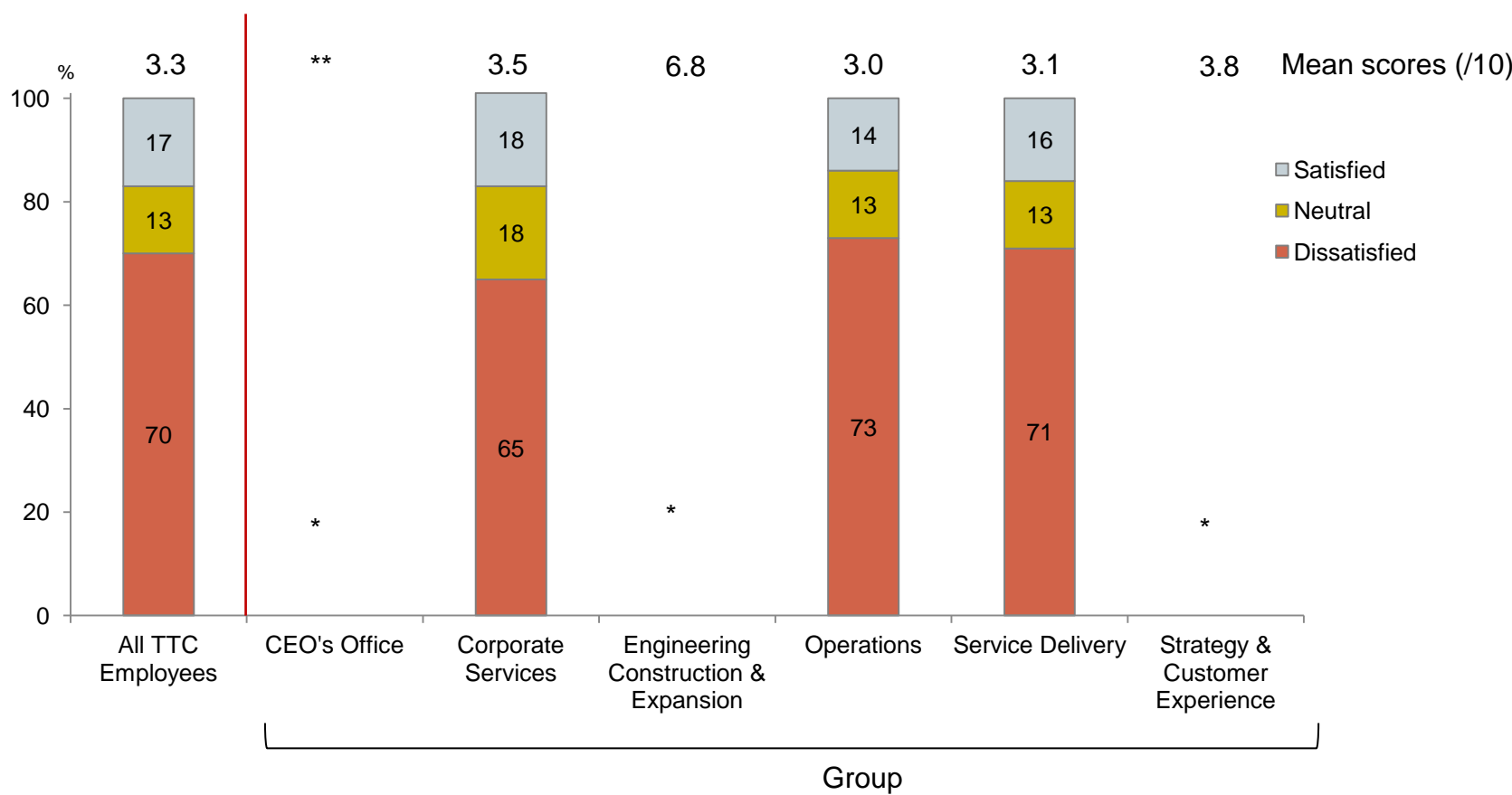
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



\* Percentages suppressed due to sample size <30.  
F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC's Human Rights?  
Sample sizes vary by category.

# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



\* Percentages suppressed due to sample size <30.  
\*\* Mean score suppressed due to sample size <10.  
F5. How satisfied were you with the way the matter was handled?  
Sample sizes vary by category.



# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident



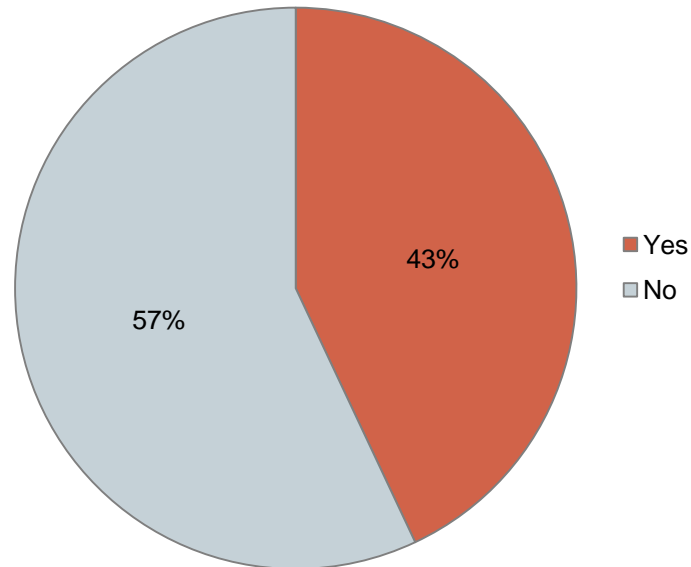
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?  
Percentages may total more than 100% as some respondents identified multiple reasons.

# VERBAL ABUSE FROM CUSTOMERS

## - ALL TTC EMPLOYEES

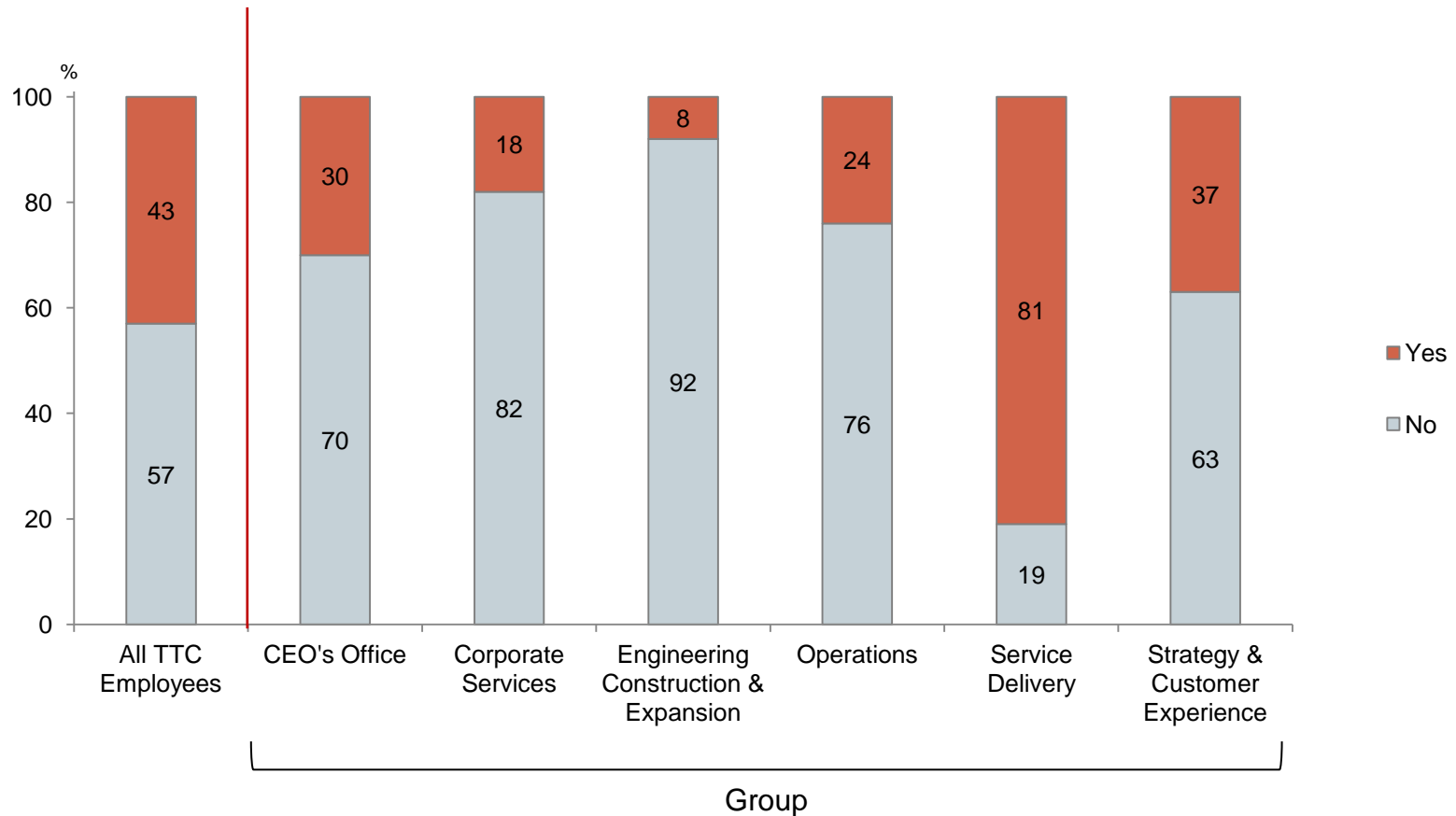
### ALL TTC Employees

**Verbally  
Abused**  
(n= 4700)



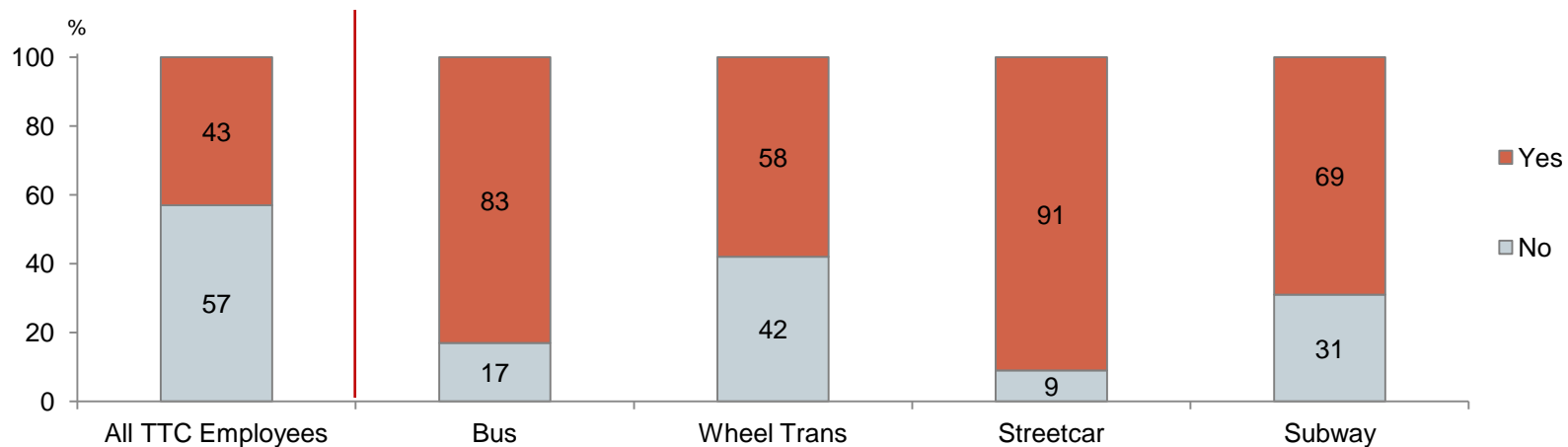
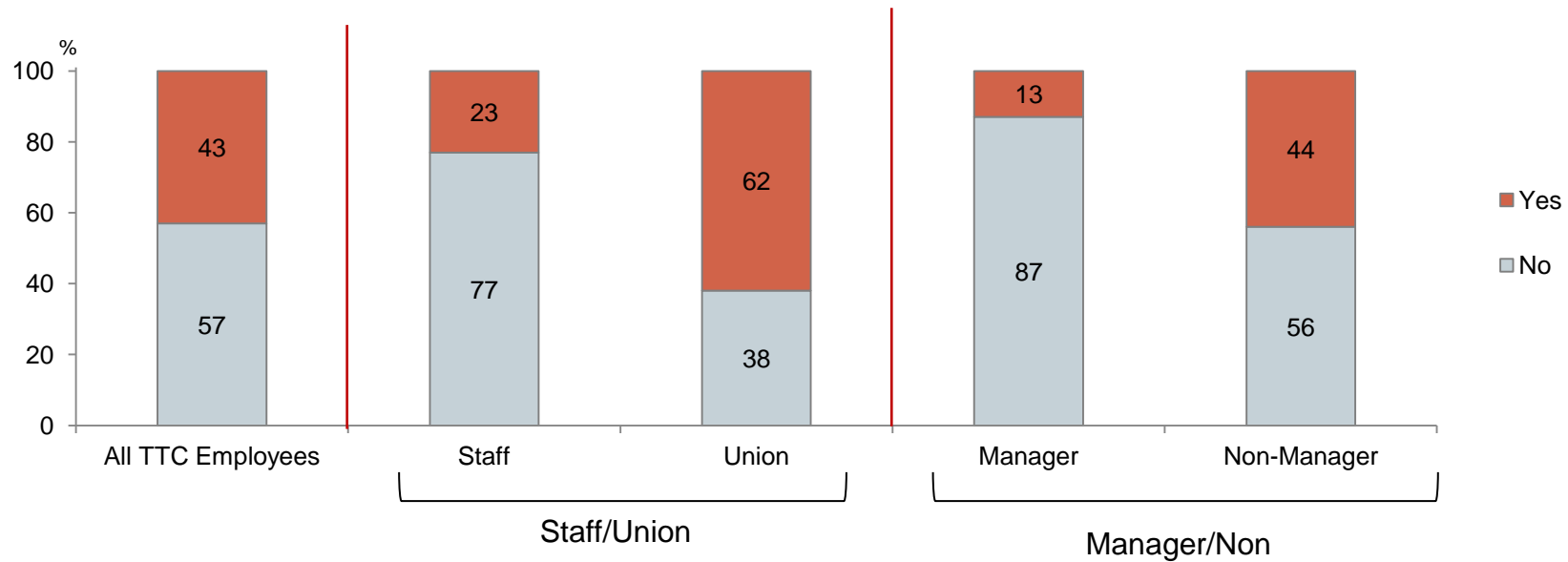
F7. In the past 12 months, have you been verbally abused by customers?

# VERBAL ABUSE FROM CUSTOMERS - BY GROUP



F7. In the past 12 months, have you been verbally abused by customers?

# VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



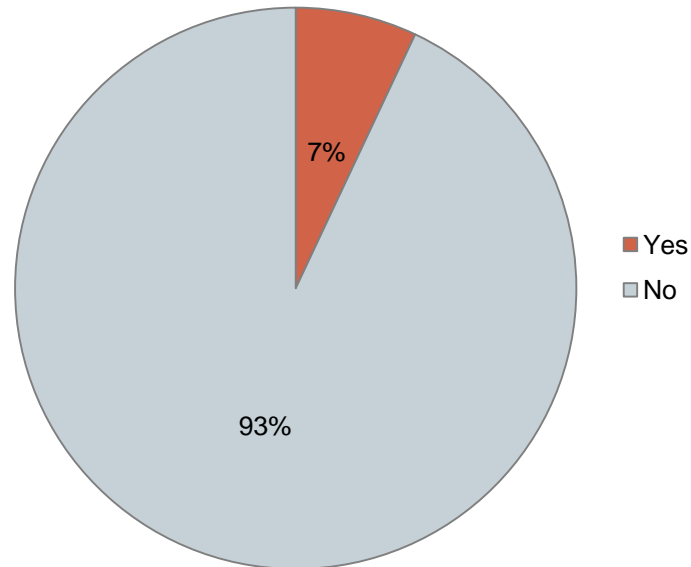
F7. In the past 12 months, have you been verbally abused by customers?

# PHYSICAL ABUSE FROM CUSTOMERS

## - ALL TTC EMPLOYEES

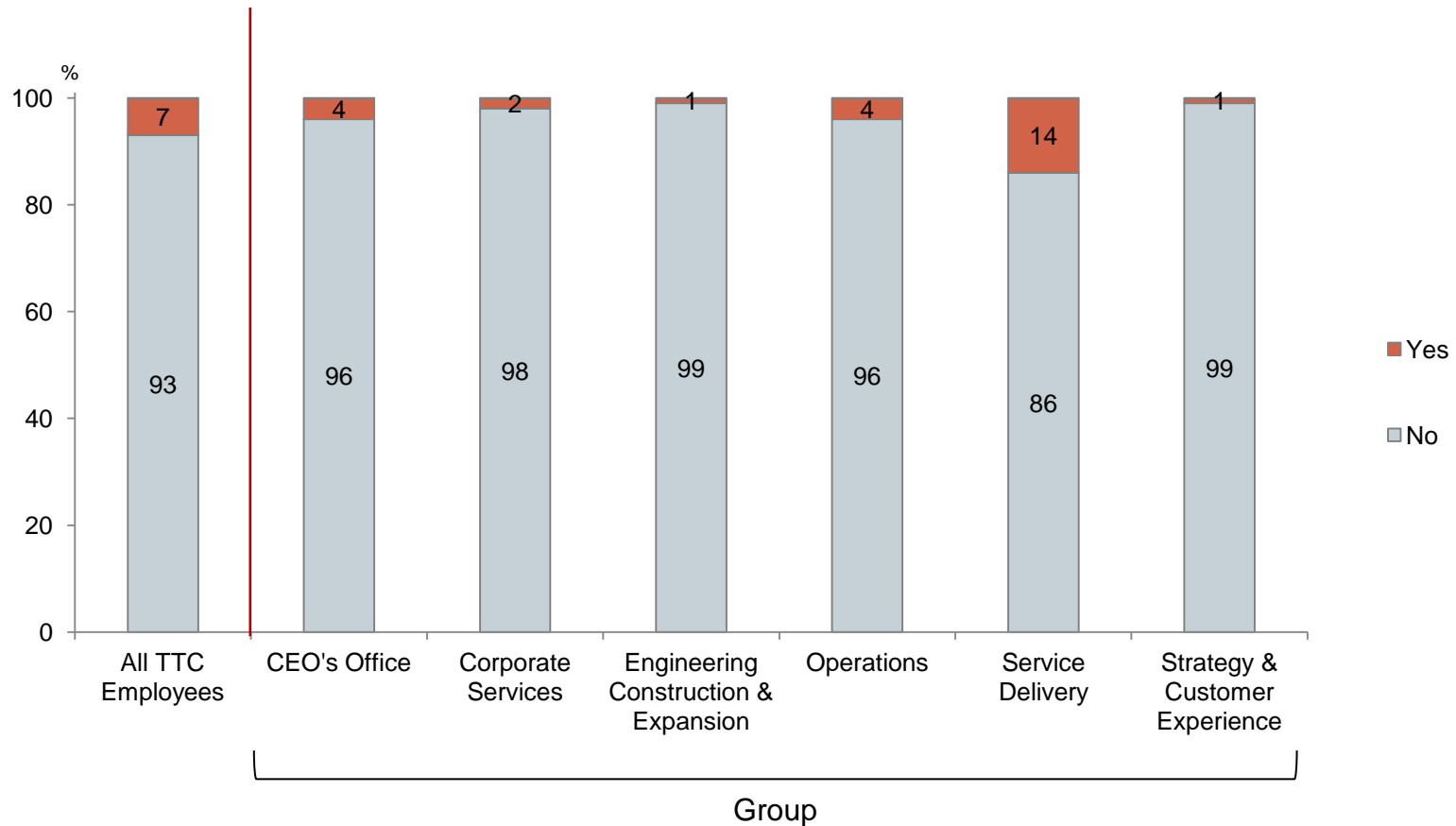
### ALL TTC Employees

**Physically  
Abused**  
(n= 4646)



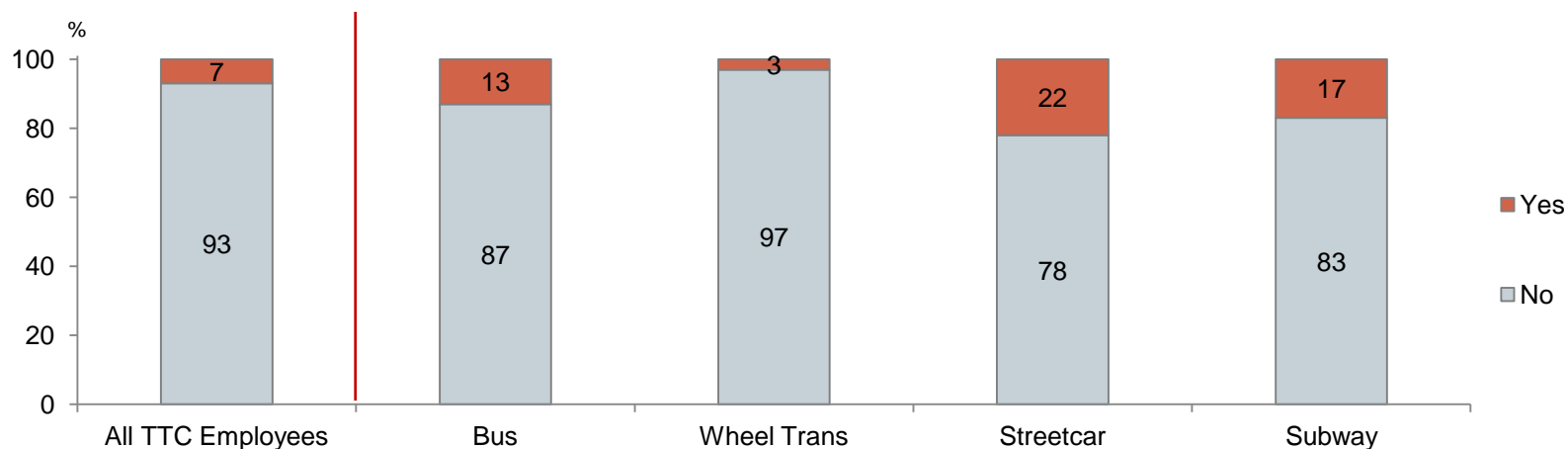
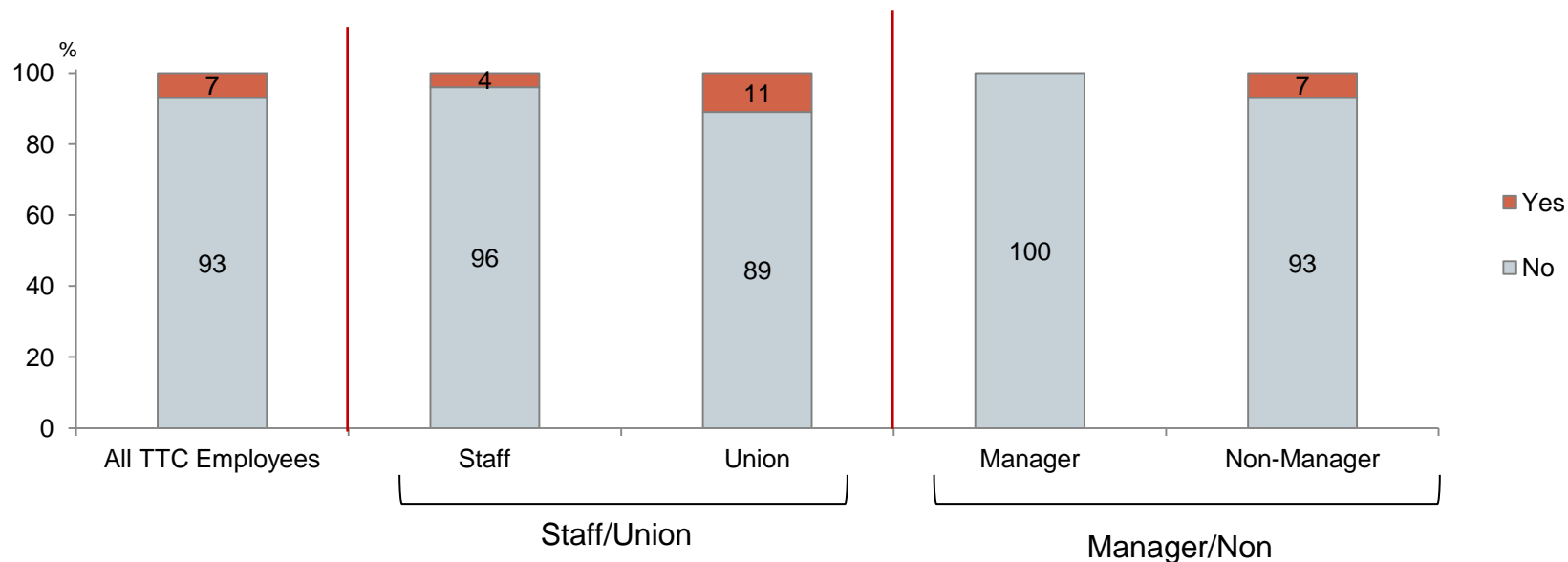
F8. In the past 12 months, have you been physically abused by customers?

# PHYSICAL ABUSE FROM CUSTOMERS - BY GROUP



F8. In the past 12 months, have you been physically abused by customers?

# PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



F8. In the past 12 months, have you been physically abused by customers?

# IMPACT OF STRESS, DISCRIMINATION, ABUSE ON EMPLOYEE ENGAGEMENT

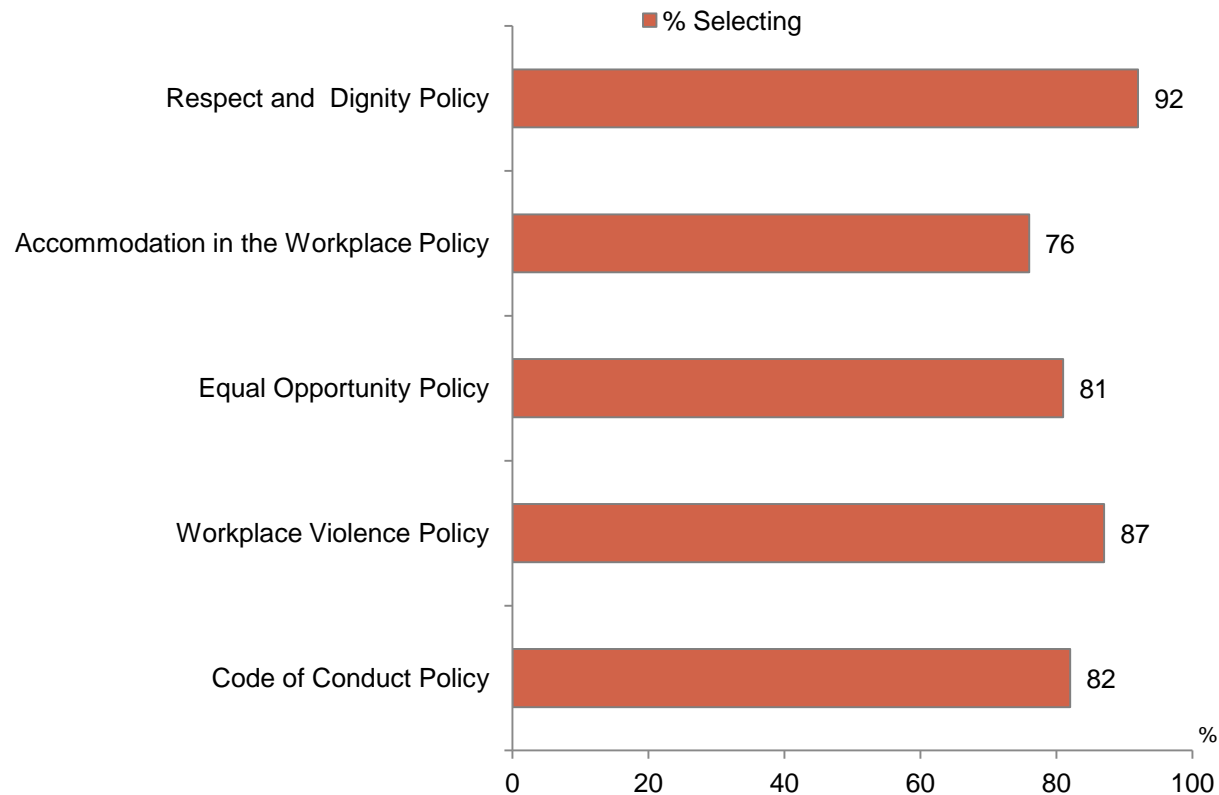




# FAMILIARITY WITH TTC POLICIES

## - BY ALL TTC EMPLOYEES

- Employees were asked if they were familiar with the various TTC policies related to equality. They were to select every policy with which they were familiar
- Most employees are familiar with all policies, though there are more who are not familiar with the Accommodation in the Workplace Policy.



F9. Are you familiar with the following TTC policies (select all that apply)?

# FAMILIARITY WITH TTC POLICIES

## - BY GROUP

% Selecting	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Respect and Dignity Policy	92	98	96	98	92	88	96
Accommodation in the Workplace Policy	76	91	88	88	76	69	83
Equal Opportunity Policy	81	86	89	87	81	76	86
Workplace Violence Policy	87	100	92	93	87	83	88
Code of Conduct Policy	82	96	91	96	79	79	86

Group

F9. Are you familiar with the following TTC policies (select all that apply)?

# FAMILIARITY WITH TTC POLICIES

## - BY EMPLOYEE POSITION

% Selecting	All TTC Employees	Staff	Union	Manager	Non-Manager
Respect and Dignity Policy	92	97	86	100	91
Accommodation in the Workplace Policy	76	90	63	98	75
Equal Opportunity Policy	81	90	72	93	80
Workplace Violence Policy	87	95	80	99	87
Code of Conduct Policy	82	92	72	96	82

Staff/Union

Manager/Non

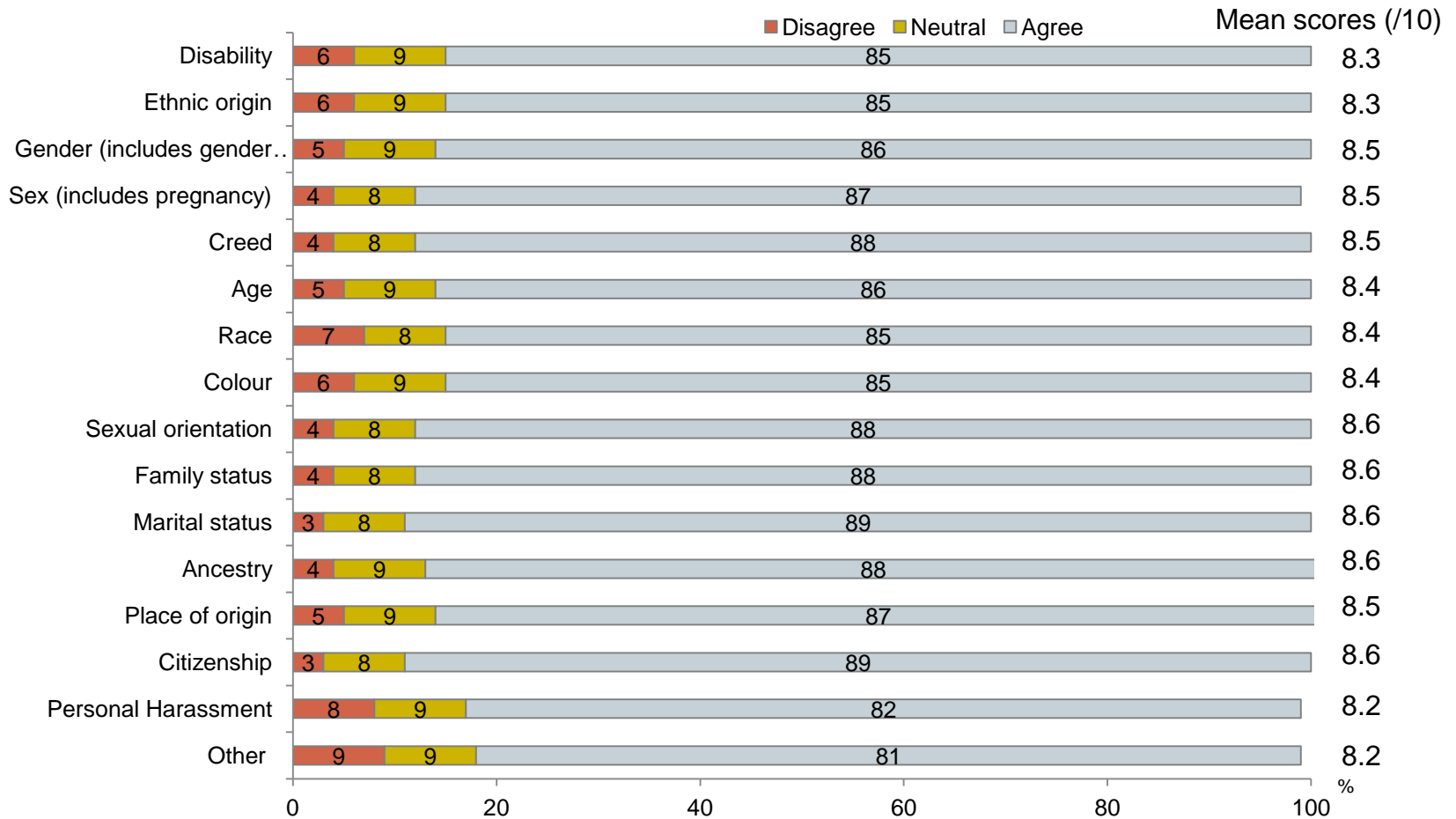
% Selecting	All TTC Employees	Bus	Wheel Trans	Streetcar	Subway
Respect and Dignity Policy	92	86	87	93	95
Accommodation in the Workplace Policy	76	67	65	73	72
Equal Opportunity Policy	81	74	74	84	80
Workplace Violence Policy	87	82	77	89	89
Code of Conduct Policy	82	77	76	86	80

F9. Are you familiar with the following TTC policies (select all that apply)?

# EFFECTIVENESS OF TTC PRACTICES

## - ALL TTC EMPLOYEES

- Employees generally agree that TTC practices ensure everyone is treated fairly in most respects



F10. Please indicate the extent to which you agree or disagree with each of the following statements.

***I believe the practices of the TTC ensure everyone is treated fairly on the basis of:***

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES

## - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Disability	8.3	8.7	8.7	8.9	8.2	8.2	8.2
Ethnic Origin	8.3	8.7	8.7	8.7	8.2	8.3	8.3
Gender (includes gender expression)	8.5	8.7	8.7	8.8	8.4	8.5	8.2
Sex (including pregnancy)	8.5	8.6	8.7	8.9	8.4	8.5	8.2
Creed	8.5	8.9	8.8	8.9	8.4	8.5	8.5
Age	8.4	8.4	8.6	8.7	8.3	8.4	8.3
Race	8.4	8.8	8.7	8.8	8.2	8.3	8.2
Colour	8.4	8.8	8.7	8.8	8.2	8.3	8.2
Sexual Orientation	8.6	8.8	8.8	9.0	8.5	8.6	8.4
Family Status	8.6	9.1	8.8	9.0	8.5	8.5	8.4
Marital Status	8.6	9.0	8.9	9.0	8.5	8.6	8.5
Ancestry	8.6	8.9	8.8	9.0	8.4	8.5	8.6
Place of Origin	8.5	8.8	8.8	8.8	8.3	8.5	8.5
Citizenship	8.6	9.0	8.9	9.0	8.5	8.6	8.5
Personal Harassment	8.2	8.6	8.5	8.9	8.0	8.2	8.2
Other	8.2	**	8.3	8.2	8.0	8.3	7.7

Group

\*\* Mean score suppressed due to sample size <10.

F10. Please indicate the extent to which you agree or disagree with each of the following statements.

***I believe the practices of the TTC ensure everyone is treated fairly on the basis of:***

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES

## - BY EMPLOYEE POSITION

Mean	All TTC Employee s	Staff	Union	Manager	Non- Manager	Bus	Wheel Trans	Streetcar	Subway
Disability	8.3	8.7	8.0	9.0	8.3	8.3	7.8	8.2	7.7
Ethnic Origin	8.3	8.6	8.1	9.0	8.3	8.4	8.0	8.5	8.0
Gender (includes gender expression)	8.5	8.7	8.3	8.9	8.5	8.6	8.3	8.5	8.1
Sex (including pregnancy)	8.5	8.7	8.3	8.8	8.5	8.5	8.2	8.6	8.2
Creed	8.5	8.8	8.3	9.1	8.5	8.5	8.4	8.6	8.1
Age	8.4	8.6	8.3	8.8	8.4	8.5	8.3	8.5	8.1
Race	8.4	8.6	8.1	9.0	8.3	8.4	8.3	8.4	7.9
Colour	8.4	8.6	8.1	9.0	8.4	8.4	8.2	8.5	7.9
Sexual Orientation	8.6	8.8	8.4	9.1	8.6	8.6	8.5	8.6	8.2
Family Status	8.6	8.8	8.4	9.2	8.6	8.6	8.2	8.6	8.2
Marital Status	8.6	8.9	8.4	9.3	8.6	8.6	8.4	8.7	8.3
Ancestry	8.6	8.8	8.3	9.1	8.6	8.6	8.4	8.7	8.2
Place of Origin	8.5	8.7	8.3	9.0	8.5	8.5	8.3	8.7	8.1
Citizenship	8.6	8.9	8.4	9.2	8.6	8.6	8.4	8.7	8.2
Personal Harassment	8.2	8.5	7.8	9.0	8.2	8.2	7.9	8.4	7.6
Other	8.2	8.3	8.2	8.4	8.2	8.4	7.9	8.4	7.6
		Staff/Union		Manager/Non					

F10. Please indicate the extent to which you agree or disagree with each of the following statements.

***I believe the practices of the TTC ensure everyone is treated fairly on the basis of:***

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as third most impactful on Employee Engagement and as an area in which TTC employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Engineering Construction & Expansion, and lowest for Service Delivery.
- Satisfaction scores are significantly higher among staff compared to unionized employees, and among managers compared to non-managers. Few differences were observed by transportation mode.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first”. Ratings were lowest for, “There is a good level of trust between senior management and employees” and “There is effective sharing of information across the TTC.” There are a few differences among groups. For the CEO’s Office and Strategy & Customer Experience, ratings are highest for “I am proud and passionate about the TTC”. Meanwhile for some groups, including CEO’s Office, and Engineering, Construction & Expansion, other measures such as getting things done quickly and efficiently, or the effective sharing of best practices rates lower than trust level.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
  - There is a good level of trust between Senior Management and employees
  - The TTC values its staff’s time
  - There is good collaboration between different parts of the TTC
  - I feel sufficiently well informed about what is happening in the TTC
  - Senior Managers communicate openly and honestly with employees
  - I feel confident that TTC leadership is making the right decisions for the company’s future success
  - TTC leadership welcomes all feedback, both positive and negative



# SECTION SUMMARY

- This is generally consistent across all groups, although confidence in leadership decisions is an Area to Improve only for Operations and Service Delivery. For the other groups, it is an Area to Protect. In addition, valuing staff time is an Area to Protect for the CEO's Office and Engineering, Construction & Expansion.
- Collaboration within the TTC was primarily an issue for Service Delivery, while feeling well informed was influential only for Operations and Service Delivery. Satisfaction with work spaces is key for most groups, but is not as influential for Corporate Services or Engineering, Construction & Expansion.
- In addition to these Areas to Improve, one area was identified as a key Area to Protect:
  - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
- This result was consistent across most groups, with the exception of the CEO's Office and Corporate Services.
- Speaking Highly of the TTC
- Almost half of TTC employees indicated that they would "always" speak highly of the TTC, while most of the remainder indicated that they would "sometimes" speak highly of the TTC.
- The CEO's Office, and Engineering Construction & Expansion are most likely to "always" speak highly of the TTC, while Service Delivery is least likely, followed by Operations.
- Staff and managers have higher proportions of employees indicating that they would "always" speak highly of the TTC compared to unionized employees and non-managers. Few differences were observed by transportation mode.

# SECTION SUMMARY

- Change in Experience Working for the TTC
- 30% feel that working for the TTC has improved over the past 12 months, compared to 24% who feel it has gotten worse.
- Employees in the CEO's Office were most likely to express that working for the TTC has improved over the past 12 months (54%), while Service Delivery was least likely to feel this way (24%).
- Employees in Service Delivery group (29%), Strategy & Customer Experience (29%) and Operations (24%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Engineering, Construction and Expansion (8%), the CEO's Office (14%), and Corporate Services (16%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (37%) compared to unionized employees (23%), and were roughly half as likely to feel that that working for the TTC has gotten worse compared to unionized employees (17% vs. 30% respectively).
- Results across different modes of transportation were similar.
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the vision and leadership of senior management, followed by the arrival of new managers or coworkers, and improvements in individual work situations (position, pay, hours, etc.).
- Among those indicating that working for the TTC has gotten worse, main reasons related to inexperienced and/or unqualified managers, a lack of accountability, a worsening individual work situation, and declining morale.

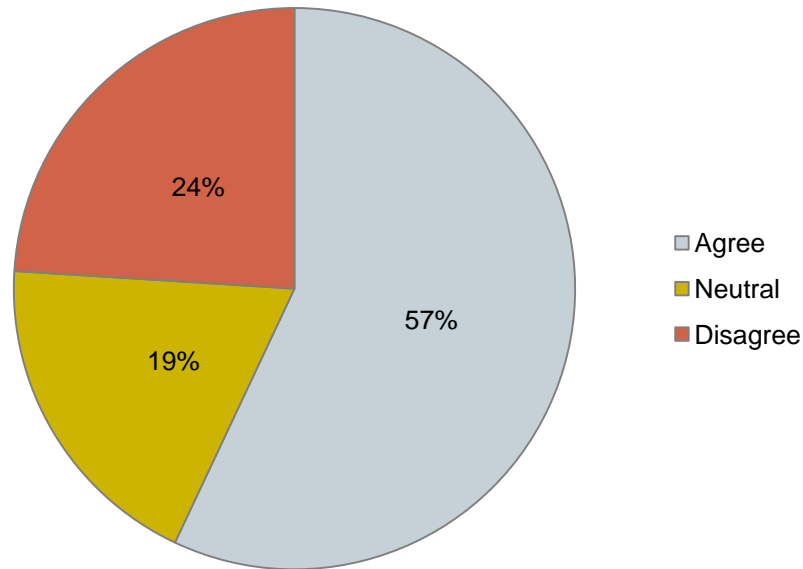
# OVERALL RATINGS OF YOUR COMPANY

## - ALL TTC EMPLOYEES

### ALL TTC Employees

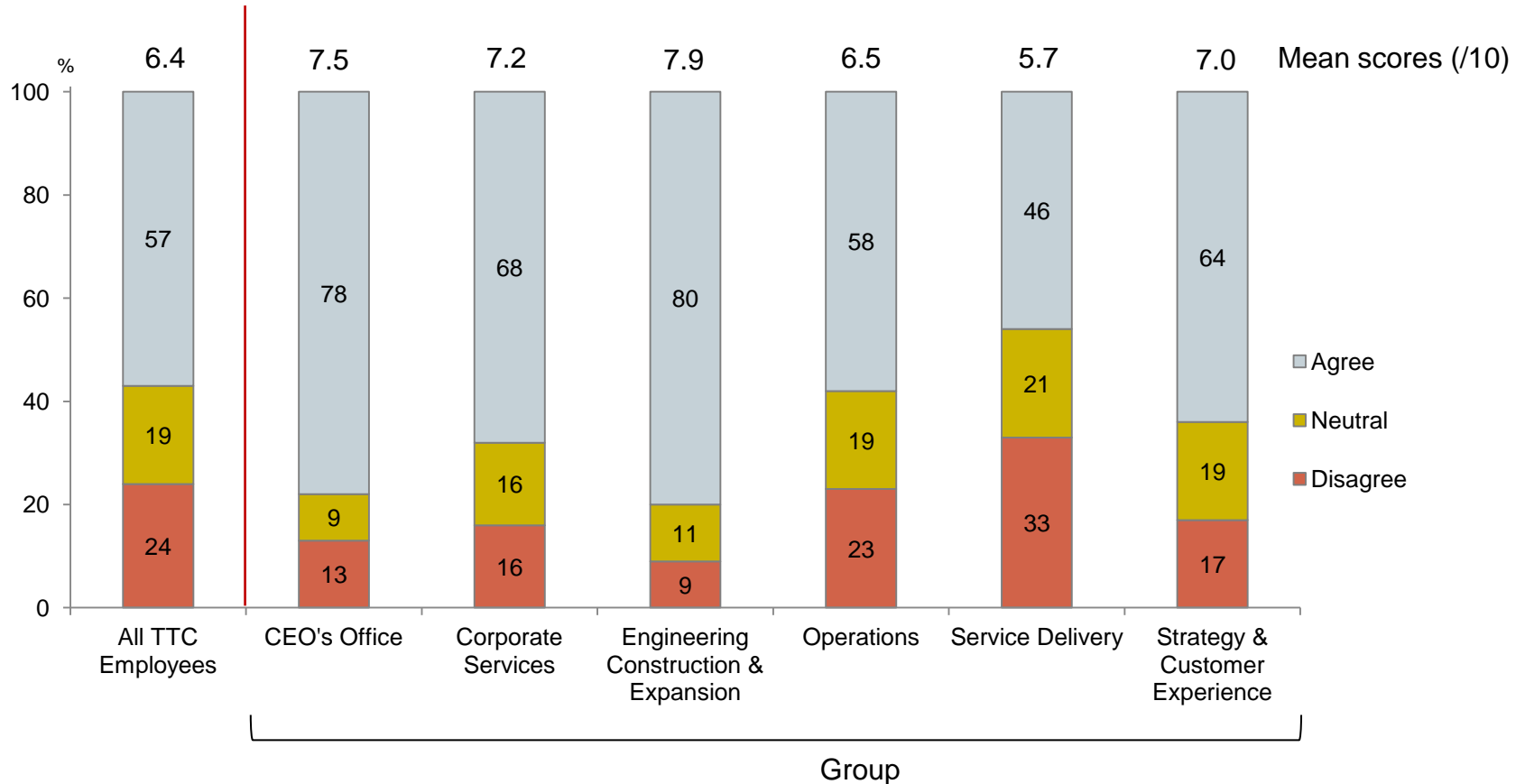
**Total**  
(n= 4734)

**Mean=6.4**



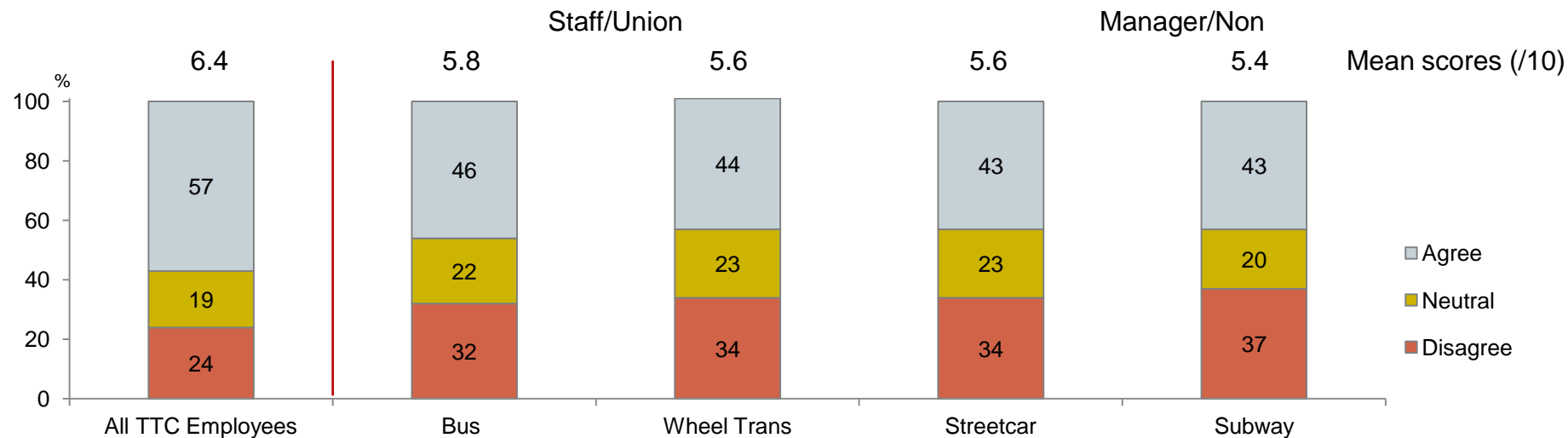
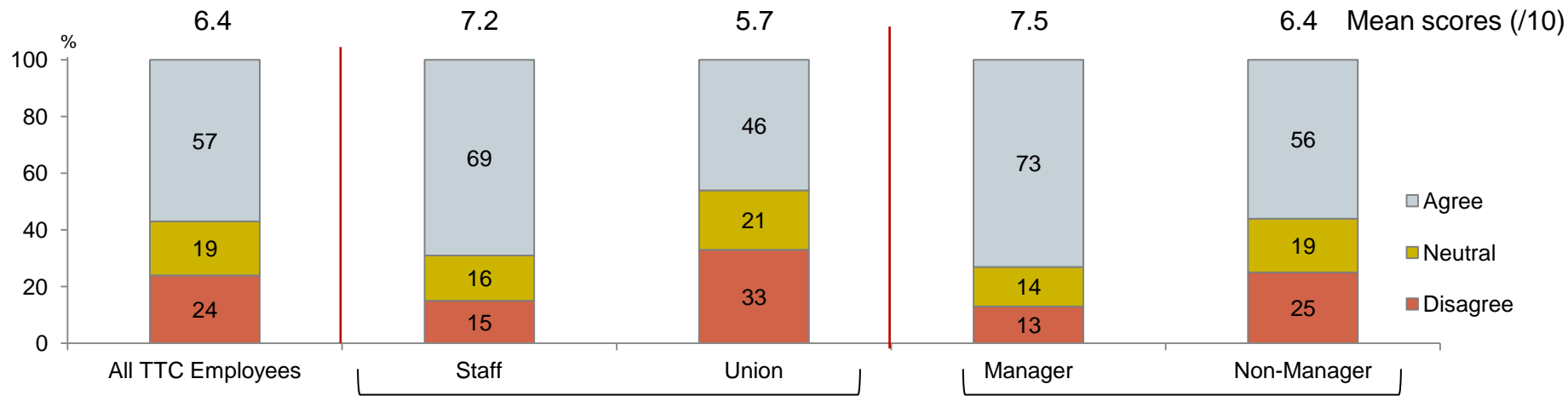
C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Overall, I am satisfied with the leadership of the company.

# OVERALL RATINGS OF YOUR COMPANY - BY GROUP



C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Overall, I am satisfied with the leadership of the company.  
Sample sizes vary by category.

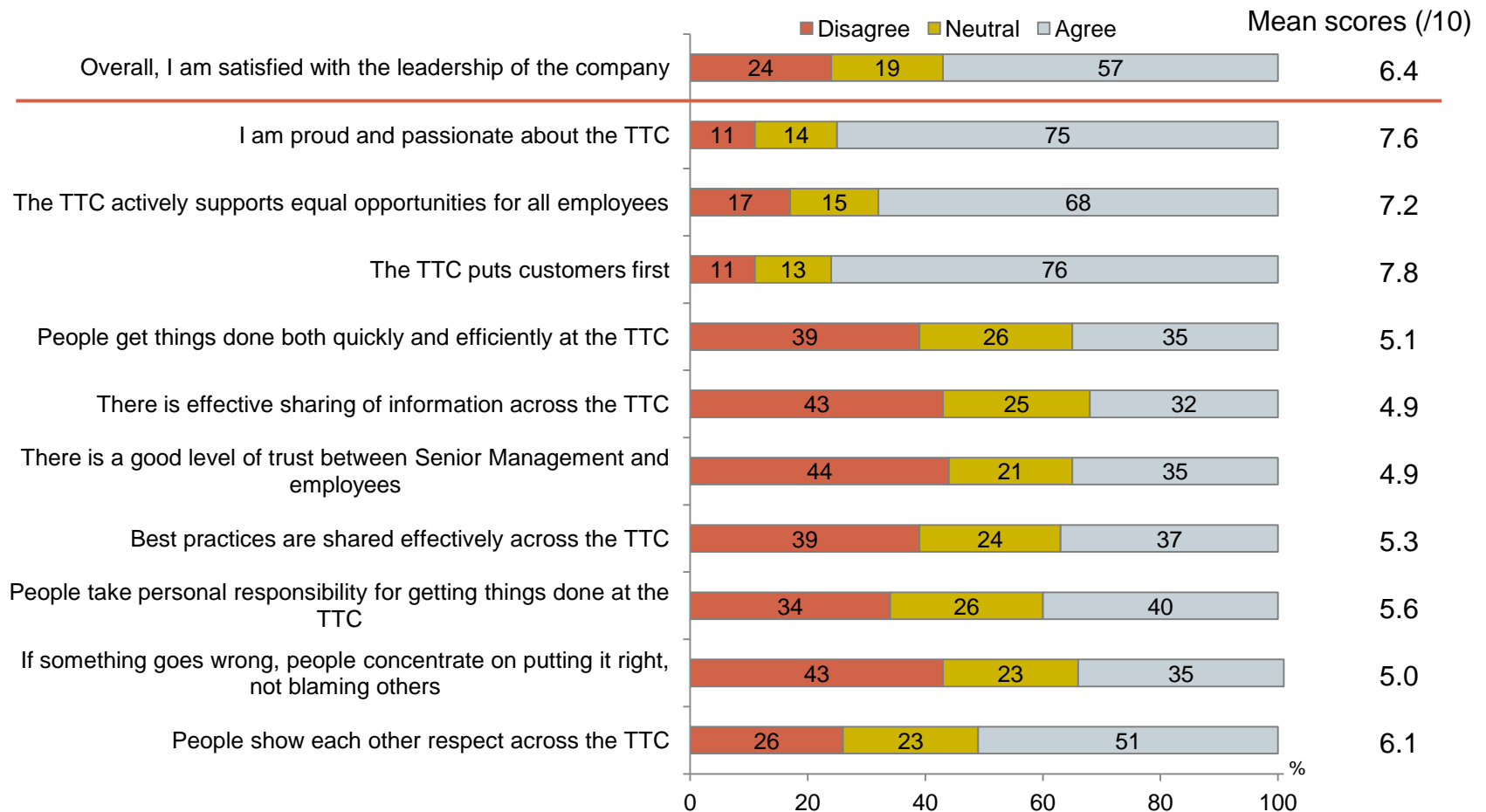
# OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Overall, I am satisfied with the leadership of the company.  
Sample sizes vary by category.

# RATINGS OF YOUR COMPANY

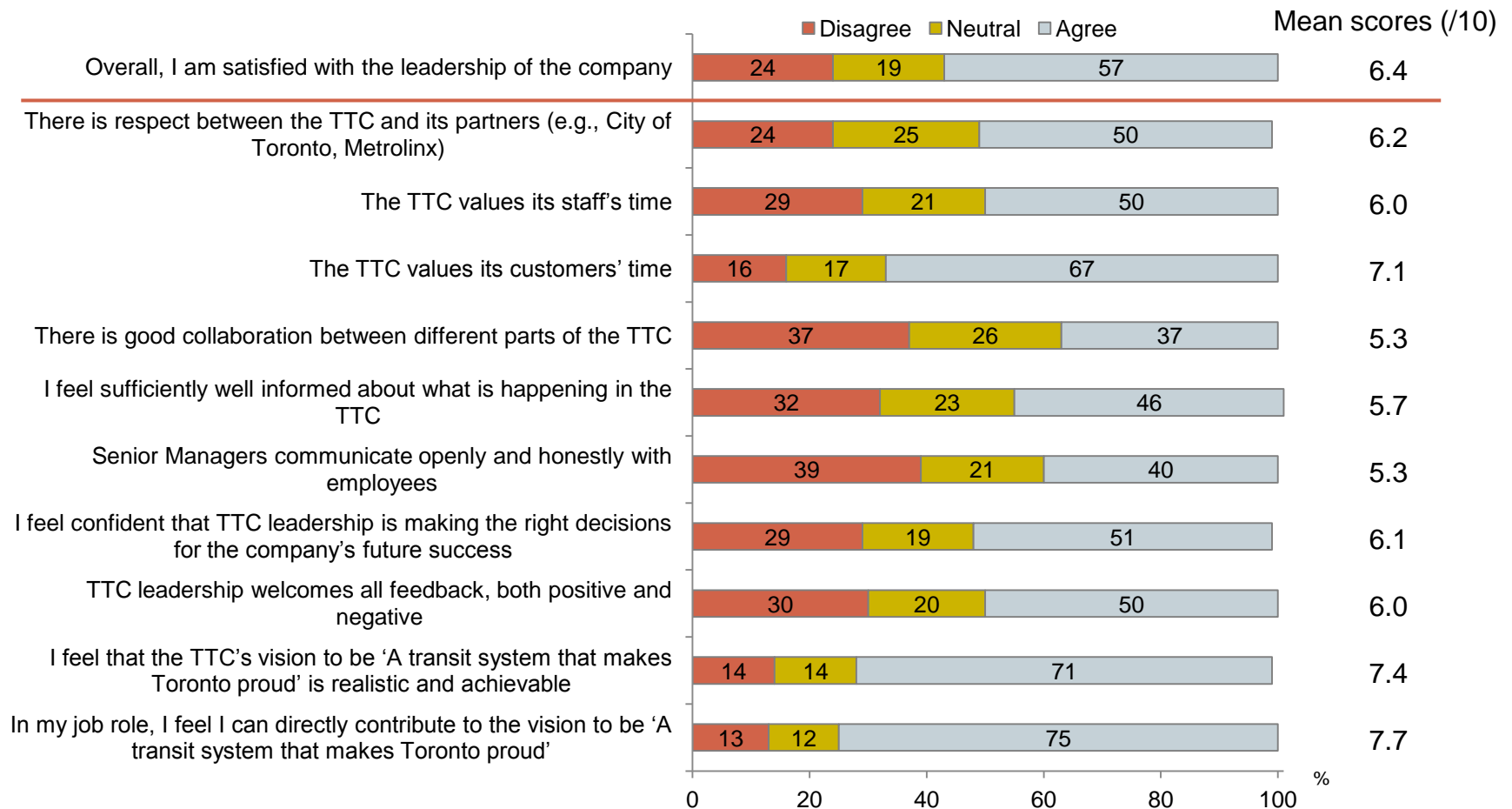
## - ALL TTC EMPLOYEES



C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Sample sizes vary by attribute.

# RATINGS OF YOUR COMPANY

## - ALL TTC EMPLOYEES (CONT'D)



C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Sample sizes vary by attribute.

# RATINGS OF YOUR COMPANY

## - BY GROUP

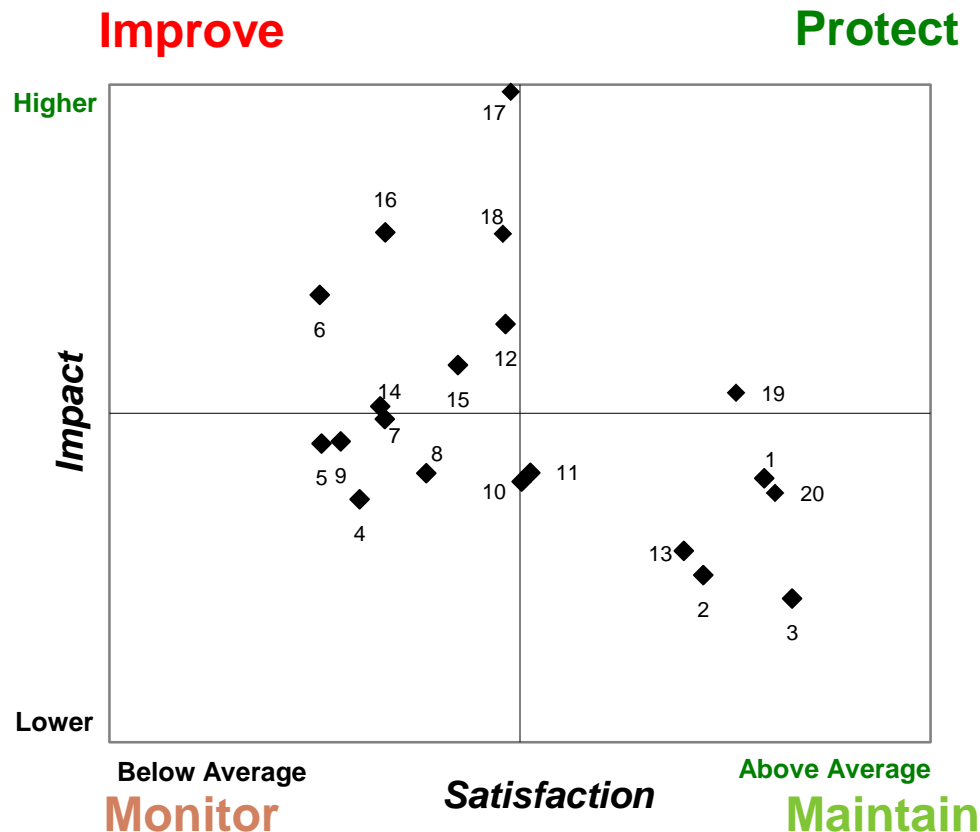
Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with the leadership of the company	6.4	7.5	7.2	7.9	6.5	5.7	7.0
I am proud and passionate about the TTC	7.6	8.2	8.0	8.4	7.7	7.1	7.8
The TTC actively supports equal opportunities for all employees	7.2	6.5	7.2	7.6	7.2	7.3	6.6
The TTC puts customers first	7.8	7.7	8.1	8.4	8.0	7.3	7.3
People get things done both quickly and efficiently at the TTC	5.1	4.9	5.5	5.9	5.3	4.7	5.0
There is effective sharing of information across the TTC	4.9	4.9	5.5	6.0	4.9	4.5	4.3
There is a good level of trust between Senior Management and employees	4.9	5.7	5.7	6.6	4.9	4.2	5.1
Best practices are shared effectively across the TTC	5.3	5.0	5.6	6.3	5.3	4.9	5.0
People take personal responsibility for getting things done at the TTC	5.6	5.9	6.0	6.9	5.6	5.0	5.7
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.4	5.5	6.5	5.0	4.6	5.1
People show each other respect across the TTC	6.1	6.5	6.5	7.5	6.1	5.7	6.3
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	7.1	6.2	5.9	6.1
The TTC values its staff's time	6.0	7.2	6.6	7.4	6.1	5.4	6.0
The TTC values its customers' time	7.1	7.7	7.6	7.9	7.4	6.5	6.9
There is good collaboration between different parts of the TTC	5.3	5.5	5.7	6.3	5.3	5.0	5.2
I feel sufficiently well informed about what is happening in the TTC	5.7	7.2	6.7	7.1	5.8	5.0	5.8
Senior Managers communicate openly and honestly with employees	5.3	6.4	6.0	6.7	5.3	4.7	5.7
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.3	6.9	7.6	6.0	5.4	6.7
TTC leadership welcomes all feedback, both positive and negative	6.0	6.8	6.6	7.1	6.1	5.4	6.4
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.3	8.0	8.3	7.6	6.8	7.7
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	8.3	7.8	8.2	7.8	7.4	7.6

C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Sample sizes vary by attribute.



# OPPORTUNITY ANALYSIS: YOUR COMPANY

## - ALL TTC EMPLOYEES



1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust between Senior Management and employees
7. Best practices are shared effectively across the TTC
8. People take personal responsibility for getting things done at the TTC
9. If something goes wrong, people concentrate on putting it right, not blaming others
10. People show each other respect across the TTC
11. There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
12. The TTC values its staff's time
13. The TTC values its customers' time
14. There is good collaboration between different parts of the TTC
15. I feel sufficiently well informed about what is happening in the TTC
16. Senior Managers communicate openly and honestly with employees
17. I feel confident that TTC leadership is making the right decisions for the company's future success
18. TTC leadership welcomes all feedback, both positive and negative
19. I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
20. In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 4.9 to 7.8.  
Impact values range between 27% to 72%.

# OPPORTUNITY ANALYSIS: YOUR COMPANY

## SUMMARY BY GROUP

### Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am proud and passionate about the TTC							
The TTC actively supports equal opportunities for all employees							
The TTC puts customers first							
People get things done both quickly and efficiently at the TTC							
There is effective sharing of information across the TTC						↑	
There is a good level of trust between Senior Management and employees	↑	↑	↑	↑	↑	↑	↑
Best practices are shared effectively across the TTC		↑				↑	
People take personal responsibility for getting things done at the TTC							
If something goes wrong, people concentrate on putting it right, not blaming others						↑	
People show each other respect across the TTC							
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)				↑			
The TTC values its staff's time	↑	🔒	↑	🔒	↑	↑	↑
The TTC values its customers' time		🔒					
There is good collaboration between different parts of the TTC	↑					↑	
I feel sufficiently well informed about what is happening in the TTC	↑				↑	↑	
Senior Managers communicate openly and honestly with employees	↑	↑	↑	↑	↑	↑	↑
I feel confident that TTC leadership is making the right decisions for the company's future success	↑	🔒	🔒	🔒	↑	↑	🔒
TTC leadership welcomes all feedback, both positive and negative	↑	🔒	↑	↑	↑	↑	🔒
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	🔒			🔒	🔒	🔒	🔒
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'							🔒

🔒 Represents Area to Protect  
 ↑ Represents Area of Priority Improvement

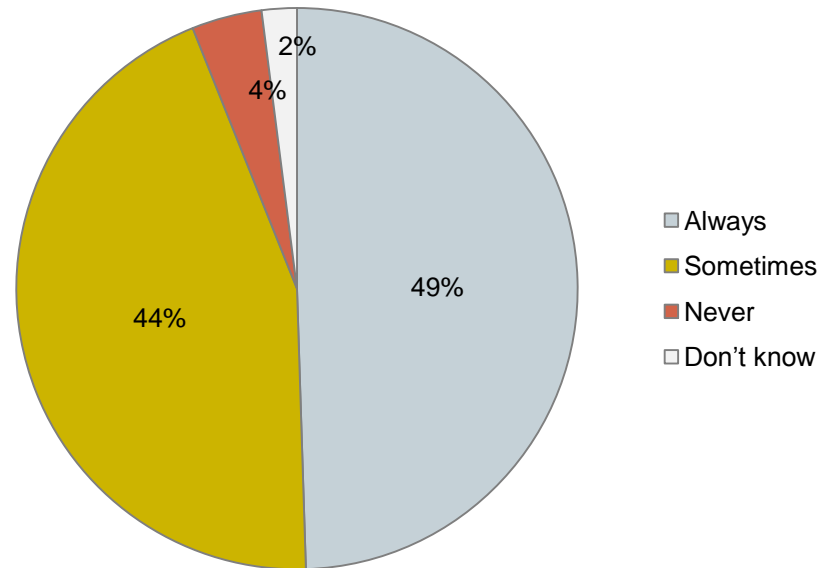
Sample sizes vary by attribute.

# SPEAKING HIGHLY OF THE TTC

## - ALL TTC EMPLOYEES

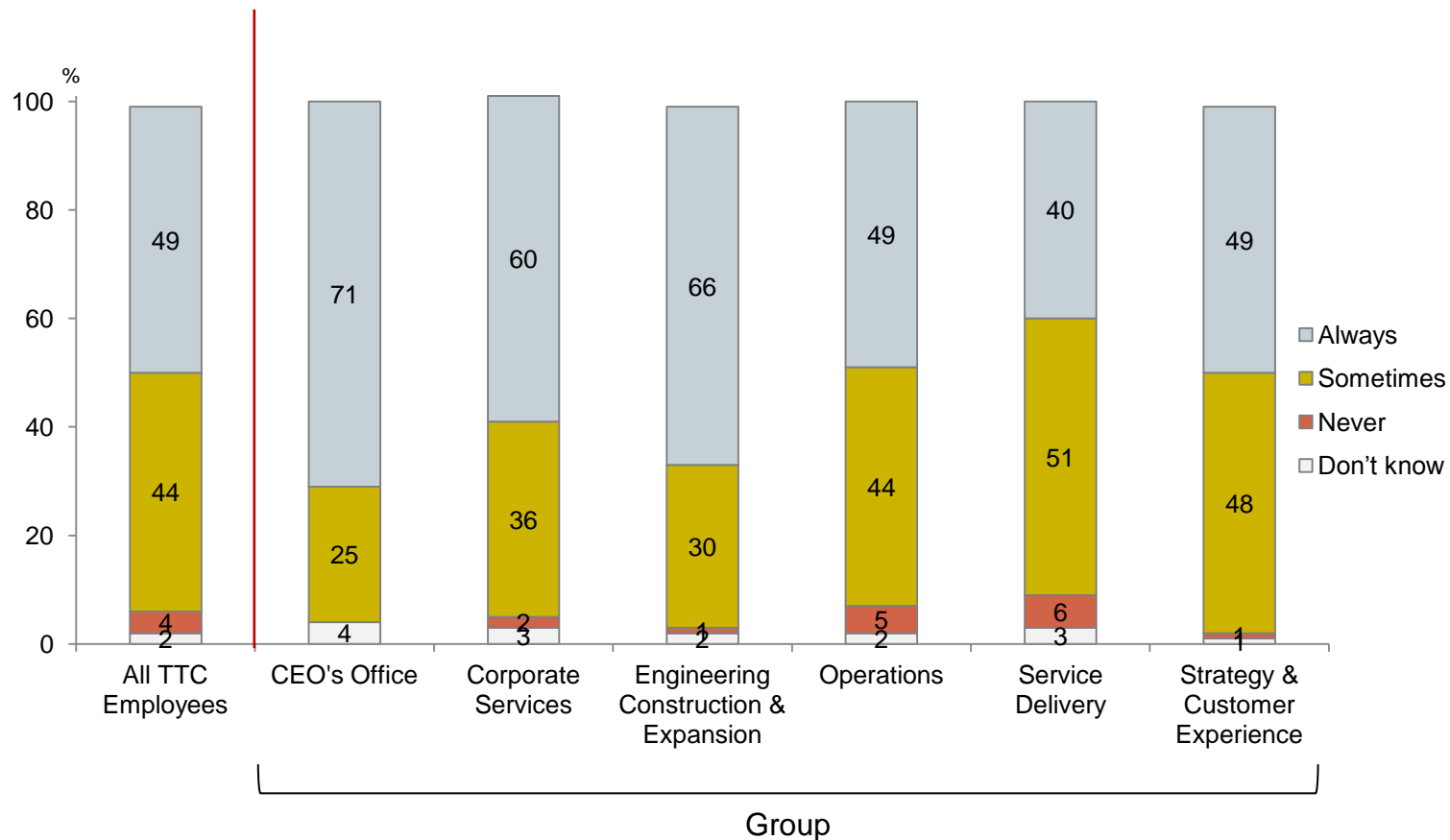
### ALL TTC Employees

Total  
(n= 4746)



C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

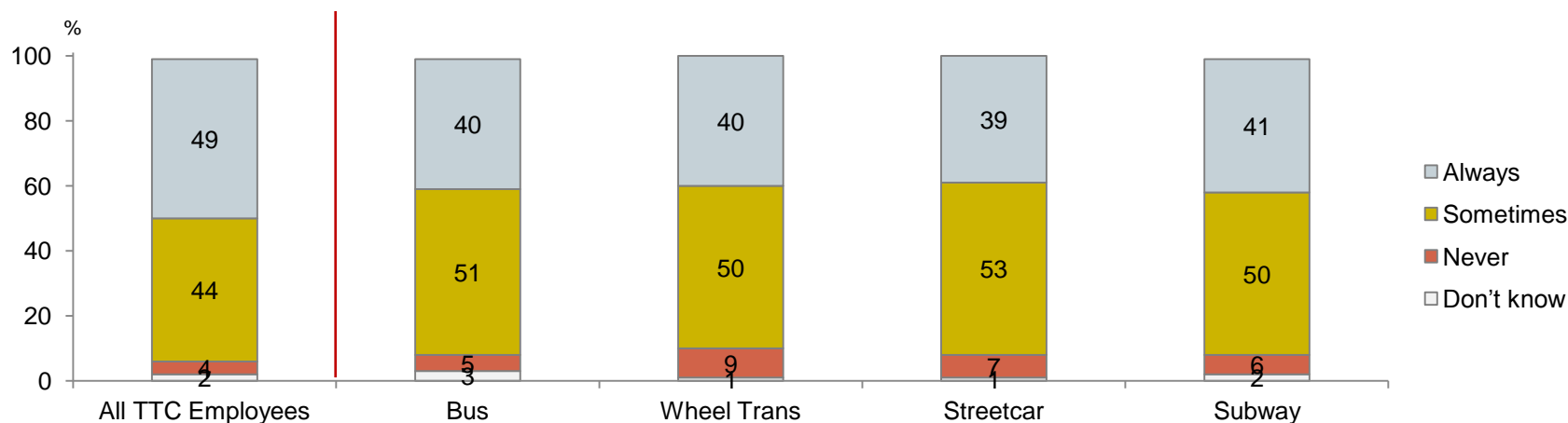
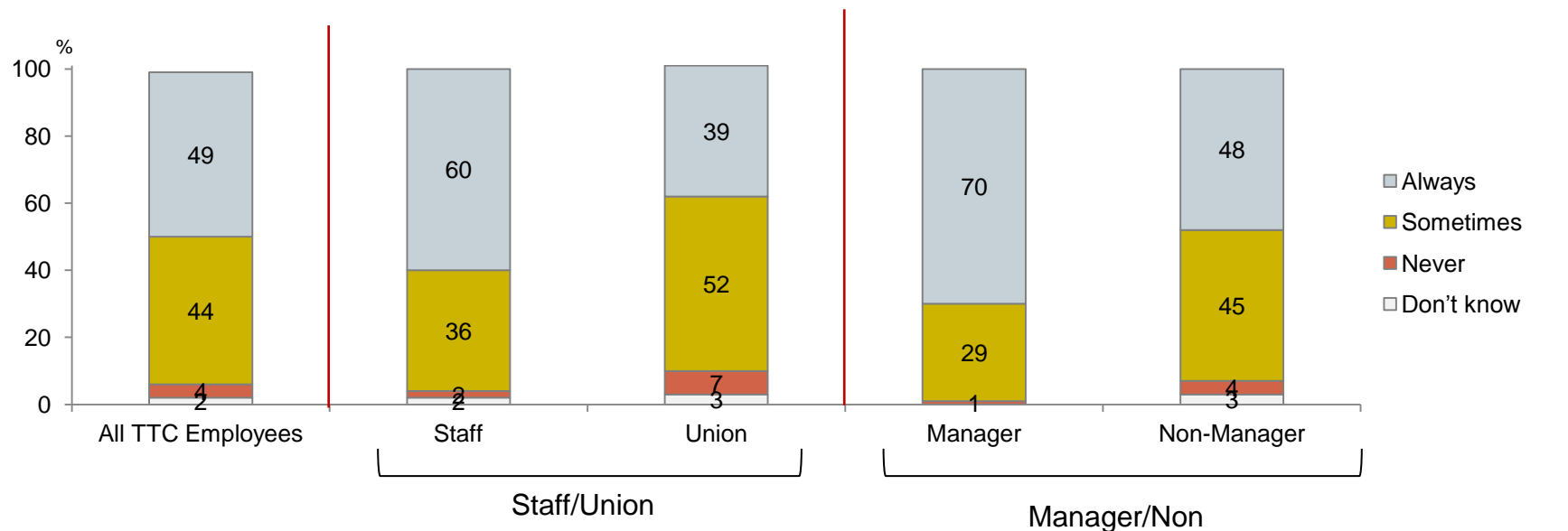
# SPEAKING HIGHLY OF THE TTC - BY GROUP



C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

# SPEAKING HIGHLY OF THE TTC

## - BY EMPLOYEE POSITION



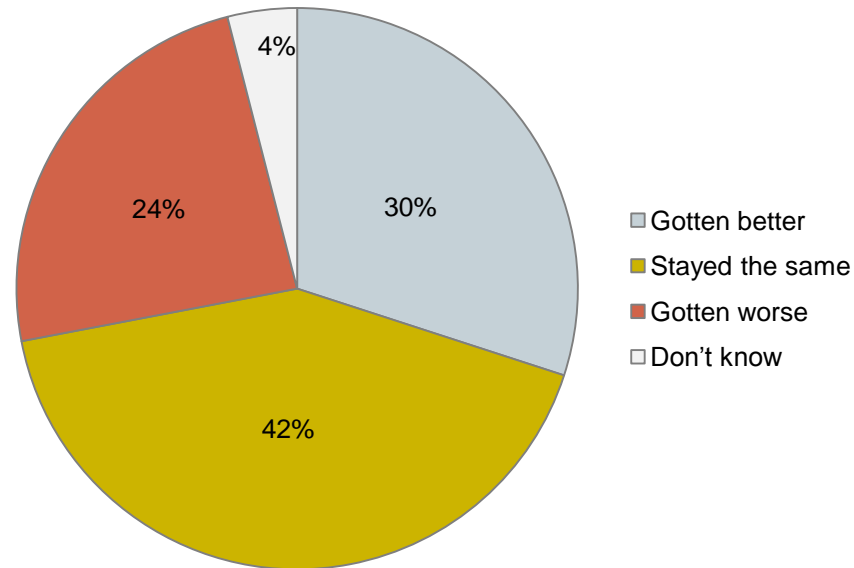
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

# CHANGE IN EXPERIENCE WORKING FOR THE TTC

## - ALL TTC EMPLOYEES

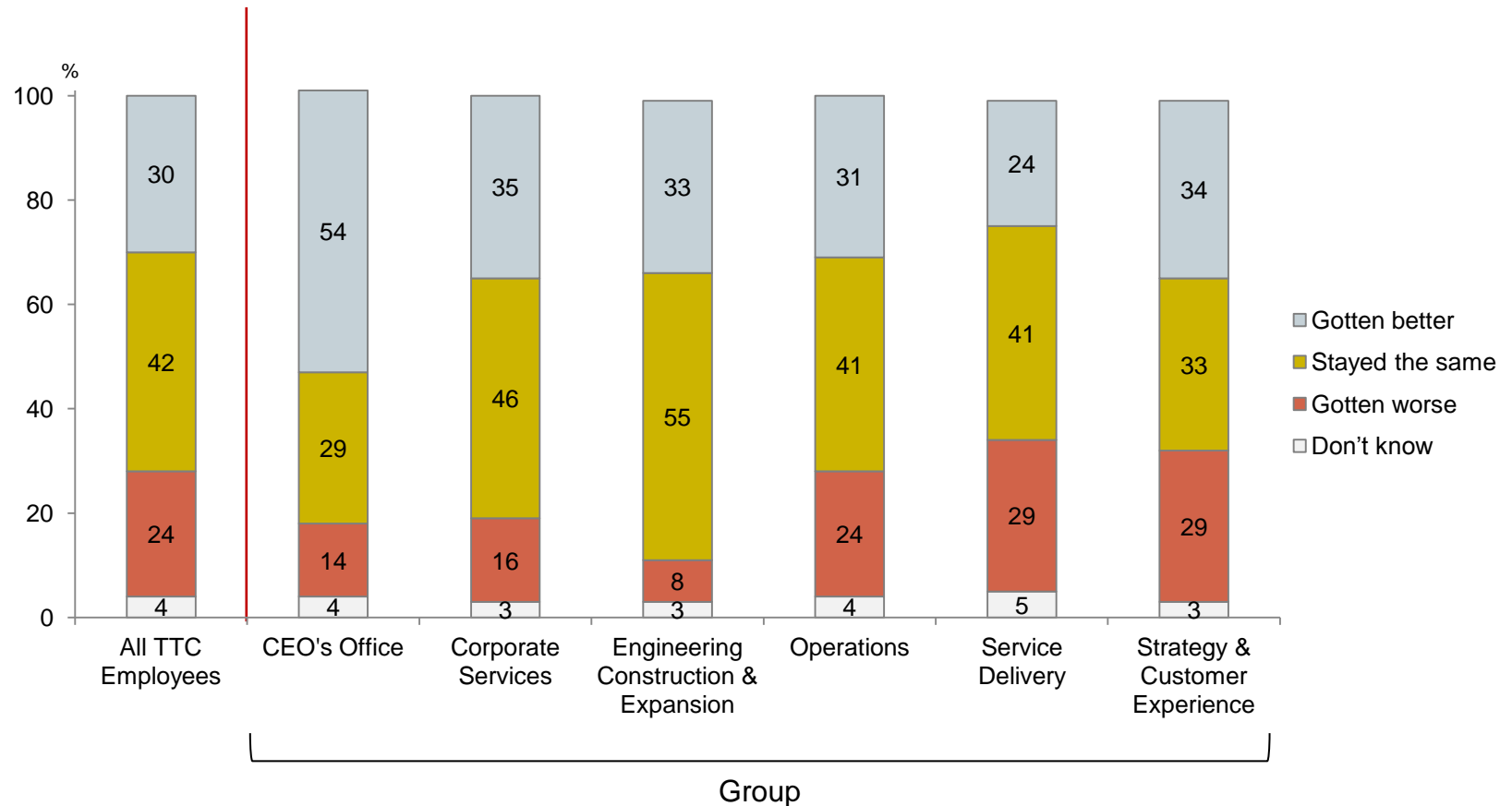
### ALL TTC Employees

Total  
(n= 4735)



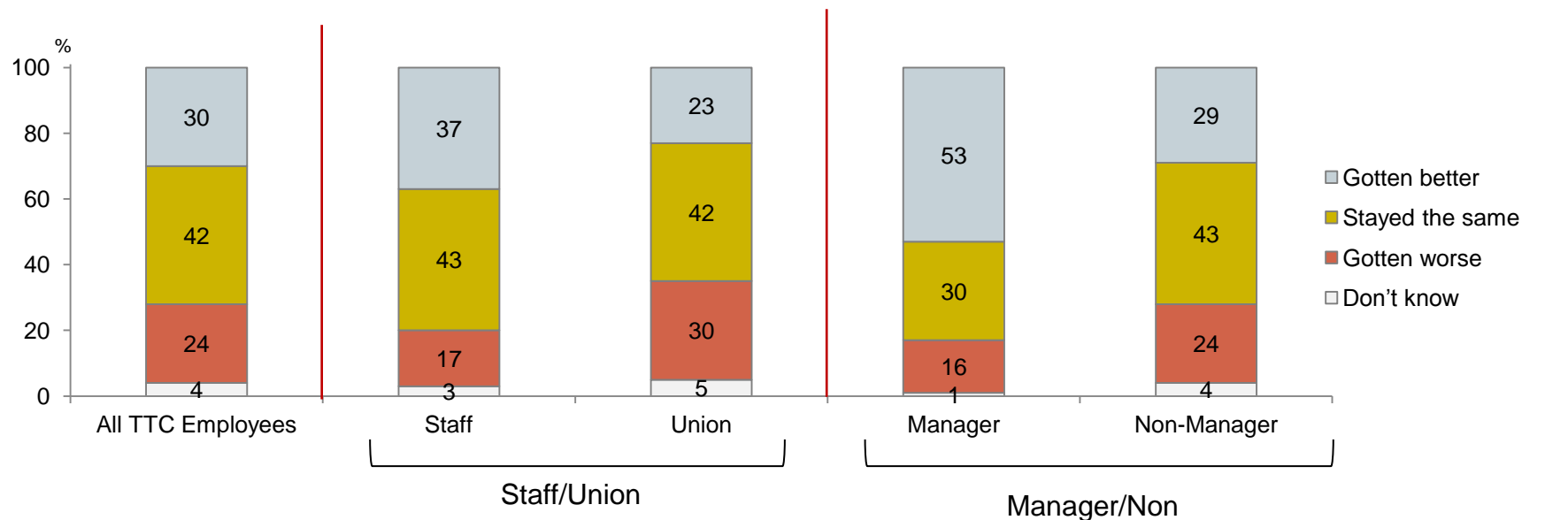
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

# CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY GROUP



C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

# CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



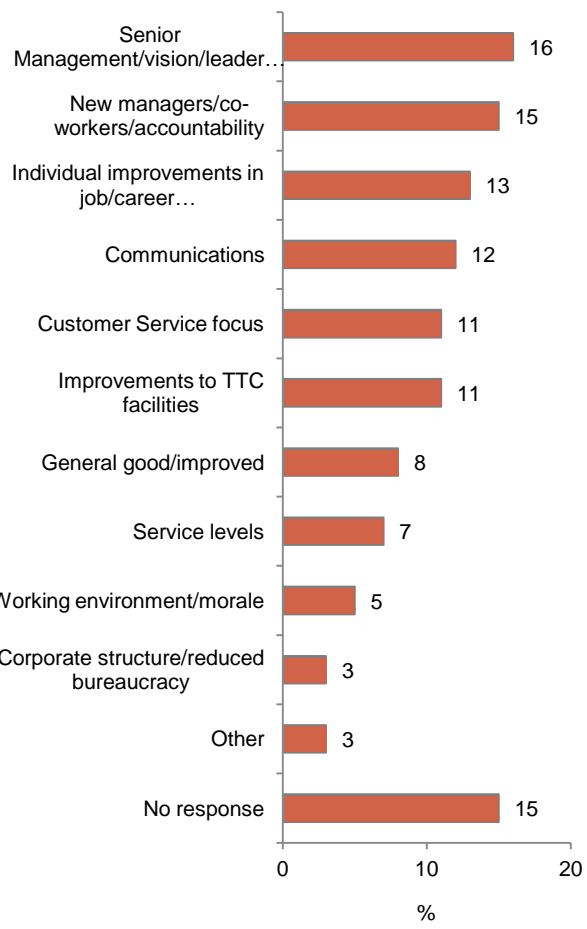
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.



# REASONS INDICATED FOR CHANGE IN EXPERIENCE

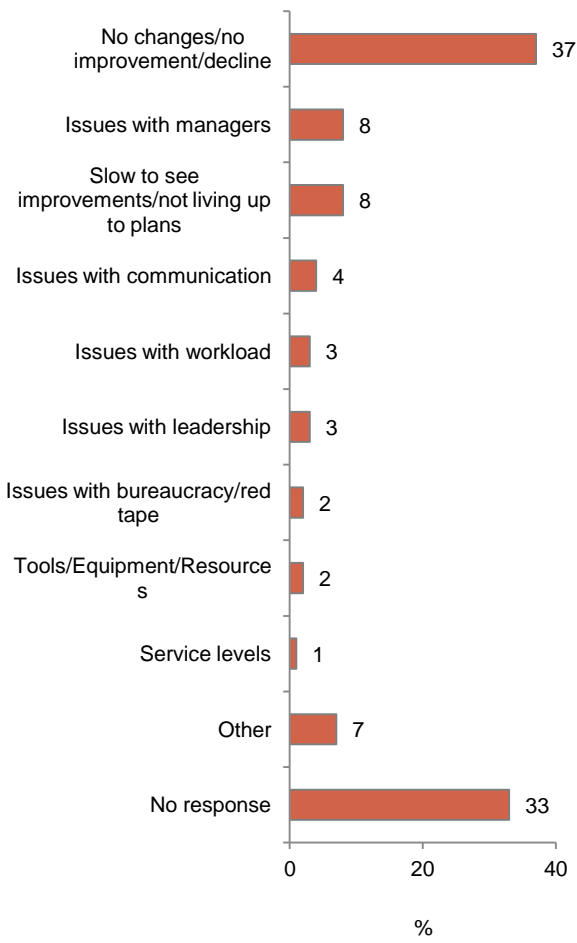
## Employees indicating TTC has Gotten better

(n= 1407)



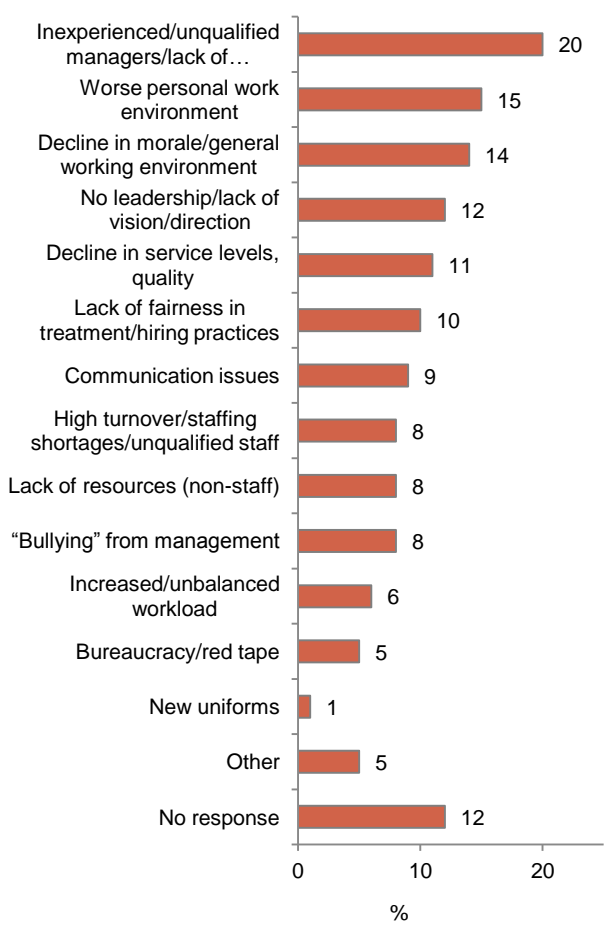
## Employees indicating TTC has Stayed the same

(n= 2001)



## Employees indicating TTC has Gotten worse

(n= 1130)



C4. Please explain the answer you gave to the previous question (C3).  
Percentages may total more than 100% as some respondents identified multiple reasons.

# AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which TTC employees are relatively less satisfied. In other words, it is an Area to Monitor.
- While not a key driver of Employee Engagement across the TTC as a whole, Performance and Reward is particularly influential for the CEO’s Office and Strategy & Customer Experience, where this is an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Engineering, Construction & Expansion, and generally lowest for Service Delivery, Operations and Strategy & Customer Experience.
- Staff are somewhat more satisfied with recognition and reward than union employees, and managers are also more satisfied than other employees. Little difference is seen among transportation modes.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “At the TTC, the recognition and rewards are meaningful”, “I am recognized for excellent performance” and “Poor performance is not tolerated.” These results were consistent for most groups, except for CEO’s Office and Strategy & Customer Experience, where recognition for excellent performance was rated relatively higher, while scores for providing an opportunity to advance within the company were lower.

# SECTION SUMMARY

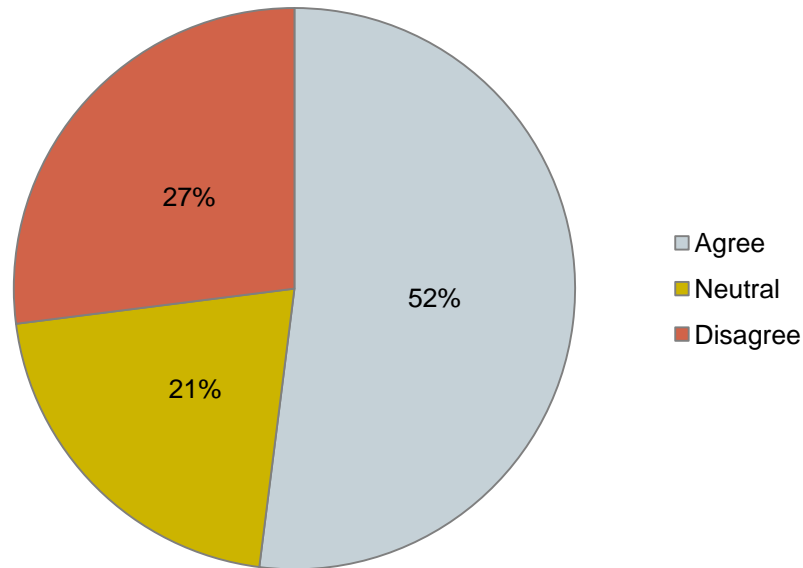
- To improve employee satisfaction with their working environment, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - At the TTC, the recognition and / or rewards are meaningful
  - I am recognized for excellent performance
  - I am satisfied with the recognition I receive from my manager
- This is generally consistent across all groups. While these areas are influential for all groups, recognition for performance is an Area to Protect for CEO's Office and Strategy & Customer Experience, the two groups where Performance and Reward is a key driver of engagement. Likewise recognition from the manager is an Area to Protect for the CEO's Office and Engineering, Construction & Expansion.
- In addition to these improvements, the following area is a key Area to Protect:
  - I have the opportunity to progress within the company
- Although influential for all groups, this only an Area to Protect for Service Delivery and Operations. For other groups, including the CEO's Office and Strategy & Customer Experience, this is an Area to Improve.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - BY ALL TTC EMPLOYEES

## ALL TTC Employees

**Total**  
(n= 4690)

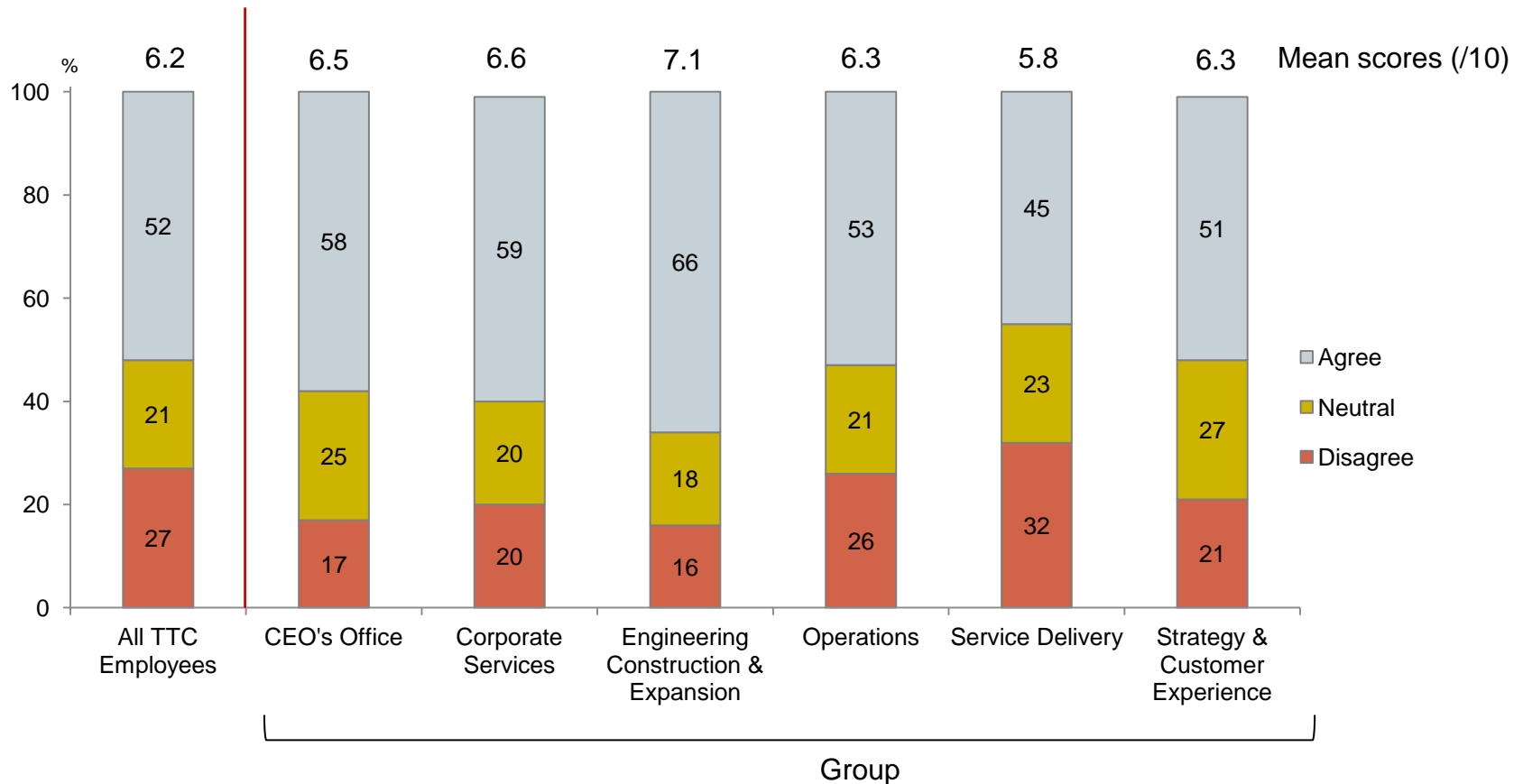
**Mean=6.2**



I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

Overall, I am satisfied with the way the TTC recognizes and rewards employees.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - BY GROUP

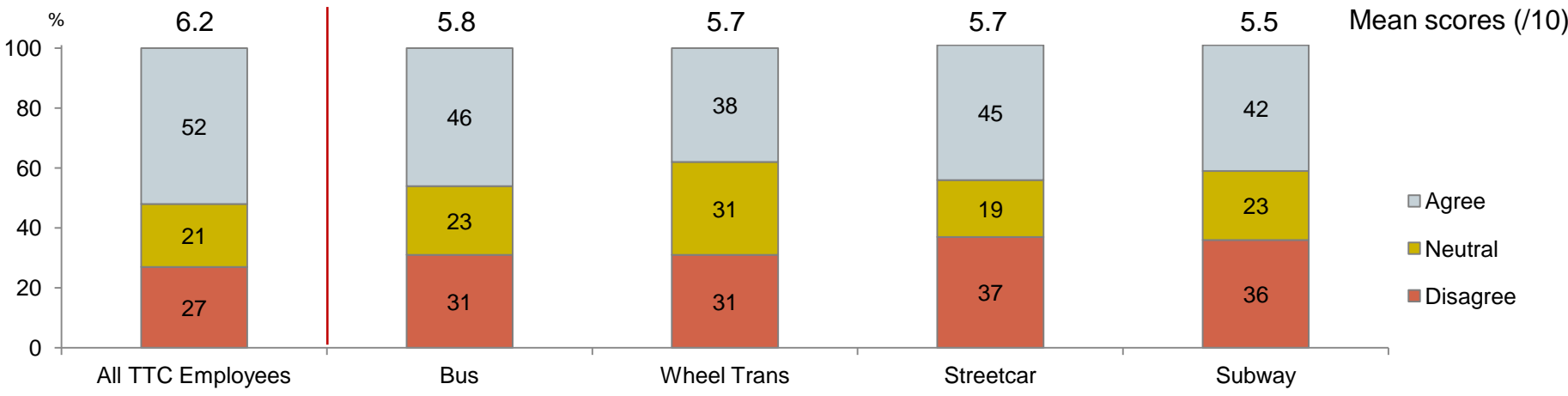
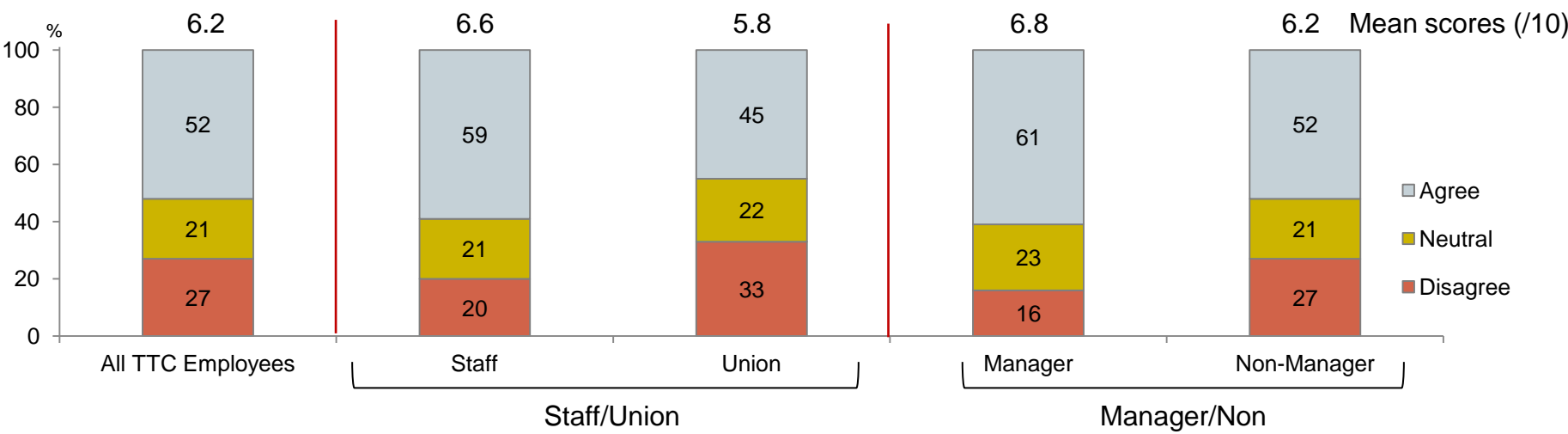


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

Overall, I am satisfied with the way the TTC recognizes and rewards employees.

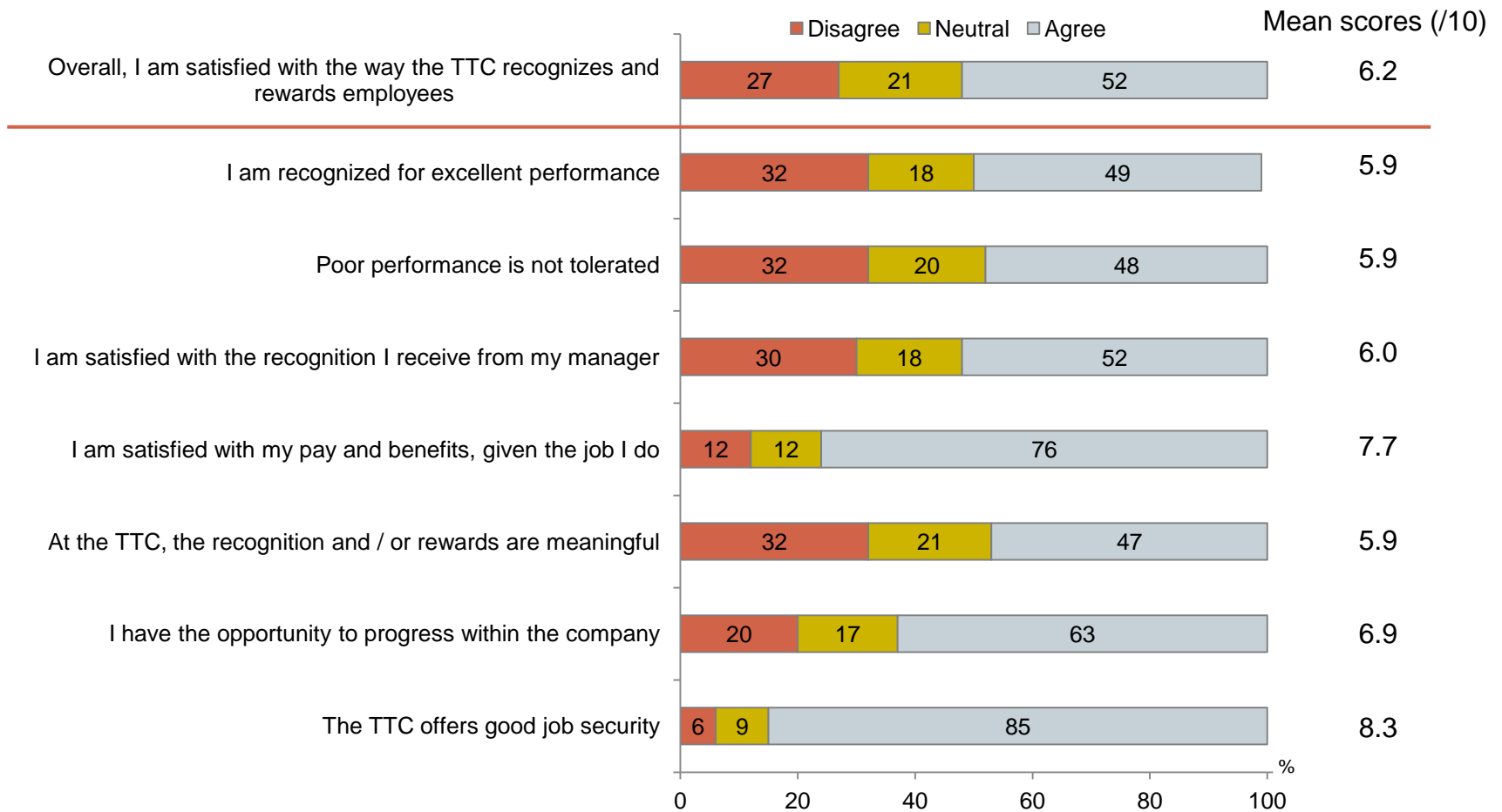
Sample sizes vary by category.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



# RATINGS OF PERFORMANCE AND REWARD

## - ALL TTC EMPLOYEES



I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

Sample sizes vary by attribute.

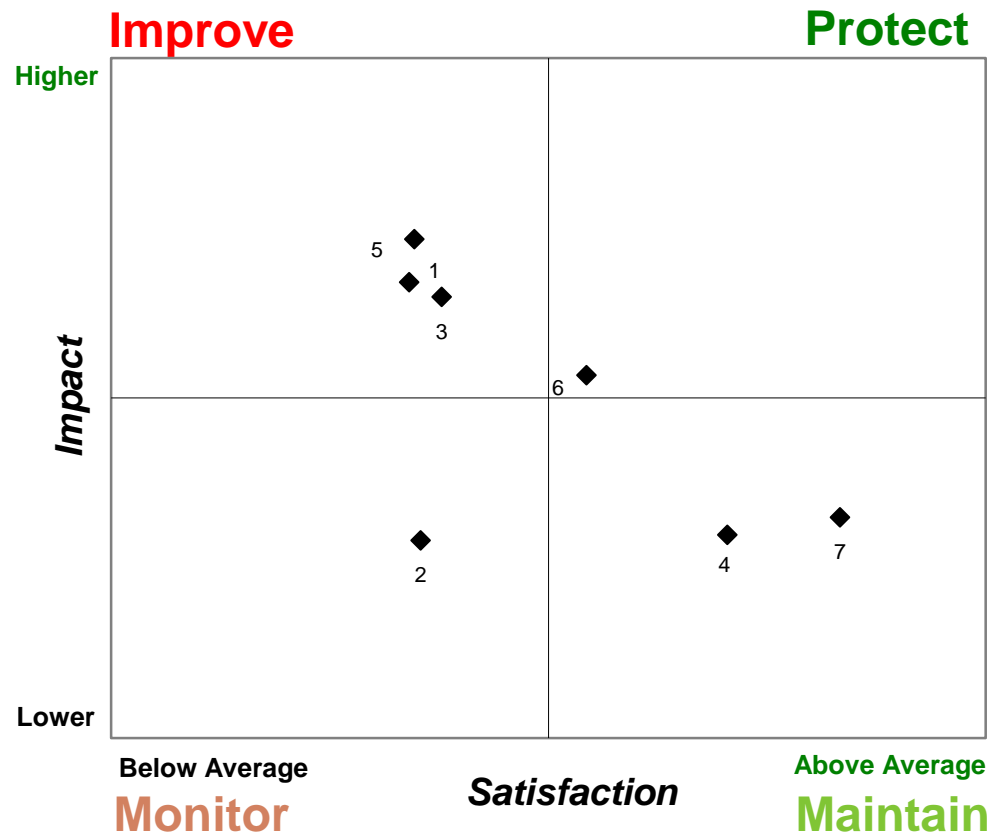


# RATINGS OF PERFORMANCE AND REWARD - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.5	6.6	7.1	6.3	5.8	6.3
I am recognized for excellent performance	5.9	6.9	6.5	7.0	5.9	5.2	6.5
Poor performance is not tolerated	5.9	6.2	5.9	6.9	5.6	6.1	5.9
I am satisfied with the recognition I receive from my manager	6.0	7.1	6.7	7.4	6.2	5.2	6.2
I am satisfied with my pay and benefits, given the job I do	7.7	7.7	7.4	7.7	7.7	7.8	6.8
At the TTC, the recognition and / or rewards are meaningful	5.9	6.1	6.2	6.8	6.0	5.5	5.8
I have the opportunity to progress within the company	6.9	6.0	6.7	7.1	6.9	7.0	5.7
The TTC offers good job security	8.3	8.0	8.5	8.3	8.4	8.2	8.1

11. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - ALL TTC EMPLOYEES



1. I am recognized for excellent performance
2. Poor performance is not tolerated
3. I am satisfied with the recognition I receive from my manager
4. I am satisfied with my pay and benefits, given the job I do
5. At the TTC, the recognition and / or rewards are meaningful
6. I have the opportunity to progress within the company
7. The TTC offers good job security

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 5.9 to 8.3.  
Impact values range between 19% to 60%.

# OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am recognized for excellent performance	↑	🔒	↑	↑	↑	↑	🔒
Poor performance is not tolerated							
I am satisfied with the recognition I receive from my manager	↑	🔒	↑	🔒	↑	↑	↑
I am satisfied with my pay and benefits, given the job I do							
At the TTC, the recognition and / or rewards are meaningful	↑	↑	↑	↑	↑	↑	↑
I have the opportunity to progress within the company	🔒	↑	↑	↑	🔒	🔒	↑
The TTC offers good job security							

🔒 Represents Area to Protect  
 ↑ Represents Area of Priority Improvement

Sample sizes vary by attribute.

# AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which TTC employees are relatively less satisfied, making this an Area to Monitor.
- While not a key driver of Employee Engagement across the TTC as a whole, Training and Development is particularly influential for one group: Strategy & Customer Experience, where this is an Area to Improve.
- Employee satisfaction with their training and development is highest for Engineering, Construction & Expansion, and the CEO’s Office, and lowest for Strategy & Customer Experience, which may partially explain why this is a more influential area for this particular group.
- Satisfaction with training and development is similar for both Staff and Union employees. Managers are slightly more satisfied than other employees. Little difference is seen among transportation modes.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”, followed by “I have received the right sort of training to do my job properly”. Ratings were lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair.” These results were consistent for most groups.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - I am satisfied with the support I receive on my personal development
  - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor

# SECTION SUMMARY

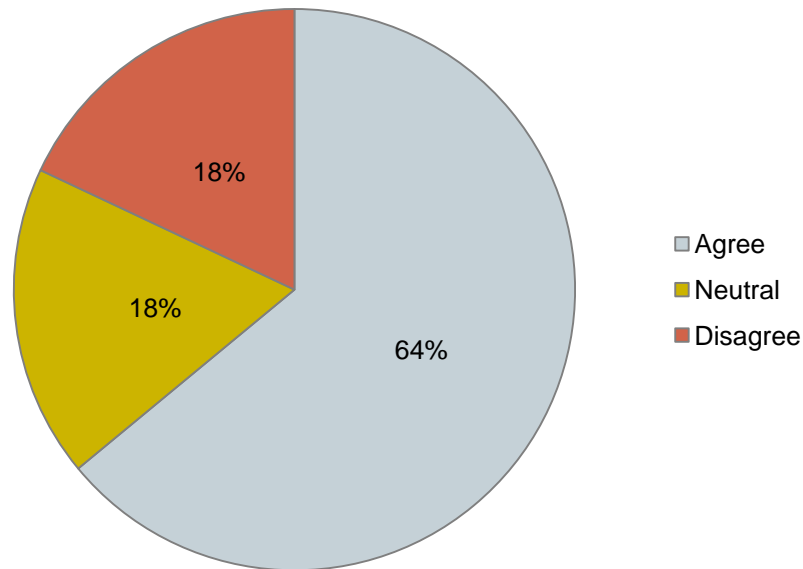
- This is generally consistent across all groups, except that the agreed development plan is not a key driver for Operations or Service Delivery. Also, support on personal development is an Area to Protect for CEO's Office and Corporate Services.
- In addition to these improvements, the following areas are key Areas to Protect:
  - I am satisfied with the career development opportunities available to me
  - The TTC provides ongoing training opportunities so I can develop my skills
  - I have received the right sort of training to do my job properly
- Receiving the right training is only influential for CEO's Office and Service Delivery. For satisfaction with career development, this is an Area to Improve for all groups except Operations and Service Delivery, where it is an Area to Protect.

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY ALL TTC EMPLOYEES

## ALL TTC Employees

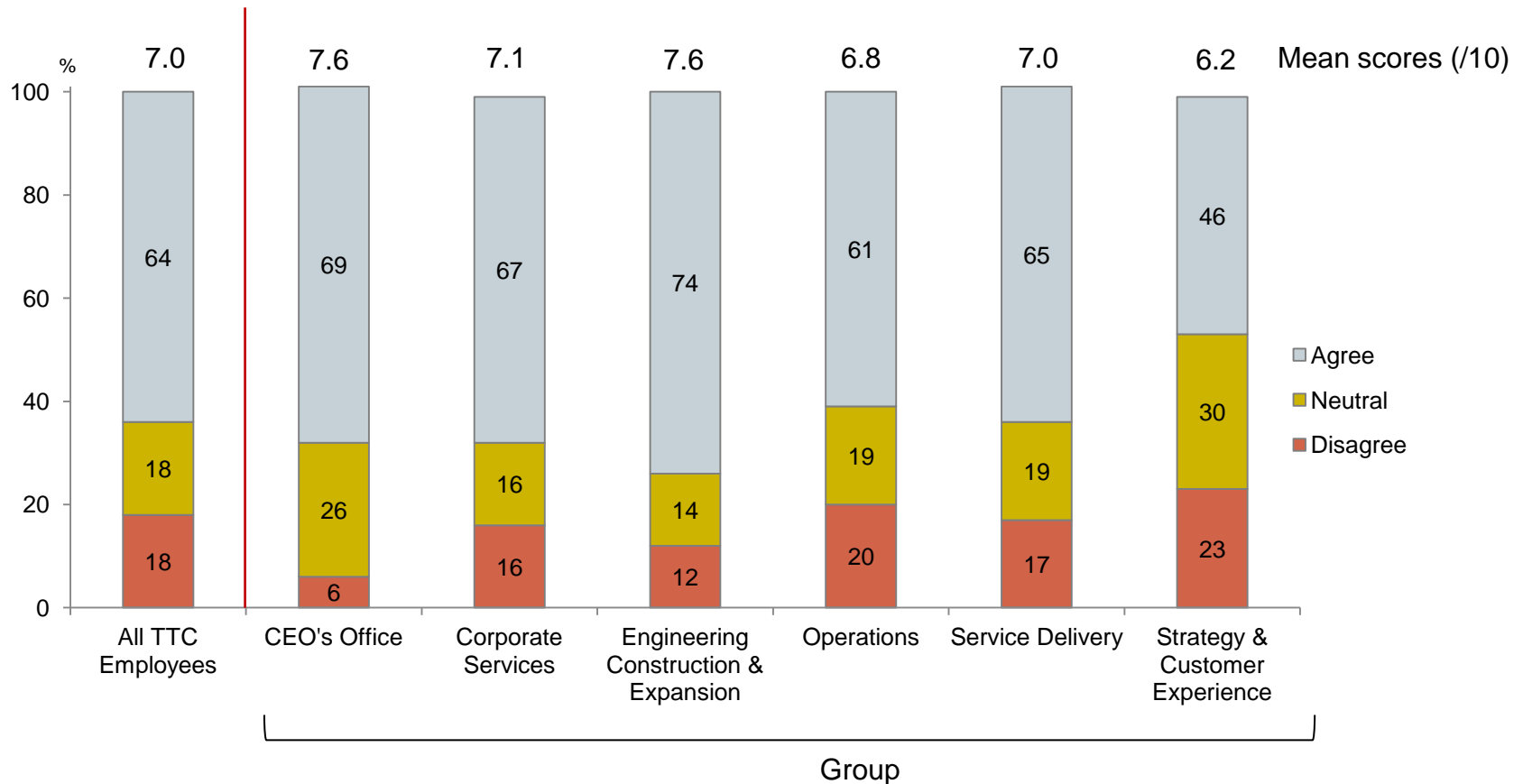
**Total**  
(n= 4719)

**Mean=7.0**



H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC  
Overall, I am satisfied with my training and development at the TTC.

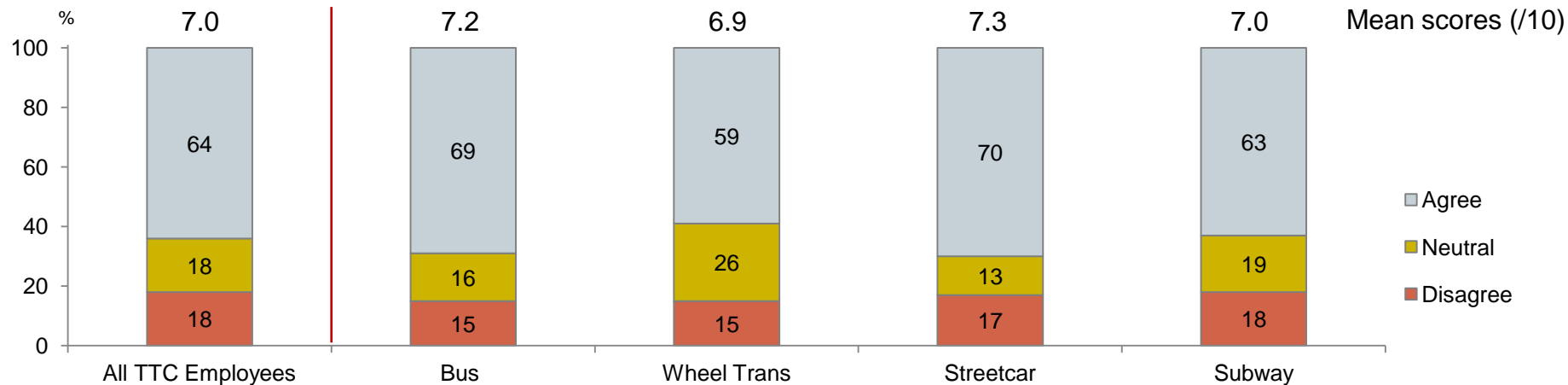
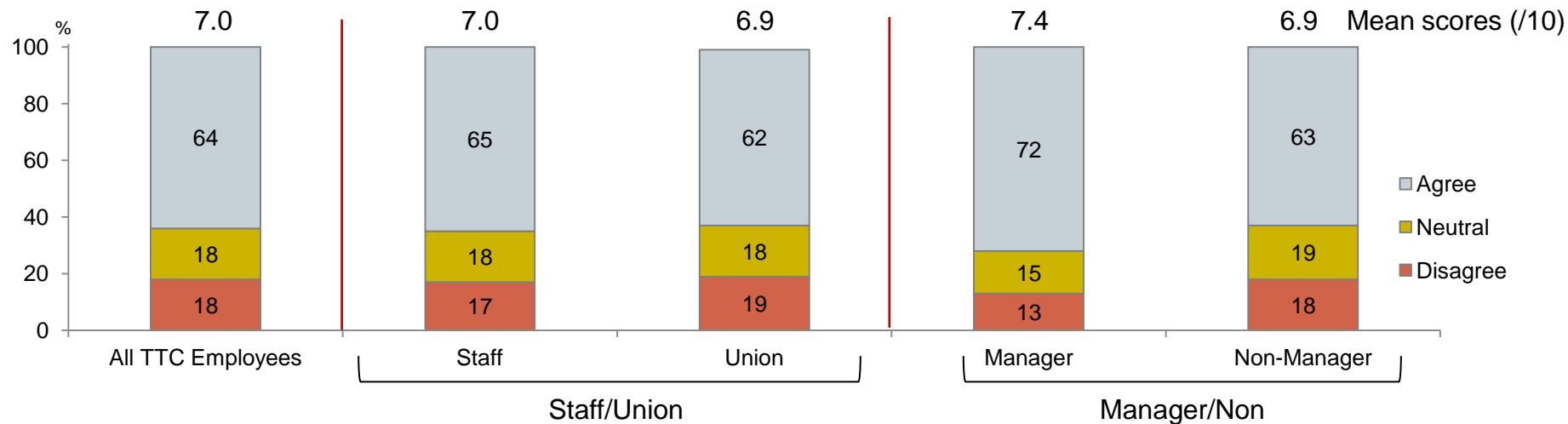
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY GROUP



H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Overall, I am satisfied with my training and development at the TTC.  
Sample sizes vary by category.

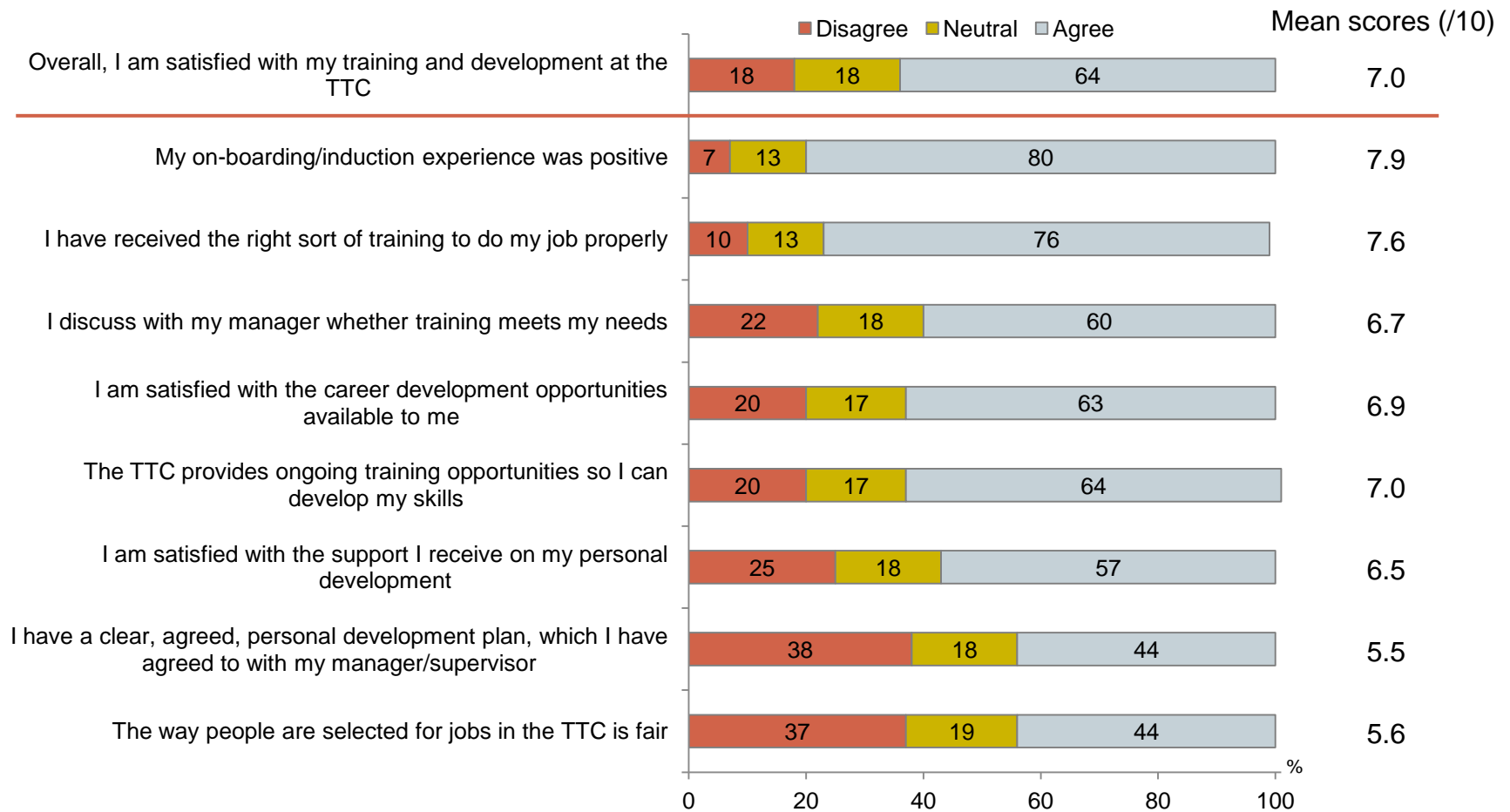


# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Overall, I am satisfied with my training and development at the TTC.  
Sample sizes vary by category.

# RATINGS OF TRAINING AND DEVELOPMENT - BY ALL TTC EMPLOYEES



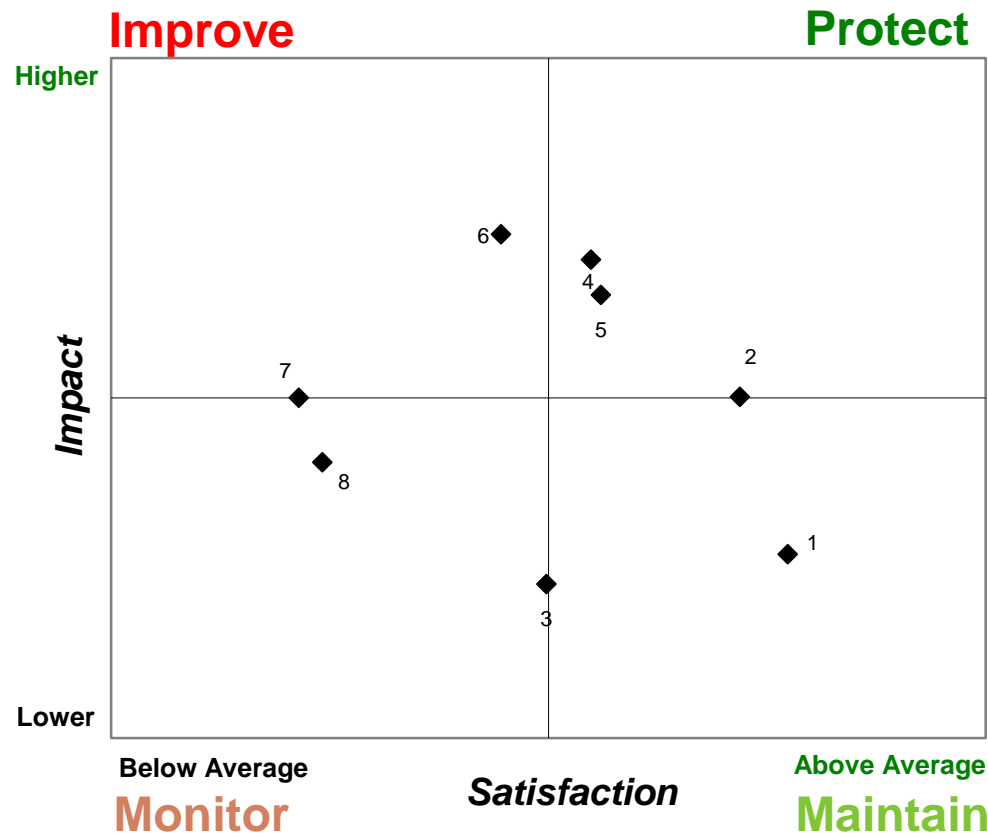
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Sample sizes vary by attribute.

# RATINGS OF TRAINING AND DEVELOPMENT - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with my training and development at the TTC	7.0	7.6	7.1	7.6	6.8	7.0	6.2
My on-boarding/induction experience was positive	7.9	8.1	7.9	8.2	7.7	8.0	7.3
I have received the right sort of training to do my job properly	7.6	8.5	7.6	8.1	7.4	7.9	7.3
I discuss with my manager whether training meets my needs	6.7	7.8	7.4	7.9	6.7	6.1	6.6
I am satisfied with the career development opportunities available to me	6.9	7.2	6.9	7.4	7.0	6.9	6.0
The TTC provides ongoing training opportunities so I can develop my skills	7.0	8.1	7.5	7.8	7.0	6.5	6.6
I am satisfied with the support I receive on my personal development	6.5	7.8	7.0	7.5	6.5	6.0	6.1
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.1	6.2	7.0	5.4	4.9	5.0
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	6.5	5.3	5.9	4.8

H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - ALL TTC EMPLOYEES



1. My on-boarding/induction experience was positive
2. I have received the right sort of training to do my job properly
3. I discuss with my manager whether training meets my needs
4. I am satisfied with the career development opportunities available to me
5. The TTC provides ongoing training opportunities so I can develop my skills
6. I am satisfied with the support I receive on my personal development
7. I have a clear, agreed, personal development plan, which I have agreed to
8. with my manager/supervisor
9. The way people are selected for jobs in the TTC is fair

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 5.5 to 7.9.  
Impact values range between 32% to 63%.

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
My on-boarding/induction experience was positive							
I have received the right sort of training to do my job properly	🔒	🔒				🔒	
I discuss with my manager whether training meets my needs							
I am satisfied with the career development opportunities available to me	🔒	↑	↑	↑	🔒	🔒	↑
The TTC provides ongoing training opportunities so I can develop my skills	🔒	🔒	🔒	🔒	🔒	🔒	🔒
I am satisfied with the support I receive on my personal development	↑	🔒	🔒	↑	↑	↑	↑
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	↑	↑	↑	↑			↑
The way people are selected for jobs in the TTC is fair						↑	

🔒 Represents Area to Protect

↑ Represents Area of Priority Improvement

Sample sizes vary by attribute.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which TTC employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for Engineering, Construction & Expansion, the CEO’s Office, and Corporate Services, and lowest for Service Delivery.
- Staff employees feel substantially safer at work than union employees, and the same is true for managers, compared to non-managers. Little difference is seen among transportation modes.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “People on my team report all injuries, no matter how minor” followed by “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results were consistent for most groups.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - The protection of workers from occupational exposure to hazards is a high priority with management
  - My manager/supervisor acts quickly to address safety issues
  - The TTC’s management is willing to invest money and effort to improve the level of safety
- While generally consistent across all groups, management’s willingness to invest to improve safety, is primarily of importance to Operations and Service Delivery. For the other drivers listed, they are Areas to Improve for some groups and Areas to Protect for others.

# SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
  - My manager/supervisor emphasizes safe practices while at work
  - My manager/supervisor is well informed about safety issues
- These are only areas of influence for particular groups. Emphasizing safe practices is important for CEO's Office, Corporate Services, and Operations, while being informed is important for CEO's Office and Operations.



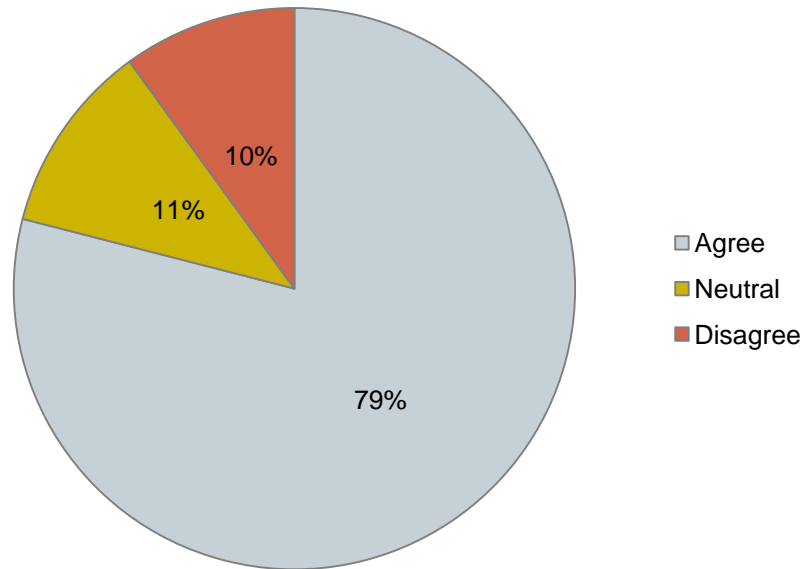
# OVERALL RATINGS OF SAFETY

## - ALL TTC EMPLOYEES

### ALL TTC Employees

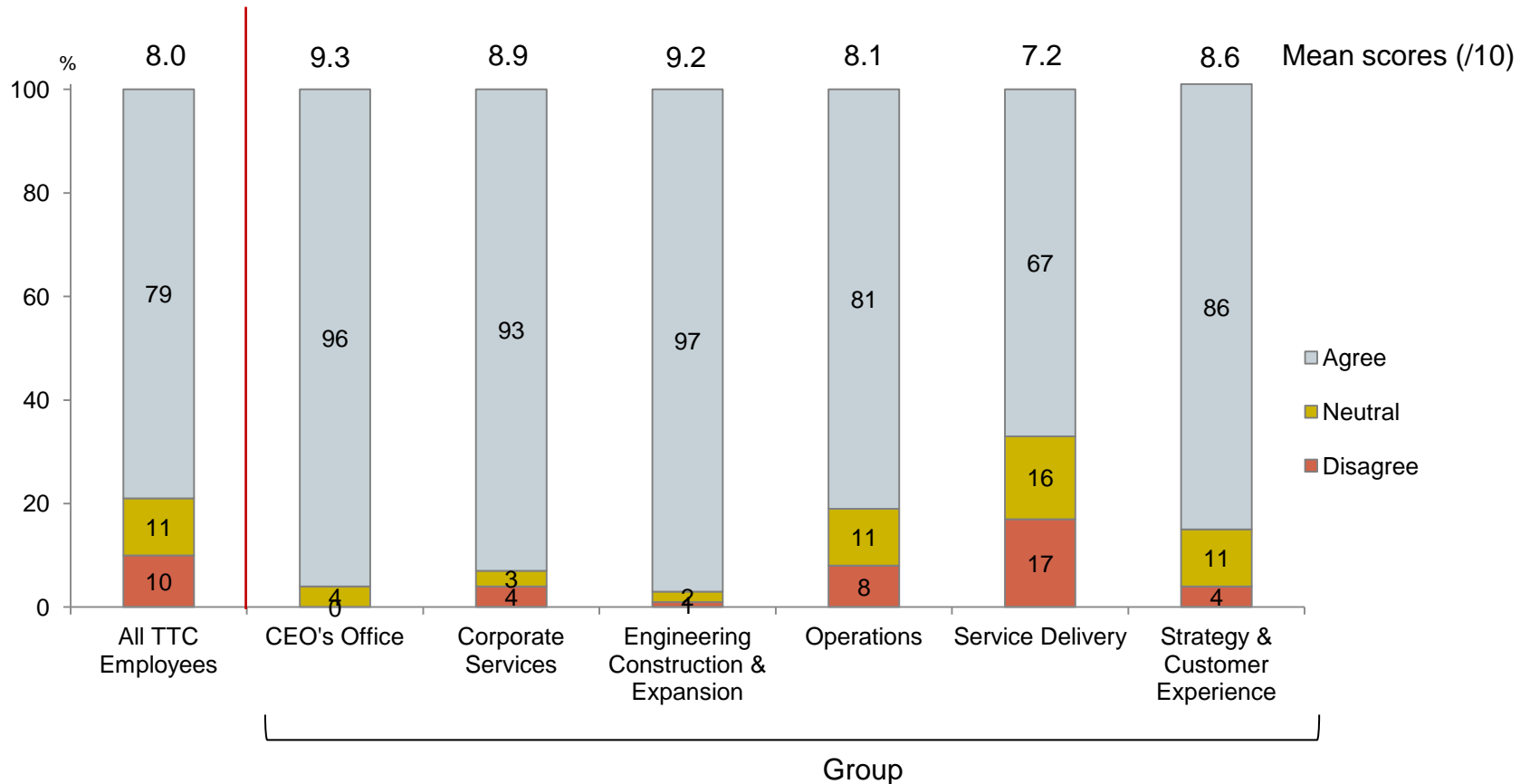
**Total**  
(n= 4755)

**Mean=8.0**



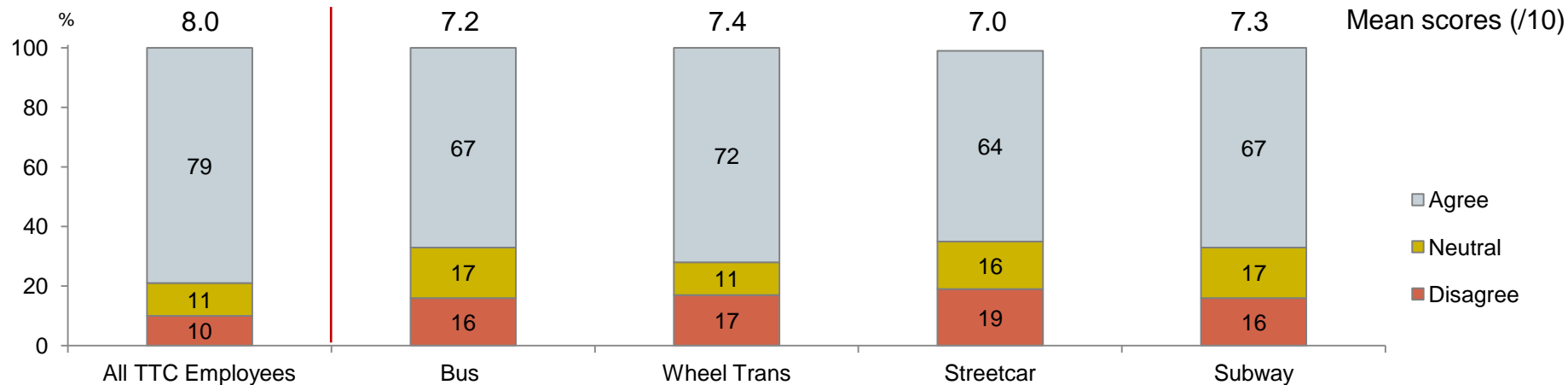
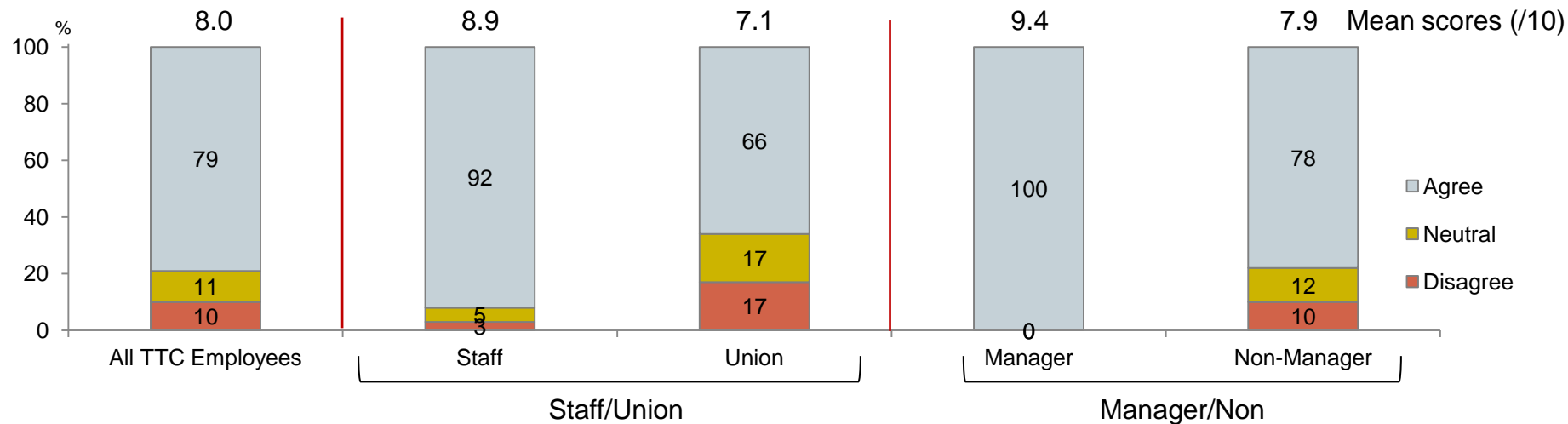
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.  
Overall, I feel safe when I am at work.

# OVERALL RATINGS OF SAFETY - BY GROUP



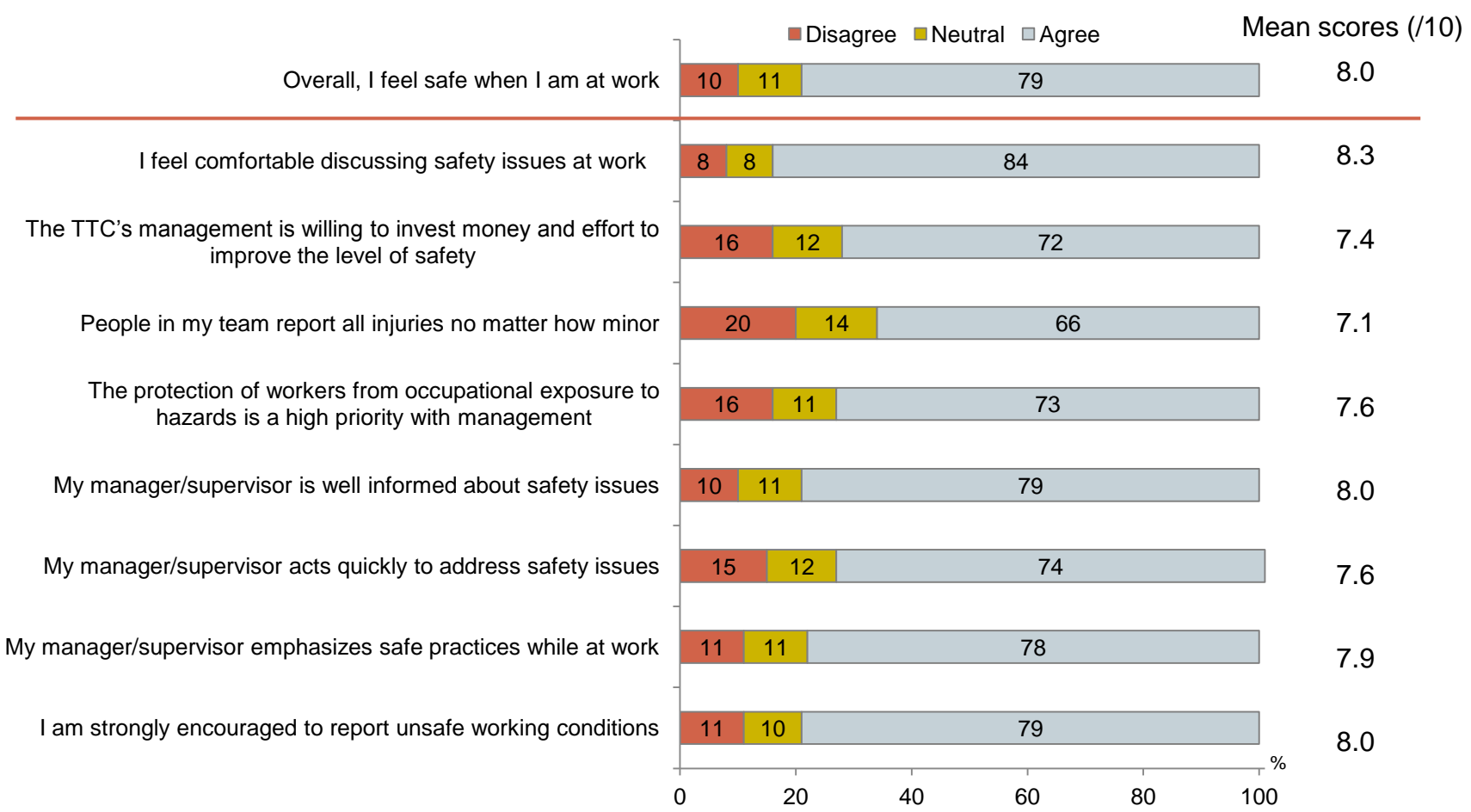
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety, Overall, I feel safe when I am at work.  
Sample sizes vary by category.

# OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety, Overall, I feel safe when I am at work.  
Sample sizes vary by category.

# RATINGS OF SAFETY - ALL TTC EMPLOYEES



G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.  
Sample sizes vary by attribute.

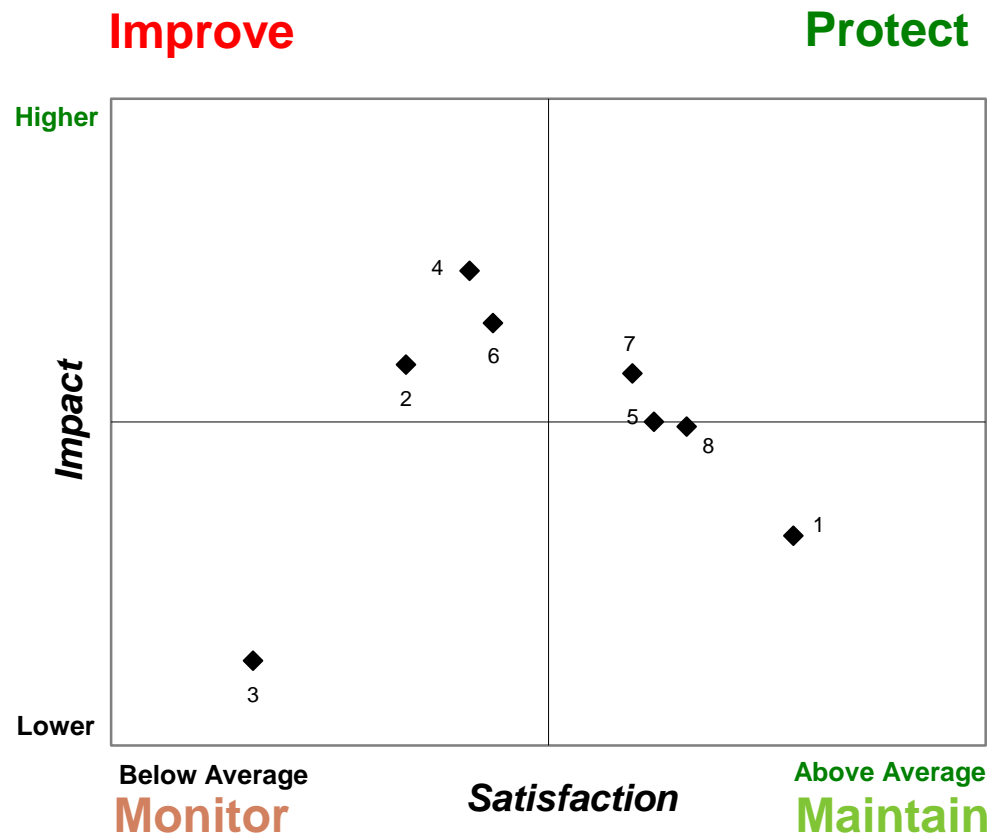
# RATINGS OF SAFETY - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I feel safe when I am at work	8.0	9.3	8.9	9.2	8.1	7.2	8.6
I feel comfortable discussing safety issues at work	8.3	9.4	8.9	9.2	8.3	7.7	8.4
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.9	8.3	8.9	7.6	6.5	8.3
People in my team report all injuries no matter how minor	7.1	8.6	7.9	8.6	7.2	6.3	7.8
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	9.1	7.6	6.8	8.3
My manager/supervisor is well informed about safety issues	8.0	9.3	8.6	9.1	8.0	7.3	8.0
My manager/supervisor acts quickly to address safety issues	7.6	9.1	8.5	9.1	7.6	6.9	8.0
My manager/supervisor emphasizes safe practices while at work	7.9	9.2	8.6	9.0	8.0	7.3	7.9
I am strongly encouraged to report unsafe working conditions	8.0	9.2	8.7	9.1	8.2	7.4	8.0

G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: SAFETY

## - ALL TTC EMPLOYEES



1. I feel comfortable discussing safety issues at work
2. The TTC's management is willing to invest money and effort to improve the level of safety
3. People in my team report all injuries no matter how minor
4. The protection of workers from occupational exposure to hazards is a high priority with management
5. My manager/supervisor is well informed about safety issues
6. My manager/supervisor acts quickly to address safety issues
7. My manager/supervisor emphasizes safe practices while at work
8. I am strongly encouraged to report unsafe working conditions

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.1 to 8.3.  
 Impact values range between 40% to 62%.

# OPPORTUNITY ANALYSIS: SAFETY

## SUMMARY BY GROUP

### Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I feel comfortable discussing safety issues at work			🔒	🔒			
The TTC's management is willing to invest money and effort to improve the level of safety	↑				↑	↑	
People in my team report all injuries no matter how minor							
The protection of workers from occupational exposure to hazards is a high priority with management	↑	↑	↑	🔒	↑	↑	🔒
My manager/supervisor is well informed about safety issues	🔒	🔒			🔒		
My manager/supervisor acts quickly to address safety issues	↑	🔒	🔒	🔒	↑	↑	↑
My manager/supervisor emphasizes safe practices while at work	🔒	🔒	🔒		🔒		↑
I am strongly encouraged to report unsafe working conditions			🔒	🔒			↑

🔒 Represents Area to Protect

↑ Represents Area of Priority Improvement

Sample sizes vary by attribute.

# AREA TO MONITOR: YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC





# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Manager/Supervisor” as having a moderate impact on Employee Engagement and is an area in which TTC employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is highest for Engineering, Construction & Expansion, and CEO’s Office, and lowest for Service Delivery.
- There is a large difference in satisfaction between staff and union employees in this area, with many more staff indicating they are satisfied with their immediate manager or supervisor. While not quite as dramatic, managers are also more satisfied with their immediate supervisor than non-managers. Little difference is seen among transportation modes.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor actively discourages prejudice”, and “My manager/supervisor treats me fairly”. Ratings were lowest for, “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor.” These results were consistent for most groups.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - My manager/supervisor leads by example
  - My manager/supervisor is personally involved in improving the quality of my work
  - My manager/supervisor manages people well
  - My manager/supervisor is open to constructive feedback from staff and others

# SECTION SUMMARY

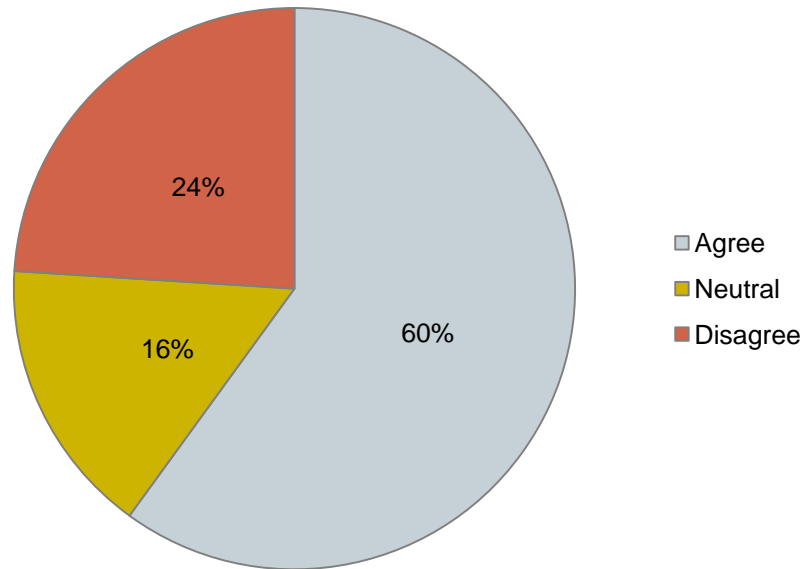
- These are generally consistent across all groups, though improvement in the quality of work is not as influential for Engineering, Construction & Expansion or Operations.
- In addition to these improvements, the following areas are key Areas to Protect:
  - I am satisfied with the way I am managed
  - My manager/supervisor takes responsibility when problems arise
  - I have confidence in my manager's/supervisor's skills and abilities
  - I get help and support from my manager/supervisor when I need it
- These are generally consistent across groups, with a few exceptions. Satisfaction with the way one is managed is actually an Area to Improve for most groups, it is only an Area to Protect for Service Delivery. Meanwhile, receiving fair treatment, though not a key driver overall, is an Area to Protect for several groups.

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - ALL TTC EMPLOYEES

## ALL TTC Employees

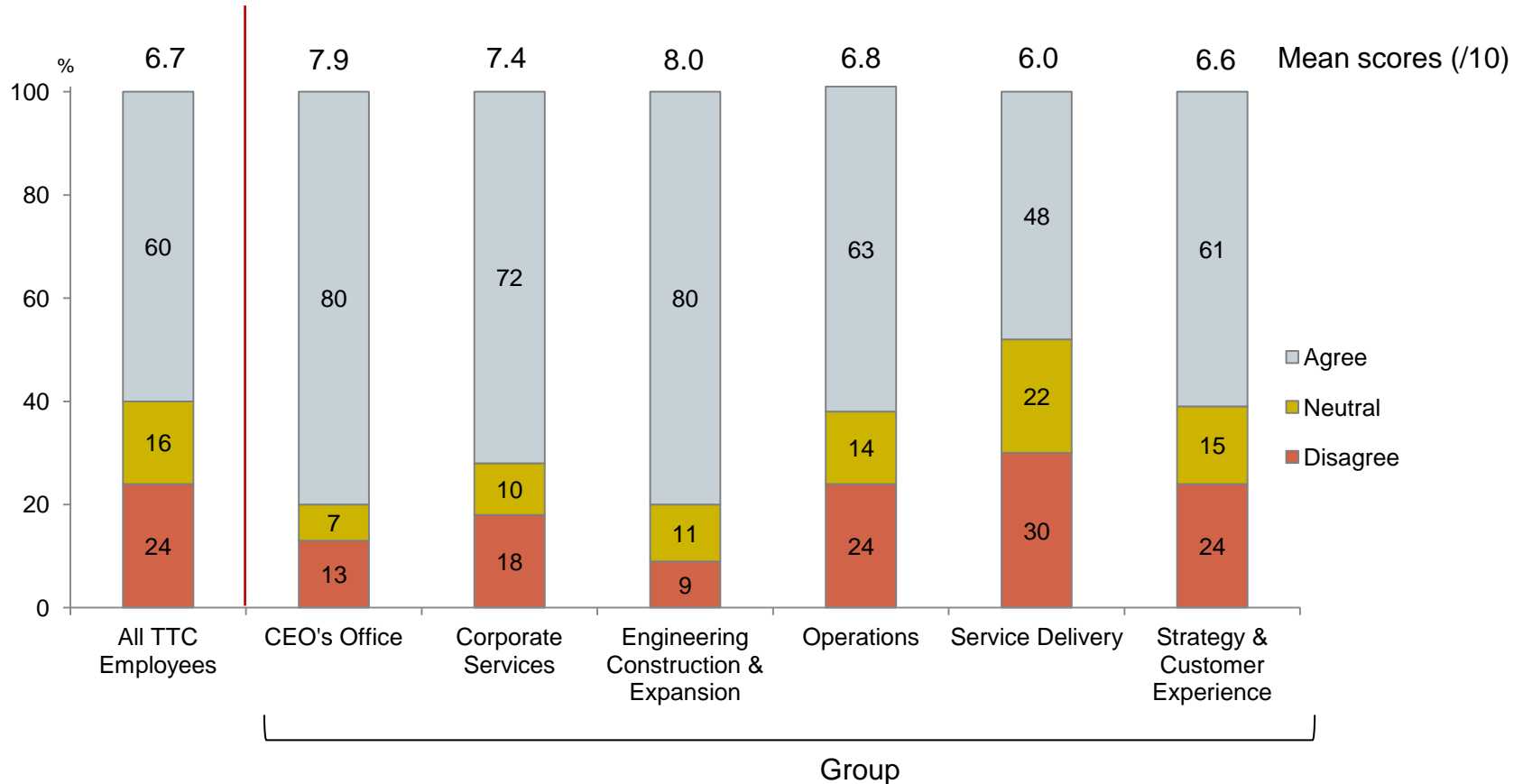
**Total**  
(n= 4730)

**Mean=6.7**



D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.  
Overall, I am satisfied with my immediate manager/supervisor.

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY GROUP

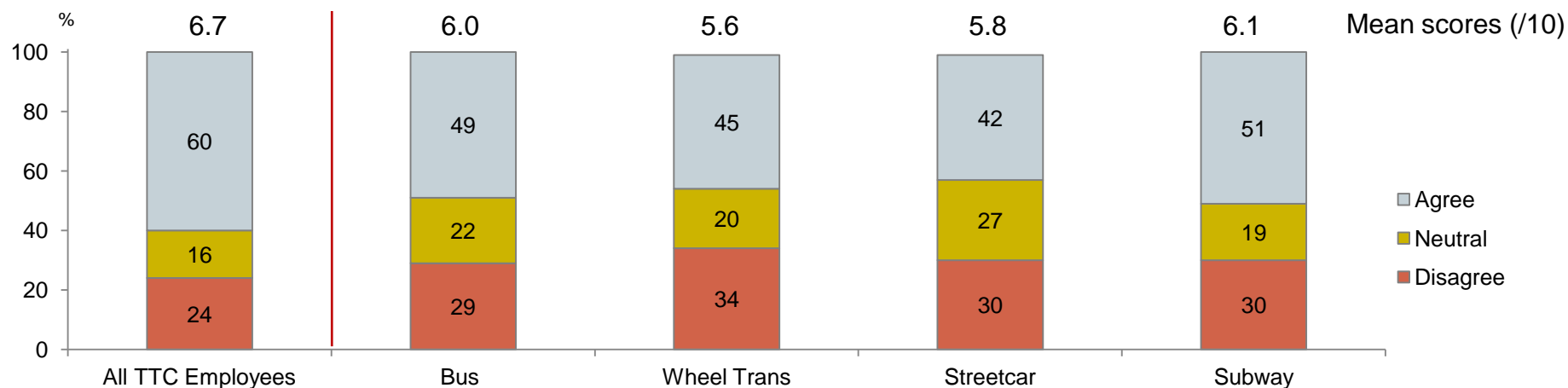
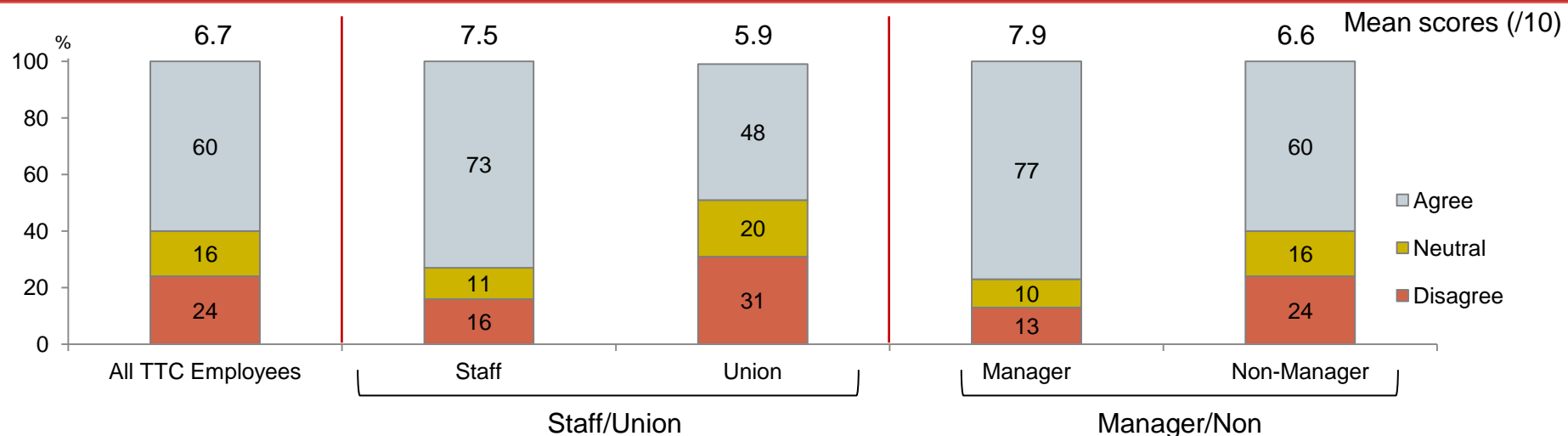


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

Overall, I am satisfied with my immediate manager/supervisor.

Sample sizes vary by category.

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION



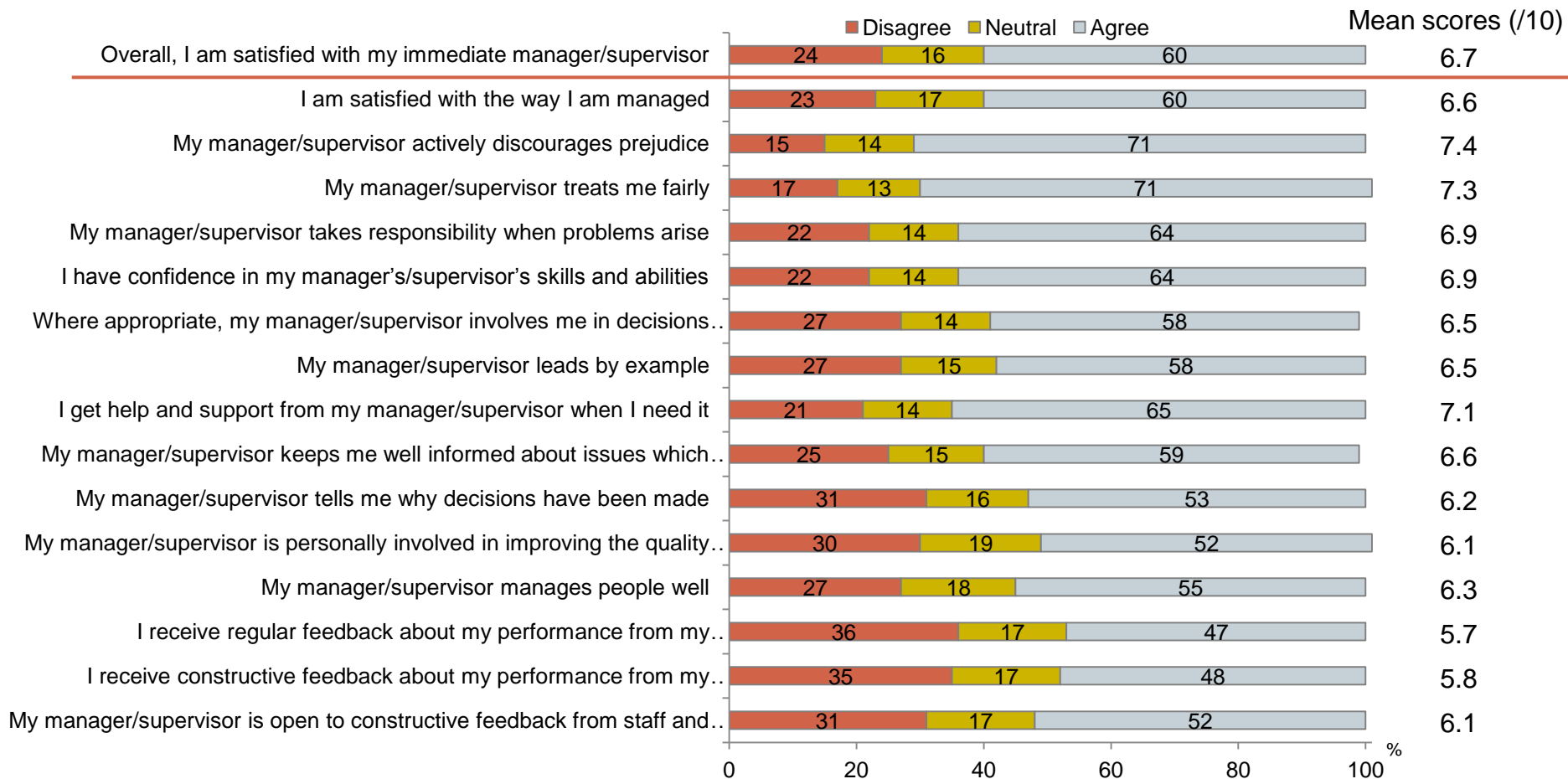
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

Overall, I am satisfied with my immediate manager/supervisor.

Sample sizes vary by category.

# RATINGS OF YOUR MANAGER/SUPERVISOR

## - ALL TTC EMPLOYEES



D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

Sample sizes vary by attribute.

# RATINGS OF YOUR MANAGER/SUPERVISOR

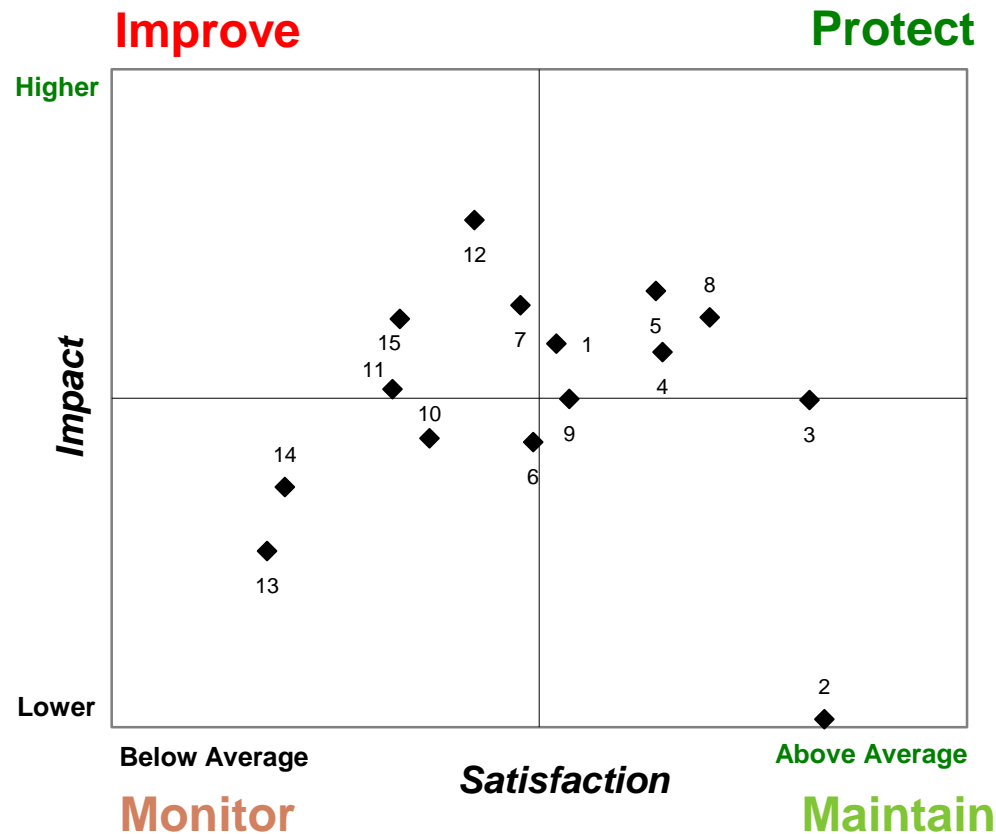
## - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.9	7.4	8.0	6.8	6.0	6.6
I am satisfied with the way I am managed	6.6	7.4	7.2	7.7	6.7	6.0	6.3
My manager/supervisor actively discourages prejudice	7.4	8.0	7.9	8.2	7.3	7.1	7.3
My manager/supervisor treats me fairly	7.3	8.4	7.8	8.4	7.4	6.9	7.1
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	8.3	7.0	6.3	6.8
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.8	7.6	8.2	6.9	6.3	7.0
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	8.1	6.7	5.5	6.8
My manager/supervisor leads by example	6.5	7.4	7.3	8.0	6.6	5.7	6.5
I get help and support from my manager/supervisor when I need it	7.1	7.9	7.8	8.3	7.1	6.4	7.1
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.9	7.5	8.0	6.8	5.7	6.9
My manager/supervisor tells me why decisions have been made	6.2	7.6	7.2	7.8	6.3	5.3	6.6
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.2	7.0	7.5	6.3	5.2	6.4
My manager/supervisor manages people well	6.3	7.2	6.9	7.7	6.4	5.8	6.0
I receive regular feedback about my performance from my manager/supervisor	5.7	7.3	6.9	7.3	6.1	4.4	6.4
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.2	7.0	7.5	6.1	4.5	6.4
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.4	7.0	7.7	6.4	5.1	6.4

D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: YOUR MANAGER/SUPERVISOR- ALL TTC EMPLOYEES



1. I am satisfied with the way I am managed
2. My manager/supervisor actively discourages prejudice
3. My manager/supervisor treats me fairly
4. My manager/supervisor takes responsibility when problems arise
5. I have confidence in my manager's/supervisor's skills and abilities
6. Where appropriate, my manager/supervisor involves me in decisions which affect me
7. My manager/supervisor leads by example
8. I get help and support from my manager/supervisor when I need it
9. My manager/supervisor keeps me well informed about issues which affect me
10. My manager/supervisor tells me why decisions have been made
11. My manager/supervisor is personally involved in improving the quality of my work
12. My manager/supervisor manages people well
13. I receive regular feedback about my performance from my manager/supervisor
14. I receive constructive feedback about my performance from my manager/supervisor
15. My manager/supervisor is open to constructive feedback from staff and others

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 5.7 to 7.4.  
Impact values range between 49% to 83%.



# OPPORTUNITY ANALYSIS: YOUR MANAGER/SUPERVISOR-SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
I am satisfied with the way I am managed	🔒	↑	↑	↑	↑	🔒	↑
My manager/supervisor actively discourages prejudice							
My manager/supervisor treats me fairly		🔒	🔒	🔒		🔒	
My manager/supervisor takes responsibility when problems arise	🔒		🔒	🔒	🔒	🔒	🔒
I have confidence in my manager's/supervisor's skills and abilities	🔒	🔒	🔒	🔒	🔒	🔒	🔒
Where appropriate, my manager/supervisor involves me in decisions which affect me							
My manager/supervisor leads by example	↑	↑	↑	🔒	↑	↑	↑
I get help and support from my manager/supervisor when I need it	🔒	🔒	🔒	🔒	🔒	🔒	🔒
My manager/supervisor keeps me well informed about issues which affect me						↑	🔒
My manager/supervisor tells me why decisions have been made			↑				↑
My manager/supervisor is personally involved in improving the quality of my work	↑	↑	↑			↑	↑
My manager/supervisor manages people well	↑	↑	↑	↑	↑	🔒	↑
I receive regular feedback about my performance from my manager/supervisor							
I receive constructive feedback about my performance from my manager/supervisor		↑					↑
My manager/supervisor is open to constructive feedback from staff and others	↑	↑	↑	↑	↑	↑	↑

🔒 Represents Area to Protect

↑ Represents Area of Priority Improvement

Sample sizes vary by attribute.

AREA TO MAINTAIN: YOUR TEAM

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Team” as having a moderate impact on Employee Engagement and is an area in which TTC employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Engineering, Construction & Expansion, and lowest for Service Delivery.
- Staff are somewhat more satisfied with their colleagues or co-workers than union employees. The difference is somewhat more evident between managers and non-managers, with managers more satisfied with their co-workers. Little difference is seen among transportation modes.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”, followed by “Members of my team treat each other with respect”. Ratings were lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team.” These results were consistent for most groups.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
  - Members of my team treat each other with respect
  - My team works well together
  - I feel supported by my fellow team members
  - My team members do quality work
- These are generally consistent across all groups.

# SECTION SUMMARY

## Regular Team Meetings

- Only 41% of employees indicate they have regular team meetings
- These proportions vary greatly by group. CEO's Office had the highest proportion of employees (81%) to report meeting regularly, while Service Delivery had the lowest proportion of employees indicating they have regular meetings (15%). It is also worth noting that many Service Delivery employees indicated they "don't know" if they have regular team meetings, which was rarely the case in other groups
- Higher proportions of staff indicated they meet regularly compared to union employees. Managers are also more likely to have regular team meetings than non-managers. While a lower percentage employees across all transport modes indicated that they have regular meetings, subway had a higher proportion of employees reporting having regular meetings, with bus the showing the lowest proportion.
- Among employees who have regular meetings, most indicated they were held frequently enough. This was most likely to be the case for Corporate Services, followed by Strategy & Customer Experience. A lower proportion of Service Delivery employees indicated the meetings were frequent enough.
- A higher proportion of staff and of managers indicated meetings are frequent enough compared to union employees and non-managers. Due to low sample size, limited comparisons are possible by transport mode.

# SECTION SUMMARY

- Most employees who have regular meetings agree they are useful. There is not a large variation by group, though usefulness of meetings was scored lowest by CEO's Office. Differences by employee category are relatively small, with more staff than union employees indicating meetings are useful and managers seeing meetings are more useful than non-managers. There is little difference by transportation mode.

## Impact on Engagement

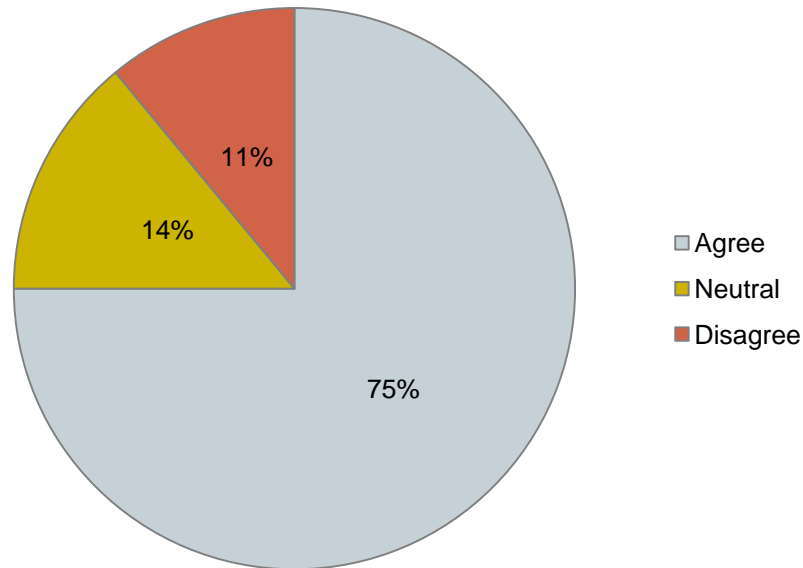
- Employees who have regular team meetings have higher engagement scores than employees who do not.
- This gap increases for those who also believe the meetings are held frequently enough, and is higher still if they also consider the meetings useful.
- Employees who do not consider the meetings useful, not only have lower engagement scores than employees who do consider them useful, the engagement is even lower than for employees who do not have regular meetings

# OVERALL RATINGS OF YOUR TEAM

## - ALL TTC EMPLOYEES

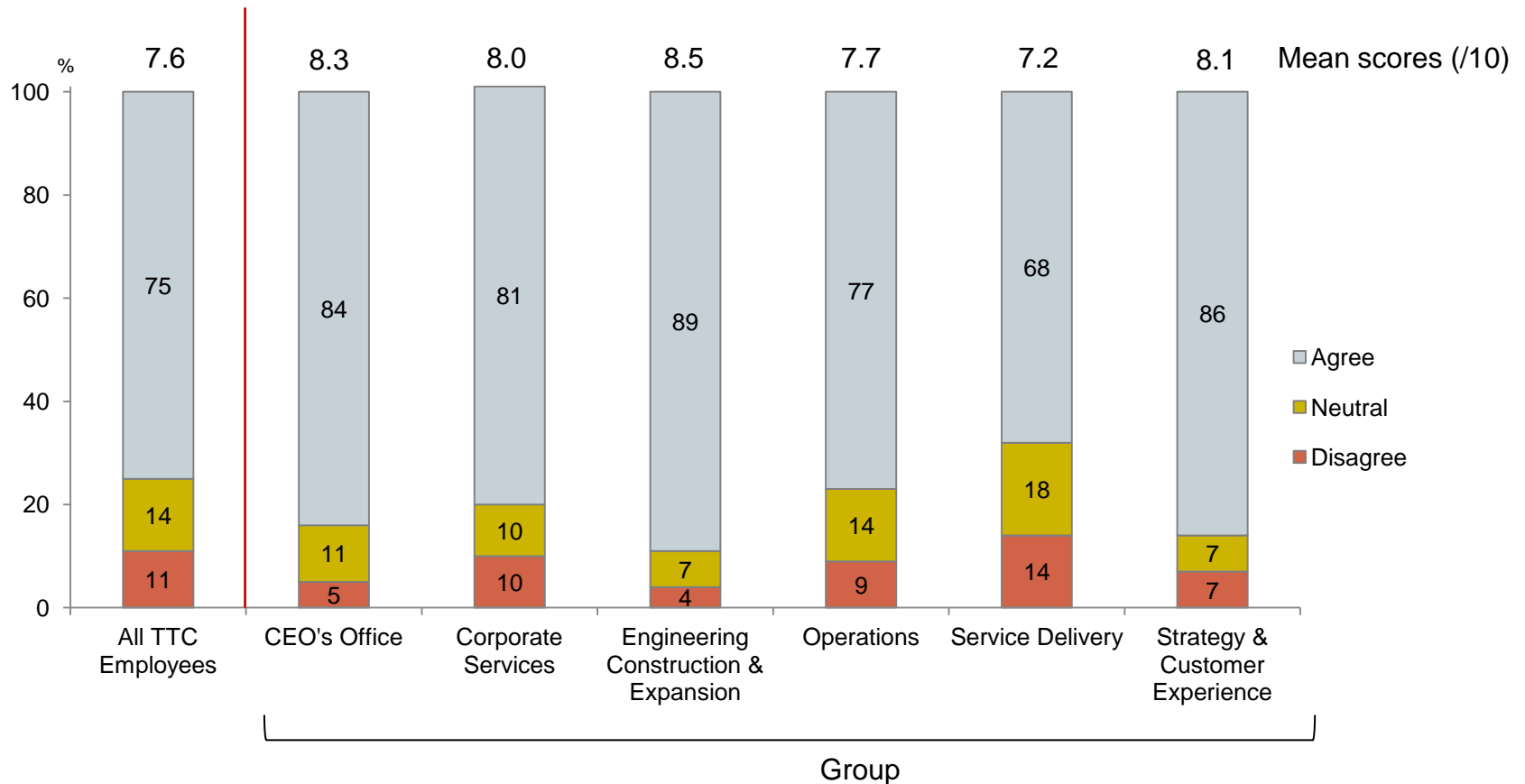
### ALL TTC Employees

**Total**  
(n= 4720)  
**Mean=7.6**



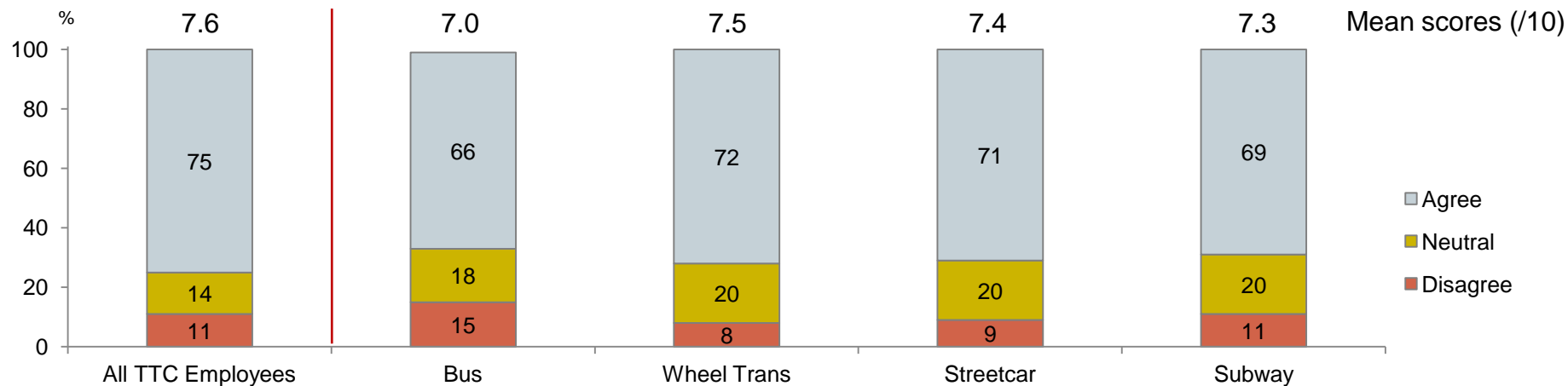
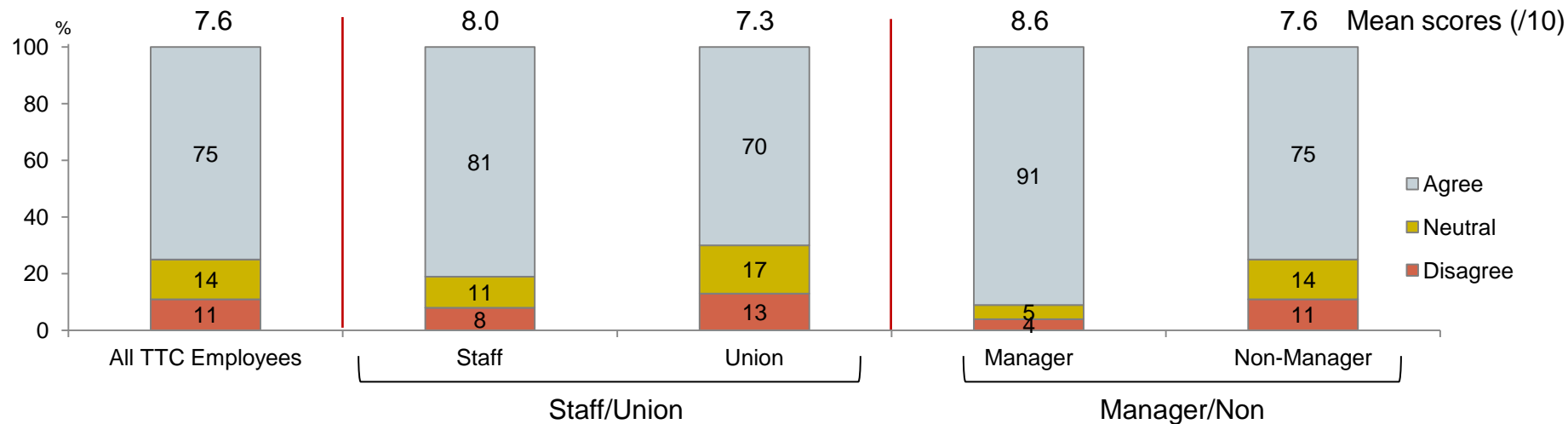
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

# OVERALL RATINGS OF YOUR TEAM - BY GROUP



E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.  
Sample sizes vary by attribute.

# OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION

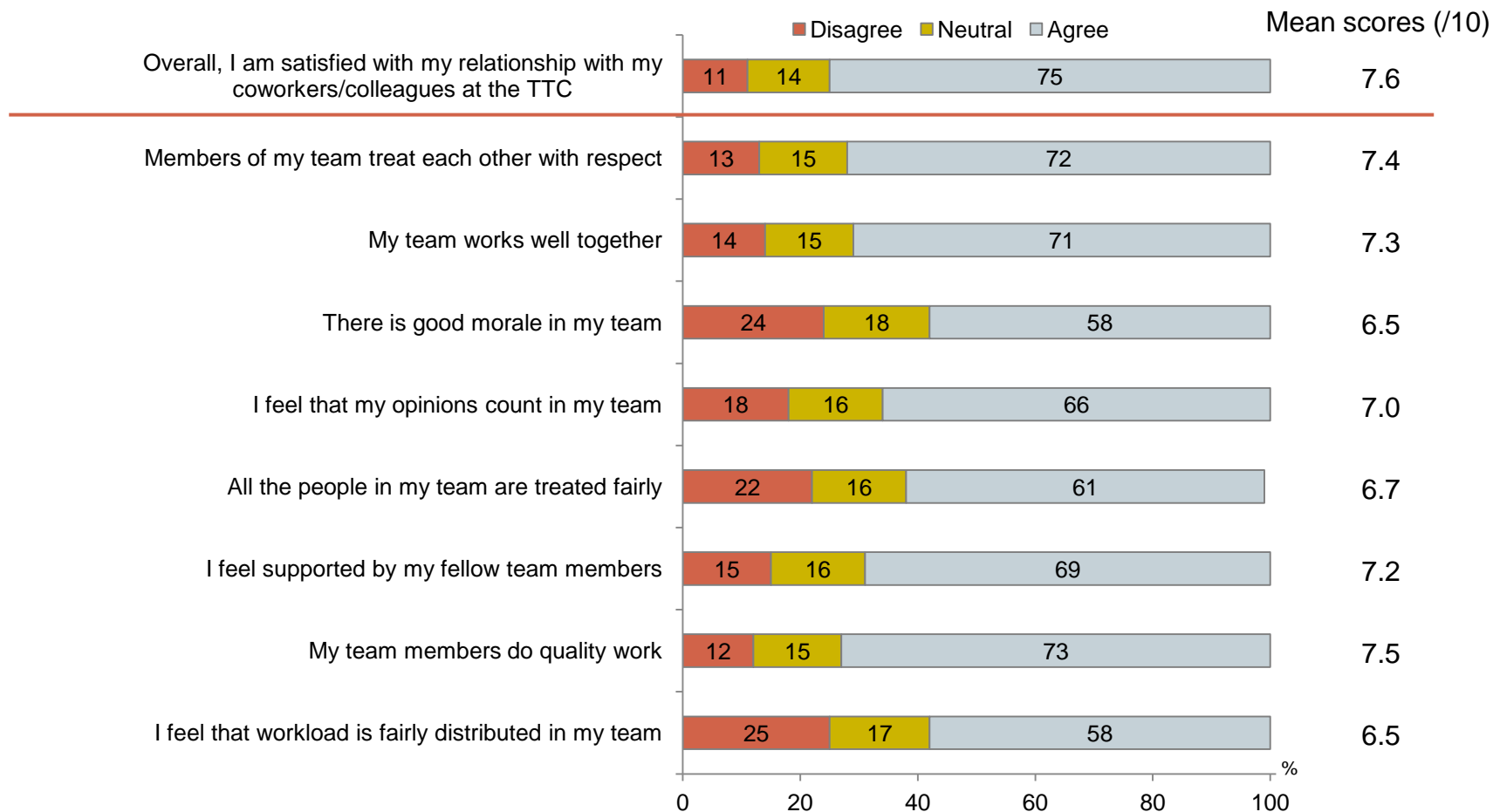


E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.  
Sample sizes vary by attribute.



# RATINGS OF YOUR TEAM

## - ALL TTC EMPLOYEES



E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Sample sizes vary by attribute.

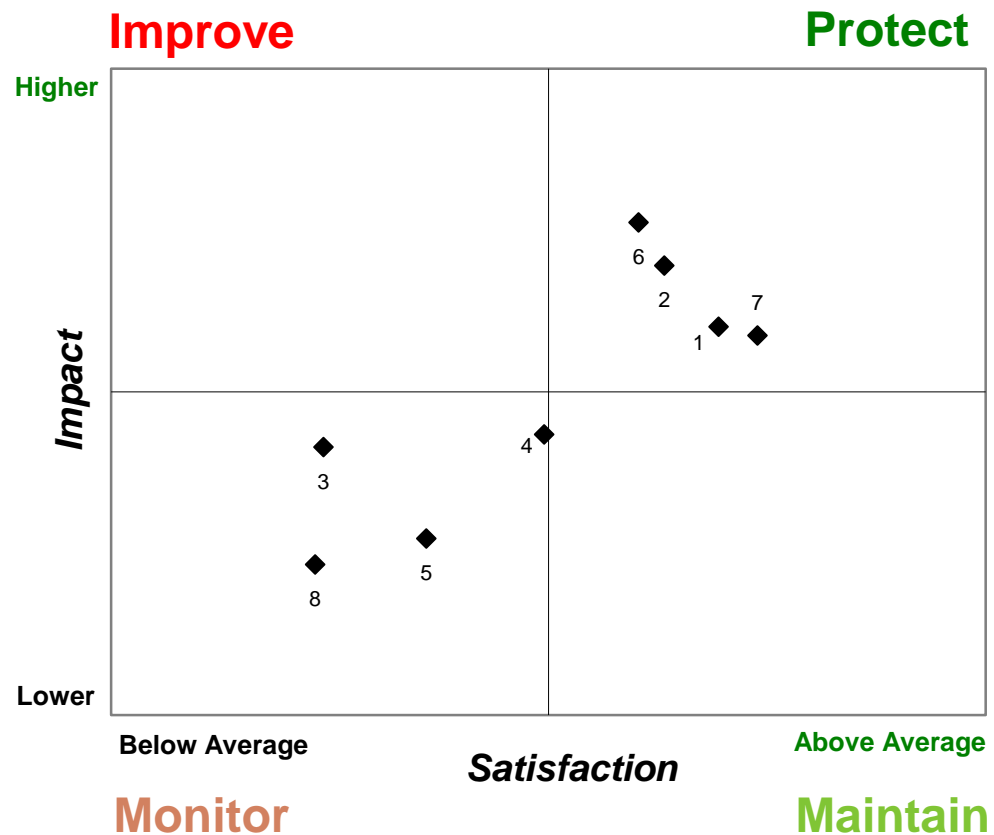
# RATINGS OF YOUR TEAM - BY GROUP

Mean	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.3	8.0	8.5	7.7	7.2	8.1
Members of my team treat each other with respect	7.4	8.3	7.8	8.4	7.4	6.9	7.9
My team works well together	7.3	8.2	7.8	8.3	7.5	6.5	7.8
There is good morale in my team	6.5	7.6	7.1	7.9	6.7	5.7	6.6
I feel that my opinions count in my team	7.0	8.2	7.7	8.2	7.3	5.9	7.6
All the people in my team are treated fairly	6.7	7.8	7.3	8.2	6.9	6.0	6.9
I feel supported by my fellow team members	7.2	8.3	7.7	8.3	7.4	6.5	7.6
My team members do quality work	7.5	8.5	8.0	8.3	7.7	6.7	8.1
I feel that workload is fairly distributed in my team	6.5	7.6	6.8	7.6	6.6	5.9	6.9

E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: YOUR TEAM

## - ALL TTC EMPLOYEES



1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel that workload is fairly distributed in my team

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 6.5 to 7.5.  
Impact values range between 46% to 66%.

# OPPORTUNITY ANALYSIS: YOUR TEAM SUMMARY BY GROUP

## Key Drivers

Key Drivers by Group	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Members of my team treat each other with respect	🔒	🔒	🔒	🔒	🔒	🔒	🔒
My team works well together	🔒	🔒	🔒	🔒	🔒	🔒	🔒
There is good morale in my team		↑		↑			
I feel that my opinions count in my team			🔒		🔒		
All the people in my team are treated fairly							
I feel supported by my fellow team members	🔒	🔒	🔒	🔒	🔒	🔒	🔒
My team members do quality work	🔒	🔒	🔒	🔒	🔒	🔒	🔒
I feel that workload is fairly distributed in my team							

🔒 Represents Area to Protect

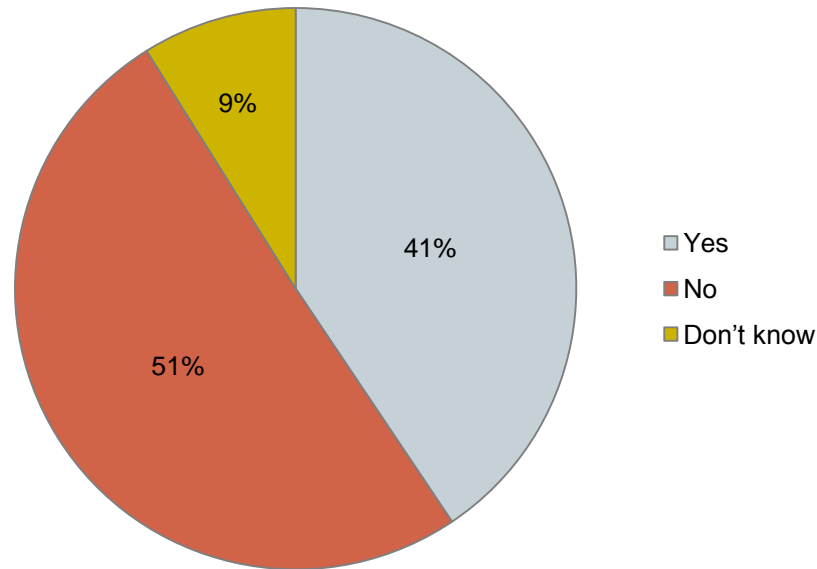
↑ Represents Area of Priority Improvement

Sample sizes vary by attribute.

# REGULAR TEAM MEETINGS

## ALL TTC Employees

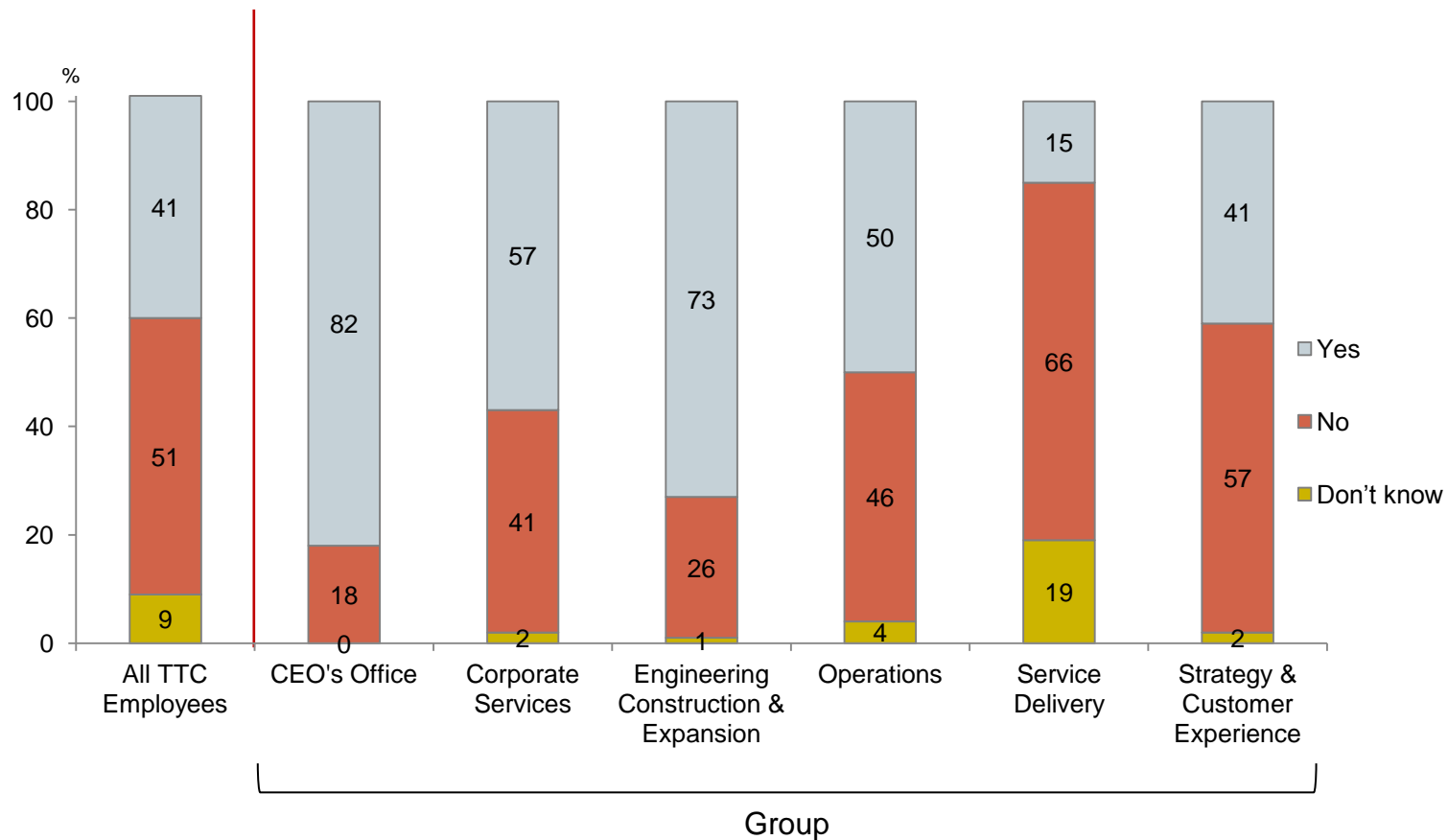
Total  
(n= 4631)



E2. Does your team hold regular team meetings?

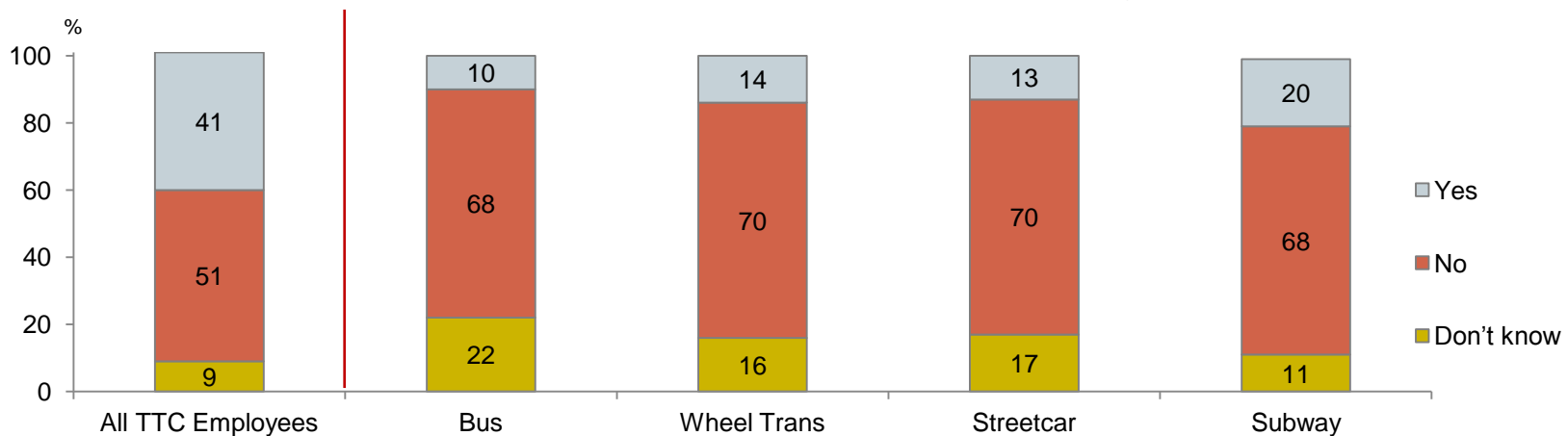
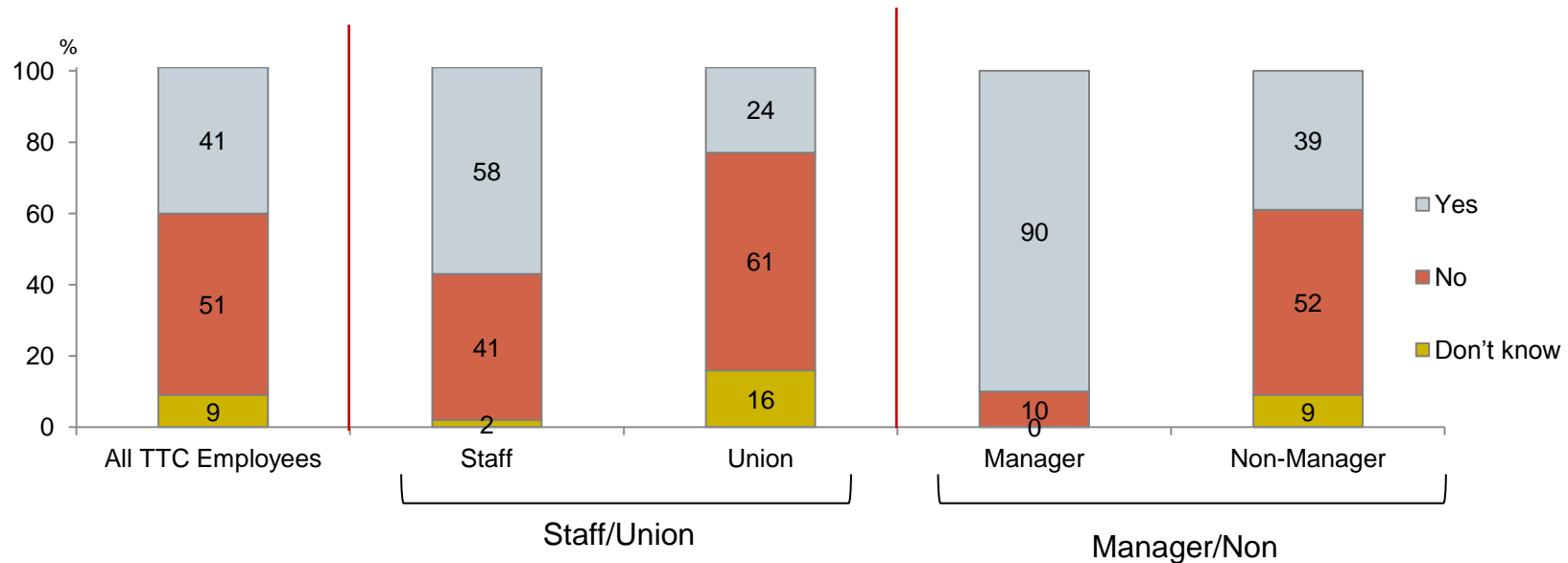
# REGULAR TEAM MEETINGS

## - BY GROUP



E2. Does your team hold regular team meetings?

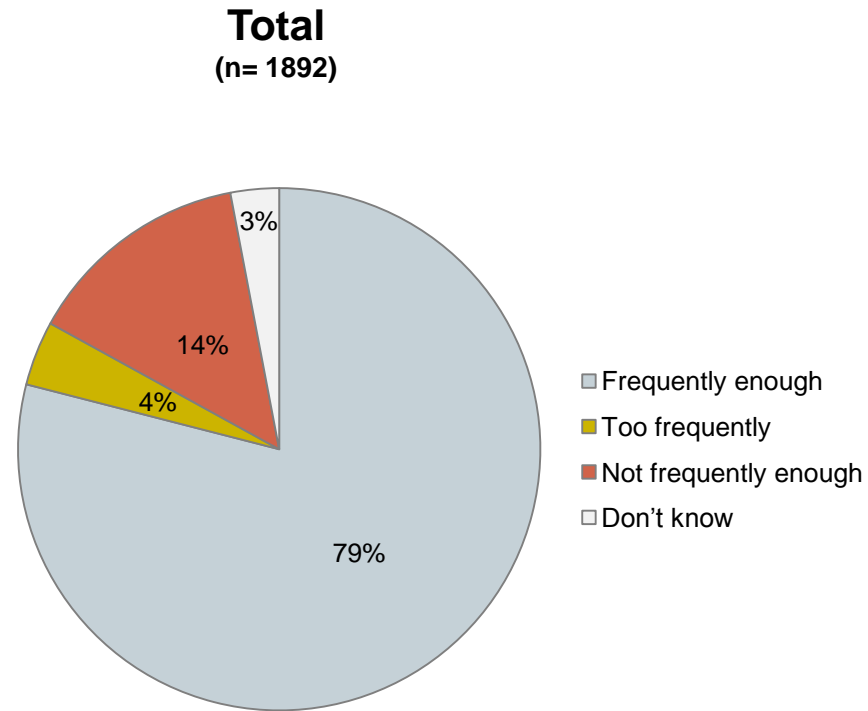
# REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



E2. Does your team hold regular team meetings?

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

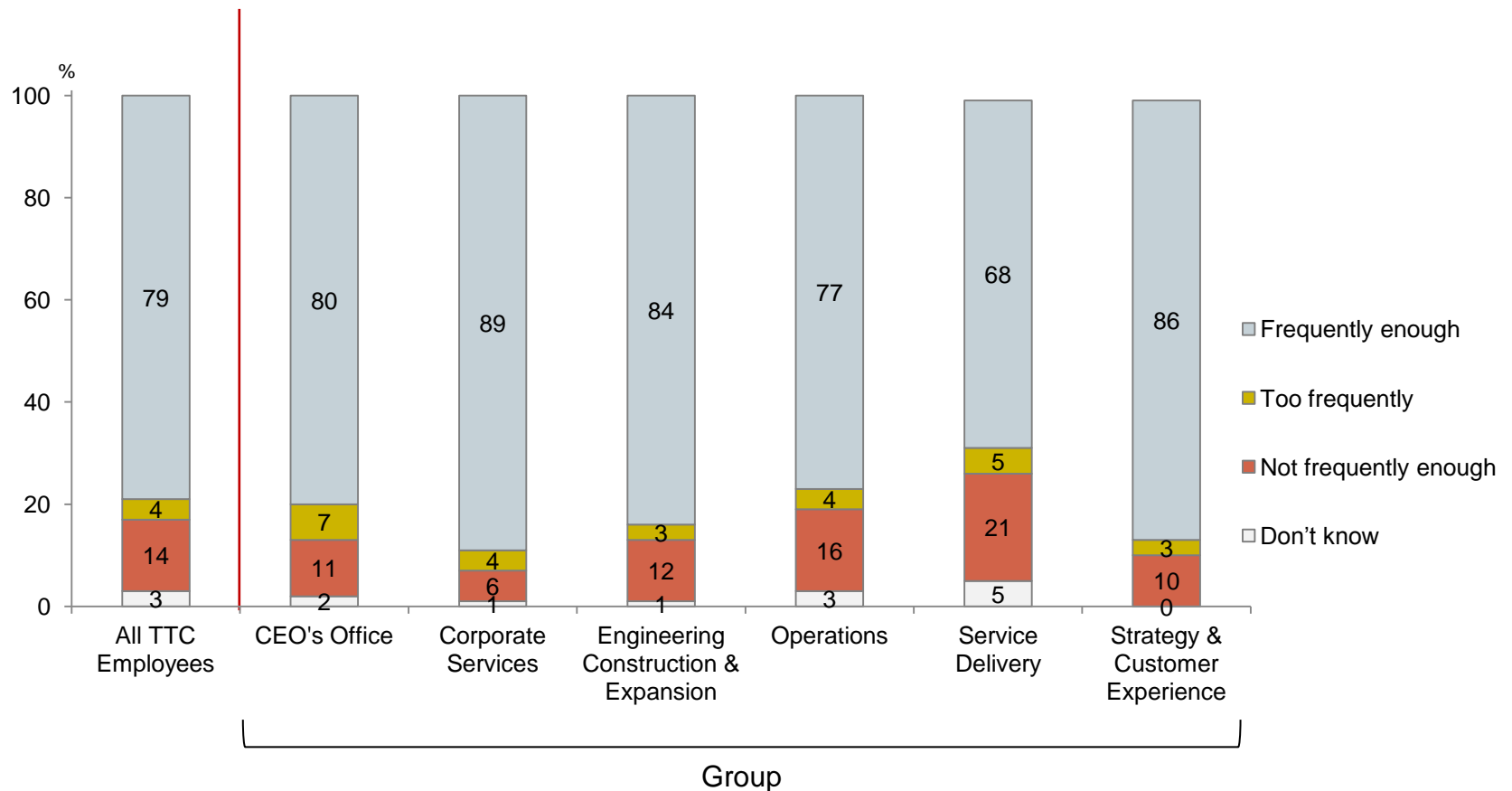


E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.



# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY GROUP

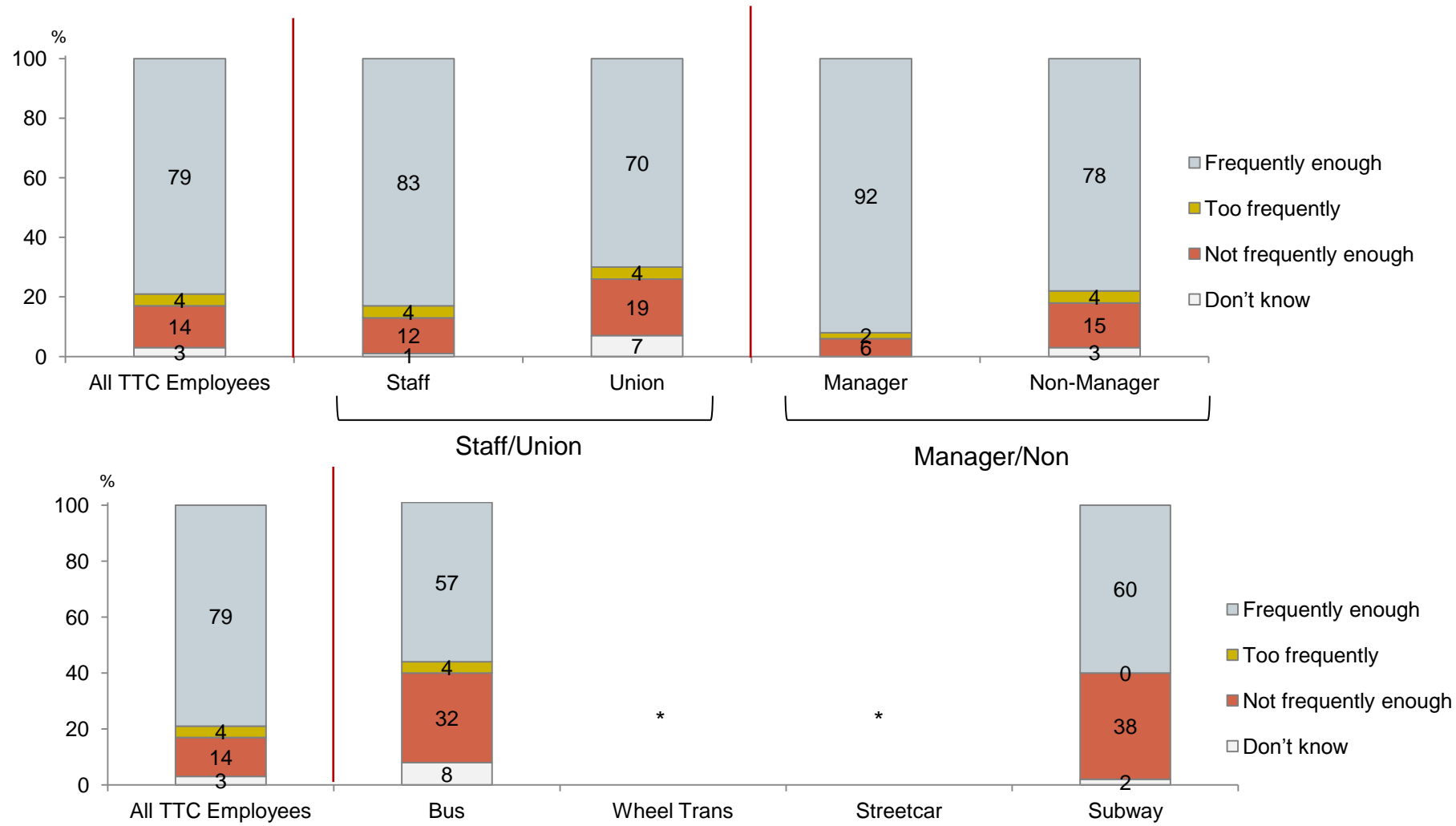
Among employees who have regular team meetings



E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.  
Sample sizes vary by category.

# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

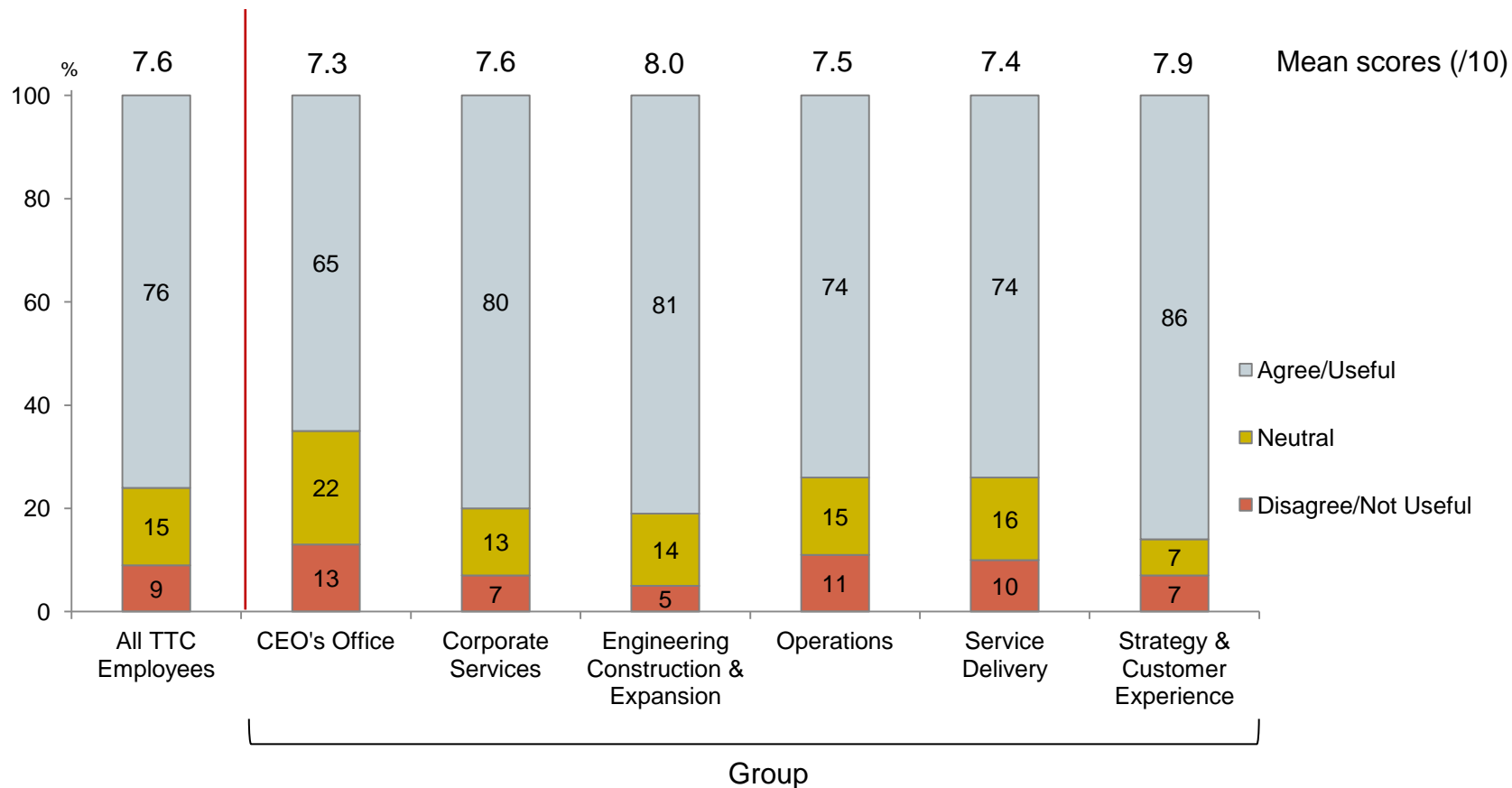
Among employees who have regular team meetings



\* Percentages suppressed due to sample size <30.  
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.  
Sample sizes vary by category.

# USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings

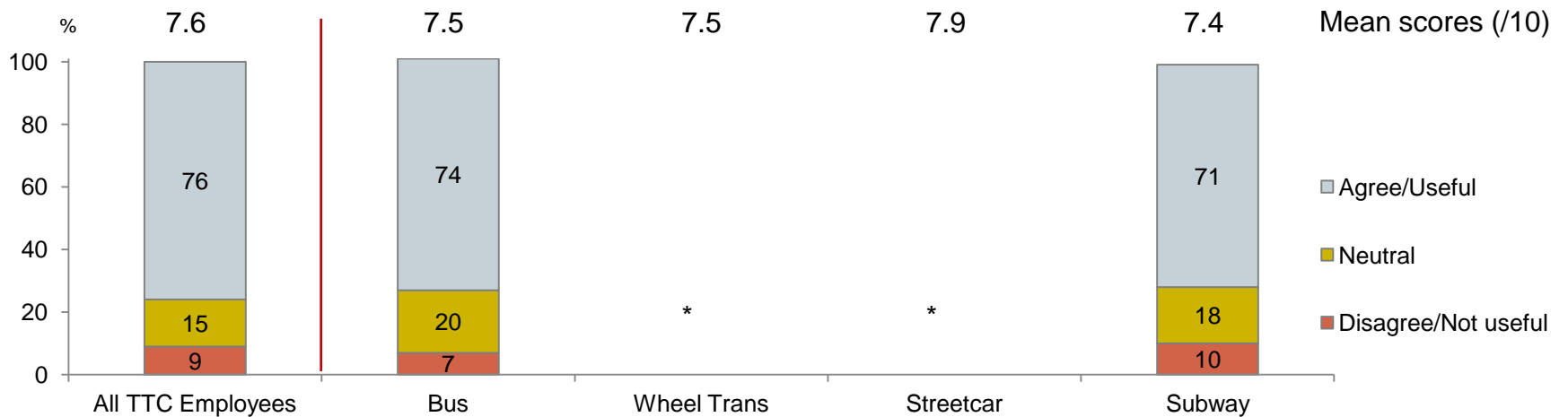
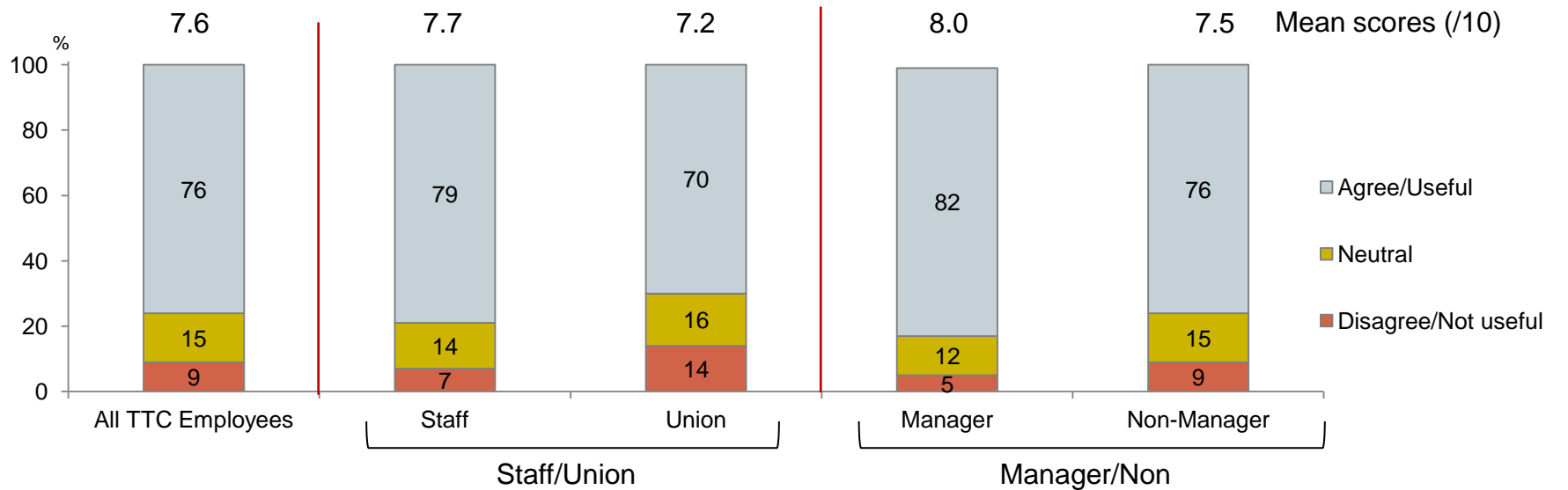


E4. How much do you agree or disagree that your team meetings are useful?  
Sample sizes vary by category.

# USEFULNESS OF TEAM MEETINGS

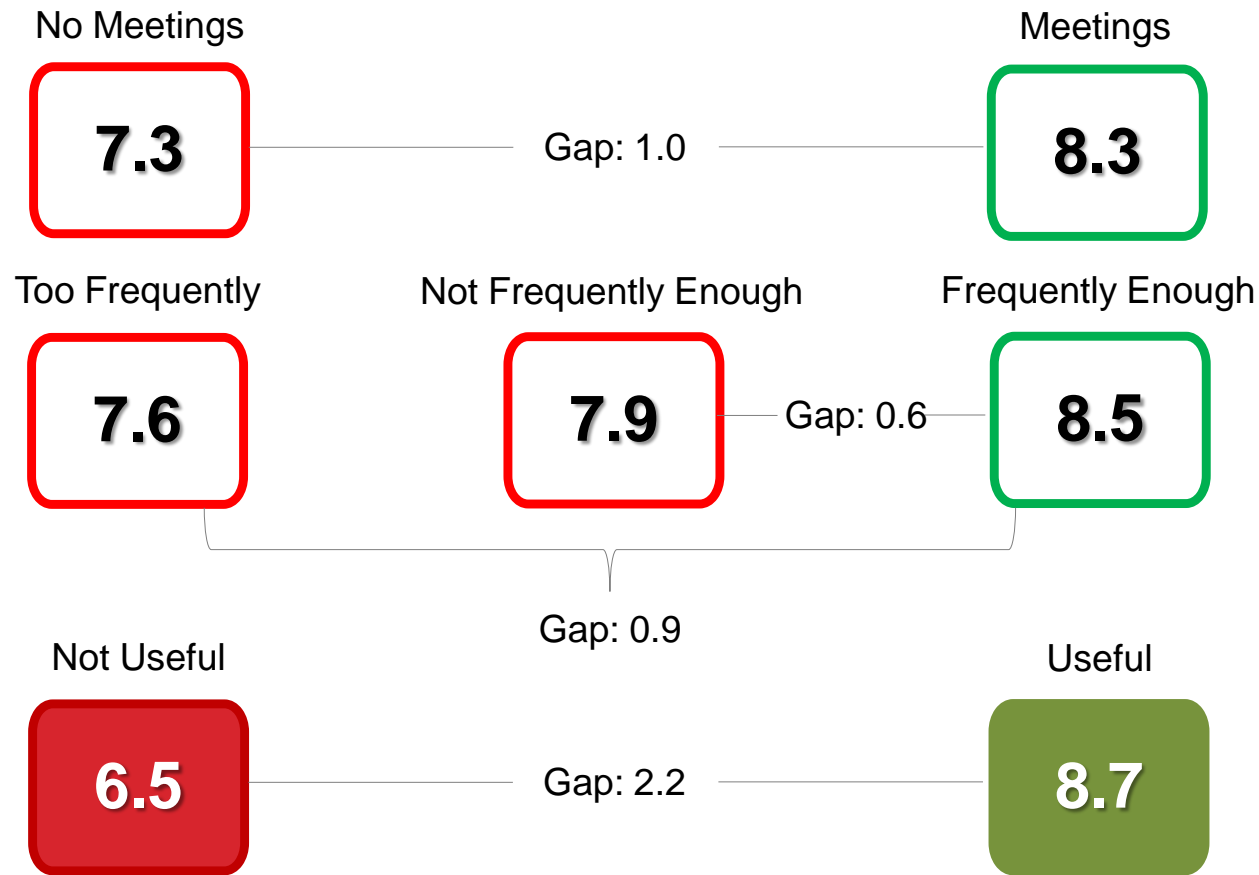
## - BY EMPLOYEE POSITION

Among employees who have regular team meetings



\* Percentages suppressed due to sample size <30.  
E4. How much do you agree or disagree that your team meetings are useful?  
Sample sizes vary by category.

# IMPACT OF TEAM MEETINGS ON EMPLOYEE ENGAGEMENT



# FINAL WORD

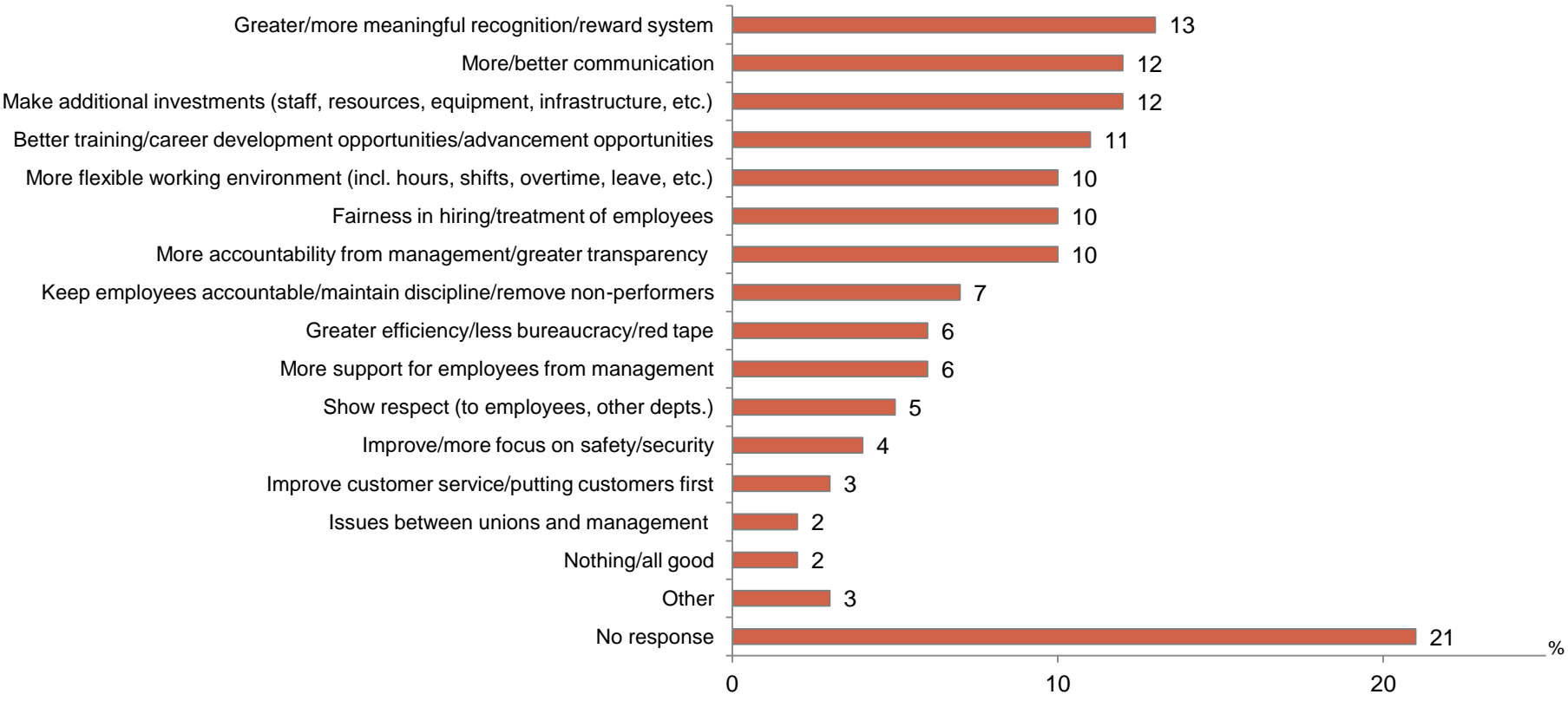
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# FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them more meaningful recognition/rewards, better communication, and making additional investments

**Total**  
(n= 4803)



J1. What would you most like to see improved to increase your satisfaction as a TTC employee?  
Percentages may total more than 100% as respondents may have identified multiple areas to improve.

# ACTION AREAS AND RECOMMENDATIONS

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# KEY ACTION AREAS

	Strategy & Customer Experience (S&CE)	CEO's Office (CEO)	Corporate Services (CS)	Operations (Ops)	Service Delivery (SD)	Engineering Construction & Expansion (EC&E)
Working Environment	Showing concern for employees' health & well-being (All except S&CE) Improving workspaces and facilities (All except CS)					
Company		Building relationships between Senior Management & employees (All) TTC leadership's decision making ability (Ops & SD) Effective information sharing (Ops & SD) and collaboration (SD)				
Performance & Reward	Meaningful recognition Opportunities to progress					
Training & Development	Personal & career development					
Job	Focus on motivation (All except SD) Continue to build on employees' existing skills and abilities (CS, EC&E, S&CE) Ensure employees have freedom to make decisions (CEO, EC&E, S&CE) and can always put customers first (CEO)					

# RECOMMENDATIONS: ALL EMPLOYEES

- Conduct discussion sessions with employees to explore:
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
  - Ways to **improve relationships** between Senior Management and employees, focusing on:
    - Open and honest communication
    - Building trust
    - Welcoming all feedback, both positive and negative
    - Demonstrating that employees' time is valued
  - Methods for reducing incidents of discrimination from other employees (e.g., interest in diversity training)
  - Solutions to help mitigate employees' reluctance to report discrimination or harassment, and methods employees believe should be employed when these incidents are reported
  - The types of supports that would be most effective for employees who experience discrimination from other employees and/or abuse from customers
  - The main causes of workplace stress and effective ways of reducing it

# RECOMMENDATIONS: GROUP SPECIFIC

- Additional areas to explore in discussion sessions with specific groups:

## Operations and Service Delivery

- Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
- How to improve dissemination of **information** regarding what is happening at the TTC
- How to increase **collaboration** with other parts of the TTC (Service Delivery)

## Strategy & Customer Experience

- Issues related to **personal development** (plan)
- Issues related to **career development & opportunities to progress**
- Types of recognition/rewards that would be **meaningful**

# RECOMMENDATIONS: GROUP SPECIFIC (CONT'D)

- Additional areas to explore in discussion sessions with specific groups:

## CEO's Office

- Types of recognition/rewards that would be **meaningful**
- Issues related to **opportunities to progress** within the company

# Thank you

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behalf of TTC

